



# City of Springfield, Oregon FY 13 Adopted Budget

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**CITY OF SPRINGFIELD**  
**Adopted Budget – FY13**

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	Garold Ropp
Marilee Woodrow	5	Ken Hutchison
Joe Pishioneri	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	-	DSD/PW Director
Rod Lathrop	-	Information Technology Director
Niel Laudati	-	Community Relations Manager
Randy Groves	-	Fire Chief
Jerry Smith	-	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.

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



# Our Organizational Values Statement

## Passion \* Integrity \* Results

### *Passion for our community*

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

### *Integrity in our work*

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

### *Results through collaboration*

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





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## READERS GUIDE

### *The Budget Document*

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

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

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

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

The **Operating Budget** by Department presents the City's operating budget (personal services, materials and services, and capital outlay) from the department view. There are nine City departments and one service area: City Manager's Office; Finance; Fire and Life Safety; Human Resources; Information Technology; Legal and Judicial (a service area); Library; Police, Development Services and Public Works Departments. Each of the ten Departmental areas includes a description of the Department, its mission, community outcomes, organization chart, financial summary, and information about the personal services (classifications of positions and their funding source) 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 \$82,890,043 makes up 27.3% 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 \$43,873,905 makes up 14.5% 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 \$176,838,540 makes up 58.2% of the total City Budget. This section provides detail to those expenditures not under the direct authority of a department and/or the activities of the program are not specifically identifiable by department. Such detail as the City Fund Reserves, debt servicing costs, and inter-fund transfers of all funds are summarized in this section.

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

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



## ***Budget Overview***

It is my pleasure to present the city of Springfield's Fiscal Year 2013 budget.

The city of Springfield is privileged to have gained the trust of our citizens. Springfield residents have shown that trust by supporting two operating levies that fund critical services in the Fire & Life Safety Department, Police Department, Municipal Court and the City Prosecutors Office. Property taxes and fees for services provide the funding needed to provide city services to the community. The proposed budget continues to meet the service needs of the community, maintains the financial stability of the organization, and makes investments in the future of the community.

Work on the proposed budget once again began during the middle of the current fiscal year when it became clear that most revenue sources in Fiscal Year 2012 and Fiscal Year 2013 would continue to decline. At that time, plans were established to reduce General Fund expenditure by \$818,000 in order to increase cash available for Fiscal Year 2013. Even with this advance preparation and action the proposed Fiscal Year 2013 budget requires expenditure reductions in order to produce a balance budget.

The proposed budget eliminates 13.5 positions across the organization compared to the Fiscal Year 2012 budget. The following is brief summary of the reductions.

- The newly formed Development Services/Public Works Department will eliminate 10.2 positions. These reductions are due to declines in the federally funded Community Development Block Grant Program and continued lack of development activity. The reductions will cause a delay in the completion of long term planning projects such as phase 2 of the Glenwood Refinement Plan, the Downtown Plan and the evaluation of the expansion of the Urban Growth Boundary.
- The Fire & Life Safety Department will eliminate one position. The Deputy Chief of Operations is eliminated as part of the functional consolidation with the Eugene Fire Department. The department is also reducing overtime costs by \$140,000 through a combination of efficiencies gained through the consolidation with the Eugene Fire Department, the retirement of long term employees and through a joint labor/management effort to identify additional efficiencies to reduce overtime. If the overtime reduction cannot be achieved, reducing the hours of the operation of one of the three ambulances will be implemented during the second half of the fiscal year. An EMS Accounting Technician was eliminated during the Fiscal Year 2012 due to the loss of a contract for ambulance billing.
- The Police Department shows a decrease of one police officer. This position was funded through a federal grant fund and worked on domestic violence cases throughout the County in the Lane County District Attorney's Office. Federal funds are no longer available for the position in the Lane County District Attorney's Office. The person holding this position will fill a

patrol position that is currently vacant. The Police Department has applied for a federal grant that would fund one additional police officer who would be assigned to patrol.

### ***A Goal Directed Budget***

The proposed budget allows the city to implement the goals of the Mayor and City Council and the citywide strategic plan.

#### **Provide Financially Responsible and Innovative Government Services**

The cash balance for the general fund is projected to increase by approximately \$300,000 from July 1, 2012 to June 30, 2013. This is accomplished through expenditure reductions and higher than anticipated property taxes received in Fiscal Year 2012.

Funds other than the general fund continue to remain stable.

Several innovative approaches to service delivery have resulted in expenditure reductions and/or improved service to the community. The following are a few examples:

- The functional consolidation of the Springfield and Eugene Fire Departments has saved the city of Springfield approximately \$1.3 million since Fiscal Year 2011.
- The reorganization of the Development Services Department and the Public Works Department is anticipated to save \$300,000 in Fiscal Year 2013.
- The Library was able to increase operating hours in Fiscal Year 2012 despite reductions in their budget. Those hours continue to be maintained in Fiscal Year 2013.
- Springwell, the Employee Wellness Program and other efforts of the Human Resources Department are having a positive impact on health insurance cost. Health premiums did not increase in Fiscal Year 2012.
- The Library architecture designs and campaign plans drafted by University of Oregon students are advancing community conversations about future investments in Library services and facilities. This initial visioning work would otherwise have required funds for a private consultant.

While the above is encouraging, it should be noted that the city will continue to face financial challenges into the foreseeable future without some modest economic recovery.

#### **Encourage Economic Development and Revitalization through Community Partnerships**

Through the efforts of the members of Team Springfield (City of Springfield, Springfield Utility Board, School District 19, and Willamalane) in cooperation the Springfield Chamber and the Neighborhoods Economic Development Corporation (NEDCO) a new partnership has been formed. The partnership will assist existing businesses poised for growth and well as conduct

targeted recruitment of new businesses to the area. The proposed budget includes funding for this effort. The effort is also being funded by Team Springfield.

The proposed budget also includes funding for the Main Street Program which is providing business assistance in the downtown area.

The budgets for the two urban renewal areas have been adjusted to minimize the amount of staff funded through urban renewal so that the districts' scarce resources can be invested in urban renewal projects.

As part of the Sustainable City Year partnership, University of Oregon students generated a significant number of scenarios and recommendations specific to planning and brownfield redevelopment recommendations on Booth Kelly and Waremart sites. This work may otherwise have required substantial funds for a private consulting firm.

#### **Strengthen Public Safety by Leveraging Partnership and Resources**

The proposed budget assumes that the merger of the Springfield Fire & Life Safety Department and the Eugene Fire Department will continue to proceed. The proposed merger is saving money as well as improving services across both cities

Property Crime has been reduced by nearly 33% thanks to the efforts of the Police Department and the ability to have those convicted of crimes serve complete sentences in the Springfield Municipal Jail.

#### **Foster an Environment that Values Diversity and Inclusion**

The city organization continues to make progress towards this goal through community outreach and outreach to minority owned businesses. The Human Resources Department is participating in programs designed to expose young women to the full spectrum of careers in local government, as well as partner with other local government and educational institutions around issues regarding diversity and inclusion. The Development and Public Works Department has seen an increase in bid responses and awards by Minority, Women & Emerging Small Businesses. The City has partnered with United Way of Lane County and the University of Oregon to better understand and serve the diverse populations of citizens living in both the Springfield Promise Neighborhood as well as the Laura Street Neighborhood.

#### **Maintain and Improve Infrastructure and Facilities**

The proposed budget invests approximately \$43,873,905 to maintain and improve the assets of the citizens of Springfield. The proposed capital budget makes significant investments in stormwater facilities, wastewater projects, and the required environmental analysis for the Franklin Boulevard upgrade project. Certain capital projects related to future development have been delayed due to lack of development activity and to reduce the need to increase stormwater and wastewater fees. In an effort to continue community education about

stormwater and groundwater, staff have partnered with the University of Oregon to design and build a demonstration stormwater facility. For very minimal cost, this facility will be built to illustrate different stormwater management best practices.

### **Promote and Enhance Hometown Feel while Focusing on Livability and Environmental Quality**

Almost every aspect of the operation of the city is in some way linked to the hometown feel and livability of the community. Symbolic of the city of Springfield's commitment to community livability and environmental quality is the planned completion of the Mill Race Ecosystem Restoration Project. The project has significantly improved water quality in the Mill Race, opened up tremendous potential for a new recreation corridor, and is an initial step in the eventual redevelopment of the Booth Kelly site. The City is also working closely with University of Oregon students to gather detailed information about the community's current wayfinding system and valued community amenities. This work will directly impact the look and feel of current directional signage at both pedestrian and vehicular scale.

### ***Priority Driven Budgeting***

Several Departments have begun implementing Priority Driven Budgeting and will present the results of that work during their presentations to the Budget Committee. The organization is taking an incremental and deliberate approach towards implementing and evaluating Priority Driven Budgeting.

Priority Driven 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 the focus during the budget process is determining ways to meet spending 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. It would:

- Identify the most important strategic priorities
- Rank programs and services
- Allocate funding in accordance with the ranking
- Provide transparency of community priorities
- Create solutions

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.

The move to priority driven budgeting will be done incrementally over the next several years with the actual pace dependent on the feedback of the Budget Committee and those involved with the preparation of the annual budget.

### ***A Look Towards the Future***

The national economy continues to show signs of recovery. Past experience has shown that the economy of Oregon and Lane County will recover slower than the national economy. Economic growth will result in increased revenue to local governments including the city of Springfield. It will be important to maintain a conservative financial approach in response to increases in revenue. Ideally, increased expenditures should lag behind increases in revenue so that adequate reserves are established for major capital purchases and to build a safety net for any future economic difficulties that may occur.

In Fiscal Year 2014 the following will need to be addressed:

- Retirement plan costs are projected to increase significantly as the result of poor investment returns of the Public Employees Retirement System (PERS) and the city's retirement plan for public safety personnel that are being slowly phased out. Retirement costs could increase by as much as \$1.9 million in Fiscal Year 2014.
- A dedicated reserve for major building systems replacement reserve is needed for the timely replacement of major systems for aging building and facility systems. It is estimated that an adequate major building systems replacement reserve would require an annual contribution of \$400,000 in order to fund major system replacement needs over a 20 year period.
- It will be necessary to renew the law enforcement levy that funds police officers, jail operations, city prosecutor, and court operations. The existing levy funds 22 positions and will need to be renewed in order to continue to provide essential law enforcement services in Fiscal Year 2014. Failure of the levy would have a dramatic financial and service impact.
- In the next few months the city will be engaging the citizens of Springfield in a conversation about the maintenance and preservation of city streets. The current level of funding for the maintenance and preservation of streets is adequate. If left unchanged, it will result in significantly higher costs to replace streets that have failed. It is hoped that the community conversations will result in the creating of a funding mechanism that will provide for an adequate level of street preservation and maintenance.

### ***Conclusion***

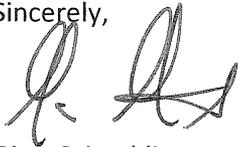
The city organization has once again shown its resiliency as it deals with stagnant and declining revenue. The proposed budget is balanced with limited impacts on high priority city services. This has been accomplished by reducing staffing where workloads have decreased due to low levels of development activity as well as through innovation and a willingness to rethink how to provide services in the most cost effective manner. The leadership of the Mayor and City Council and the Budget Committee has

been instrumental in creating an environment that demands excellence and fiscal accountability. The result is a proposed budget that provides a solid foundation for moving forward and positions the city for the opportunities and the challenges of the future.

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 2013 proposed budget for your consideration and look forward to discussing it with you in greater detail.

Sincerely,

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

Gino Grimaldi  
City Manager

# ADDENDUM TO THE CITY MANAGER'S BUDGET MESSAGE

## Summary of Actions of the Budget Committee and City Council Adopting the FY13 City Budget June 18, 2012

A summary of the actions taken by the Budget Committee and City Council in adopting the FY13 annual budget is provided in the following addendum to the City Manager's Budget Message.

### **Budget Committee Action – FY13 Approved Budget**

The City's Proposed Budget totaled \$303,002,488 and 408.49 FTE. At the May 8, 2012 Budget Committee meeting, the Committee approved the FY13 Proposed Budget with the specific changes identified below. These changes increased expenditures by \$49,063 including changes in reserves.

### **Expenditure Increases:**

The following four items use reserve funds to provide additional services.

#### **Lane Regional Air Protection Agency**

The Budget Committee approved funding for LRAPA's grant match; this change will appear in the City Manager's Office budget. The source of the funds is a decrease in General Fund reserves.

#### Requested Action

Fund 100	Increase expenditure LRAPA	21,224
	Decrease General Fund Reserves	(21,224)

#### **Human Services**

The Budget Committee increased funding for Human Service; this change will appear in the City Manager's Office budget. The source of the funds is a decrease in General Fund reserves.

#### Requested Action

Fund 100	Increase expenditure Human Service	12,839
	Decrease General Fund Reserves	(12,839)

#### **City Manager's Office Program Expense**

The Budget Committee increased the City Manager's Office budget for social media projects. The source of the funds is the Transient Room Tax reserves.

#### Requested Action

Fund 208	Increase expenditure Program Expense	10,000
	Decrease Transient Room Tax Reserves	(10,000)

**Metro Partnership**

The Budget Committee increased funding for Metro Partnership. The source of the funds is a decrease in other operating expenditures in the City Manager’s Office budget.

Requested Action

Fund 100	Increase expenditure Metro Partnership	5,000
	Decrease Material & Services	(5,000)

**City Council Action – FY13 Adopted Budget**

Oregon Budget Law allows the City Council to adopt changes made to the budget approved by the City’s Budget Committee, within guidelines. These guidelines include being able to increase total expenditures within a fund by not more than \$5,000 or 10% of the estimated expenditures to the fund (whichever is greater). There is no limit on the amount by which a fund can be reduced.

At the June 18, 2011 regular meeting, the City Council held a public hearing on the FY13 Approved Budget and adopted the FY13 City Budget with no further changes. The following table provides a summary of the final Adopted Budget.

<b>Adopted FY13 Budget</b>	
Operating Budget	82,890,043
Capital Budget	43,873,905
Non-Departmental Budget	176,838,540
<b>Total</b>	<b>\$ 303,602,488</b>

## CITY OVERVIEW

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

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

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

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

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

### ***Citizen Involvement***

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

<b>Date</b>	<b>Time and Place</b>	<b>Agenda Items</b>
Tuesday April 24, 2012	5:30 p.m. Library Meeting Room	Election of Officers Welcome from the City Manager Presentation of FY13 Proposed Budget
Tuesday May 1, 2012	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 8, 2012	5:30 p.m. Library Meeting Room	Business from the Audience Departmental Presentation

## **City Services**

Under the direction of the City Manager, nine departments and one service area provide services to the citizens of Springfield: 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.

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 Services Department** provides urban planning services to the community, mandates building permitting and inspection, responds to property nuisance complaints and manages City-owned real estate.

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.

The **Public Works Department** plans, designs, constructs, operates, and maintains public improvements, facilities and equipment owned by the City and the public.

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 2011**

- ♦ The citizen members of the City of Springfield Budget Committee are appointed by Council.
- ♦ The City of Springfield Five-Year Capital Improvement Program update begins.
- ♦ Springfield City Council adopts goals for the next fiscal year.

### **January – March 2012**

- ♦ 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 provide guidance to City Manager.
- ♦ The City Manager prepares the recommended FY13 Proposed Budget for consideration by the Budget Committee.

### **April – May 2012**

- ♦ 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 2012**

- ♦ The Budget Committee recommends its FY13 Approved Budget to the City Council.

### **June 2012**

- ♦ The City Council holds hearings and adopts the FY13 Annual Budget.

### **July 2012**

- ♦ The FY13 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**  
**FY13 Adopted Budget**

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

Budget Data	FY10 Actual	FY11 Actual	FY12* Amended	FY13 Adopted
<b>Operating Budget - All Funds</b>	<b>\$ 73,055,203</b>	<b>\$ 73,785,060</b>	<b>\$ 82,276,398</b>	<b>\$ 82,890,043</b>
Cost per Capita	1,257.73	1,241.65	1,378.28	1,377.54
% Change (cost per capita)		-1.3%	11.0%	-0.1%
<b>Debt Service *</b>	<b>\$ 3,302,876</b>	<b>\$ 3,296,511</b>	<b>\$ 3,292,677</b>	<b>\$ 3,295,157</b>
Cost per Capita	56.86	55.47	55.16	54.76
% Change (cost per capita)		-2.4%	-0.6%	-0.7%
<b>Population</b>	<b>58,085</b>	<b>59,425</b>	<b>59,695</b>	<b>60,173</b>

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

Source	FY10 Actual	FY11 Actual	FY12* Amended	FY13 Adopted
Taxes	\$ 27,605,561	\$ 27,716,200	\$ 27,735,893	\$ 29,077,921
Licenses and Permits	3,682,141	3,488,137	3,891,381	3,402,768
Intergovernmental	10,536,396	9,600,505	11,028,689	8,184,951
Charges for Service	50,558,443	53,602,910	54,265,306	55,122,835
Fines and Forfeitures	1,443,684	1,809,533	1,981,012	1,751,198
Use of Money and Property	2,934,763	2,951,252	2,782,447	2,212,225
Special Assessments	11,693	1,200,625	23,500	26,000
Miscellaneous Receipts	428,947	1,248,267	1,228,539	893,659
Other Financing Sources	44,820,182	51,621,896	51,436,765	45,440,361
Cash Carry-Over	174,804,289	145,570,507	161,484,827	157,490,570
<b>Total</b>	<b>\$ 316,826,100</b>	<b>\$ 298,809,832</b>	<b>\$ 315,858,359</b>	<b>\$ 303,602,488</b>

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

Source	FY10 Adopted	FY11 Adopted	FY12* Adopted	FY13 Adopted
Total Personnel (FTE)	442.80	437.50	421.96	408.49
Employees/1,000 Population	7.62	7.36	7.07	6.79
% Change in Emp/1,000 Population		-3.42%	-3.99%	-3.96%

\* Amended as of June 4, 2012

**TOTAL BUDGET SUMMARY - FY10 through FY13**  
**Resources and Requirements: All Funds**

Source	FY10 Actual	FY11 Actual	FY12* Amended	FY13 Adopted
<b>Resources: (Summary Level)</b>				
Taxes (Current and Delinquent)	\$ 27,605,561	\$ 27,716,200	\$ 27,735,893	\$ 29,077,921
Licenses, Permits and Fees	3,682,141	3,488,137	3,891,381	3,402,768
Intergovernmental	10,536,396	9,600,505	11,028,689	8,184,951
Charges for Service	50,558,443	53,602,910	54,265,306	55,122,835
Fines and Forfeitures	1,443,684	1,809,533	1,981,012	1,751,198
Use of Money and Property	2,934,763	2,951,252	2,782,447	2,212,225
Special Assessments	11,693	1,200,625	23,500	26,000
Miscellaneous Receipts	428,947	1,248,267	1,228,539	893,659
Other Financing Sources	44,820,182	51,621,896	51,436,765	45,440,361
<b>Total Current Revenues</b>	<b>\$ 142,021,810</b>	<b>\$ 153,239,325</b>	<b>\$ 154,373,532</b>	<b>\$ 146,111,918</b>
<b>Cash Carryover</b>	<b>174,804,289</b>	<b>145,570,507</b>	<b>161,484,827</b>	<b>157,490,570</b>
<b>Total Resources</b>	<b>\$ 316,826,100</b>	<b>\$ 298,809,832</b>	<b>\$ 315,858,359</b>	<b>\$ 303,602,488</b>
	-	-	-	-
<b>Requirements:</b>				
<b>Operating Budget</b>				
City Manager's Office	\$ 1,366,937	\$ 1,451,174	\$ 1,398,267	\$ 1,511,061
Development Services	6,079,711	4,649,329	5,318,341	3,489,594
Finance	1,019,338	1,012,624	1,127,932	1,126,549
Fire and Life Safety	15,607,023	16,636,547	16,664,982	17,820,448
Human Resources	1,277,992	1,083,985	1,221,841	1,214,915
Information Technology	1,396,686	1,414,843	1,439,063	1,535,217
Legal and Judicial Services	1,470,746	1,581,145	1,817,717	1,821,588
Library	1,360,465	1,372,206	1,448,901	1,488,108
Police	16,311,539	16,909,925	18,823,583	18,951,023
Public Works	27,164,767	27,673,283	33,015,771	33,931,540
<b>Total Operating Budget</b>	<b>\$ 73,055,203</b>	<b>\$ 73,785,060</b>	<b>\$ 82,276,398</b>	<b>\$ 82,890,043</b>
<b>Total Capital Budget</b>	<b>47,778,353</b>	<b>11,471,702</b>	<b>58,773,828</b>	<b>43,873,905</b>
<b>Total Non-Departmental Budget</b>	<b>50,278,307</b>	<b>51,763,226</b>	<b>174,808,133</b>	<b>176,838,540</b>
<b>Total Requirements</b>	<b>\$ 171,111,864</b>	<b>\$ 137,019,988</b>	<b>\$ 315,858,359</b>	<b>\$ 303,602,488</b>
	-	-	-	-

\* Amended as of June 4, 2012

**TOTAL BUDGET SUMMARY - FY10 through FY13**  
**Resources and Requirements: General Fund**

Source	FY10 Actual	FY11 Actual	FY12* Amended	FY13 Adopted
<b>Resources: (Summary Level)</b>				
Taxes (Current and Delinquent)	\$ 16,929,080	\$ 17,139,200	\$ 17,155,219	\$ 18,137,044
Licenses, Permits and Fees	2,337,074	2,259,845	2,438,928	2,280,868
Intergovernmental	3,760,045	3,778,249	4,093,167	3,753,260
Charges for Service	2,644,350	2,286,697	2,902,511	2,902,448
Fines and Forfeitures	1,407,755	1,608,031	1,979,512	1,749,998
Use of Money and Property	64,613	108,648	152,000	140,000
Special Assessments	-	-	-	-
Miscellaneous Receipts	147,141	227,098	210,971	151,159
Other Financing Sources	3,664,973	3,297,183	3,667,665	3,455,724
<b>Total Current Revenues</b>	<b>\$ 30,955,030</b>	<b>\$ 30,704,951</b>	<b>\$ 32,599,973</b>	<b>\$ 32,570,501</b>
<b>Cash Carryover</b>	<b>7,361,246</b>	<b>7,808,672</b>	<b>7,551,136</b>	<b>8,095,025</b>
<b>Total Resources</b>	<b>\$ 38,316,276</b>	<b>\$ 38,513,623</b>	<b>\$ 40,151,109</b>	<b>\$ 40,665,526</b>
<b>Requirements:</b>				
<b>Operating Budget</b>				
City Manager's Office	\$ 1,203,112	\$ 1,256,083	\$ 1,153,865	\$ 1,233,042
Development Services	1,522,393	1,523,935	1,295,213	1,156,913
Finance	798,546	781,847	854,000	853,351
Fire and Life Safety	9,399,798	9,853,100	9,979,996	10,012,741
Human Resources	404,440	391,502	417,224	391,064
Information Technology	1,221,006	1,275,045	1,339,063	1,400,217
Legal and Judicial Services	1,312,546	1,246,609	1,414,213	1,403,959
Library	1,261,500	1,287,777	1,333,082	1,382,053
Police	11,548,172	11,532,906	12,502,632	12,946,918
Public Works	937,190	983,523	1,014,232	1,034,867
<b>Total Operating Budget</b>	<b>\$ 29,608,704</b>	<b>\$ 30,132,328</b>	<b>\$ 31,303,520</b>	<b>\$ 31,815,125</b>
<b>Total Capital Budget</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Non-Departmental Budget</b>	<b>755,329</b>	<b>829,979</b>	<b>8,847,589</b>	<b>8,850,401</b>
<b>Total Requirements</b>	<b>\$ 30,364,033</b>	<b>\$ 30,962,307</b>	<b>\$ 40,151,109</b>	<b>\$ 40,665,526</b>

\* Amended as of June 4, 2012

## TOTAL BUDGET SUMMARY - FY10 through FY13 Requirements Only - All Funds

Expenditures by Department	FY10 Actual	FY11 Actual	FY12* Amended	FY13 Adopted
City Manager's Office	\$ 1,416,937	\$ 1,451,174	\$ 1,448,267	\$ 1,561,061
Development Services	6,142,335	4,654,319	5,757,341	4,028,594
Finance	1,399,338	1,012,624	1,127,932	1,126,549
Fire and Life Safety	15,607,023	16,636,547	16,664,982	17,820,448
Human Resources	1,277,992	1,083,985	1,221,841	1,214,915
Information Technology	1,618,983	1,650,480	1,439,063	1,535,217
Legal and Judicial Services	1,470,746	1,581,145	1,817,717	1,821,588
Library	1,360,465	1,372,206	1,448,901	1,488,108
Police	16,311,539	16,909,925	18,823,583	18,951,023
Public Works	74,228,200	38,904,357	91,300,599	77,216,445
Non-Departmental	50,278,307	51,763,226	174,808,133	176,838,540
<b>Total</b>	<b><u>\$ 171,111,864</u></b>	<b><u>\$ 137,019,988</u></b>	<b><u>\$ 315,858,359</u></b>	<b><u>\$ 303,602,488</u></b>
	-	-	-	-
Expenditures by Fund	FY10 Actual	FY11 Actual	FY12* Amended	FY13 Adopted
General - Fund 100	\$ 30,364,033	\$ 30,962,307	\$ 40,151,109	\$ 40,665,526
Street - Fund 201	4,633,059	4,797,323	5,789,243	5,468,502
Jail Operations - Fund 202	1,947,334	2,345,357	2,847,294	2,743,976
Special Revenue - Fund 204	1,313,445	1,541,854	1,887,912	1,200,265
Transient Room Tax - Fund 208	706,972	751,276	899,662	1,094,143
Community Development - Fund 210	2,757,222	1,388,273	2,241,358	812,585
Building Fund - Fund 224	1,287,717	1,227,016	1,570,716	926,607
Fire Local Option Levy - Fund 235	1,208,228	1,439,818	2,211,571	2,070,882
Police Local Option Levy - Fund 236	3,173,947	3,708,612	5,452,594	6,041,991
Bancroft Redemption - Fund 305	318,069	319,725	210,918	159,364
Bond Sinking - Fund 306	3,302,876	3,296,511	3,889,914	3,770,799
Regional Wastewater Debt Service - Fund 312	7,712,938	7,708,375	7,712,100	7,710,025
Sewer Capital Projects - Fund 409	4,919,895	1,894,203	19,547,821	17,135,821
Regional WW Rev. Bond Cap. Proj. - Fund 412	23,219,295	1,534,164	28,607,024	24,671,257
Development Assessment Capital - Fund 419	89,165	333,046	1,218,818	1,166,862
Development Projects - Fund 420	7,433,876	1,074,548	4,942,129	3,187,145
Drainage Capital - Fund 425	740,153	833,820	13,902,927	14,239,427
Police Building Bond Capital Project - Fund 428	4,142,465	167,323	200,237	-

<b>Expenditures by Fund - Continued</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12* Amended</b>	<b>FY13 Adopted</b>
Regional Wastewater Capital - Fund 433	8,017,193	4,853,968	62,671,782	61,713,153
Street Capital - Fund 434	516,612	-	595,051	527,951
SDC Storm Improvement - Fund 440	728,019	165,297	1,881,932	1,715,217
SDC Storm Drainage Reimb Fund - Fund 441	4,306	27,436	109,537	101,572
SDC Sanitary Reimbursement - Fund 442	82,865	97,230	1,451,248	1,262,900
SDC Sanitary Improvement - Fund 443	98,798	82,597	585,067	513,319
SDC Regional Wastewater Reimb. - Fund 444	3,007,668	51,177	101,537	158,120
SDC Regional Wastewater Improv. - Fund 445	2,505,373	2,501,132	3,143,322	2,201,974
SDC Transportation Reimbursement - Fund 446	189,004	83,418	488,532	308,913
SDC Transportation Improvement - Fund 447	461,288	1,916,521	1,662,708	1,575,431
Sewer Operations - Fund 611	6,364,022	5,087,014	12,535,799	11,773,431
Regional Wastewater - Fund 612	23,739,720	30,107,685	37,419,092	41,948,221
Ambulance - Fund 615	4,942,827	5,087,042	5,302,235	5,051,045
Drainage Operating - Fund 617	3,796,635	4,645,675	9,818,634	8,522,005
Booth-Kelly - Fund 618	1,419,229	1,205,018	2,375,503	2,443,770
Regional Fiber Consortium - Fund 629	88,347	54,440	76,033	91,933
Insurance - Fund 707	14,475,670	14,378,486	22,714,543	20,681,779
Vehicle and Equipment - Fund 713	816,056	849,534	8,933,141	9,294,147
SDC Administration - Fund 719	587,544	502,766	709,316	652,430
<b>Total</b>	<b>\$ 171,111,864</b>	<b>\$ 137,019,988</b>	<b>\$ 315,858,359</b>	<b>\$ 303,602,488</b>
	-	-	-	-
<b>Expenditures by Category</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12* Amended</b>	<b>FY13 Adopted</b>
Personal Services	\$ 42,753,056	\$ 44,499,308	\$ 46,541,356	\$ 46,847,934
Materials and Services	28,903,755	28,311,692	33,042,008	31,936,484
Capital Outlay	1,398,393	974,060	2,693,034	4,105,625
Capital Projects	47,778,353	11,471,702	58,773,828	43,873,905
Non-Departmental	50,278,307	51,763,226	174,808,133	176,838,540
<b>Total</b>	<b>\$ 171,111,864</b>	<b>\$ 137,019,988</b>	<b>\$ 315,858,359</b>	<b>\$ 303,602,488</b>
<b>Expenditure Summary</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12* Amended</b>	<b>FY13 Adopted</b>
Operating	\$ 73,055,203	\$ 73,785,060	\$ 82,276,398	\$ 82,890,043
Capital Projects	47,778,353	11,471,702	58,773,828	43,873,905
Non Departmental	50,278,307	51,763,226	174,808,133	176,838,540
<b>Total</b>	<b>\$ 171,111,864</b>	<b>\$ 137,019,988</b>	<b>\$ 315,858,359</b>	<b>\$ 303,602,488</b>

\* Amended as of June 4, 2012

Note: Department totals include Capital Projects and Capital Outlay

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**OPERATING BUDGET SUMMARY - FY10 through FY13  
Requirements Only - All Funds**

<b>Expenditures by Department</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12* Amended</b>	<b>FY13 Adopted</b>
City Manager's Office	\$ 1,366,937	\$ 1,451,174	\$ 1,398,267	\$ 1,511,061
Development Services	6,079,711	4,649,329	5,318,341	3,489,594
Finance	1,019,338	1,012,624	1,127,932	1,126,549
Fire and Life Safety	15,607,023	16,636,547	16,664,982	17,820,448
Human Resources	1,277,992	1,083,985	1,221,841	1,214,915
Information Technology	1,396,686	1,414,843	1,439,063	1,535,217
Legal and Judicial Services	1,470,746	1,581,145	1,817,717	1,821,588
Library	1,360,465	1,372,206	1,448,901	1,488,108
Police	16,311,539	16,909,925	18,823,583	18,951,023
Public Works	27,164,767	27,673,283	33,015,771	33,931,540
<b>Total</b>	<b>\$ 73,055,203</b>	<b>\$ 73,785,060</b>	<b>\$ 82,276,398</b>	<b>\$ 82,890,043</b>
<b>Expenditures by Fund</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12* Amended</b>	<b>FY13 Adopted</b>
General - Fund 100	\$ 29,608,704	\$ 30,132,328	\$ 31,303,520	\$ 31,815,125
Street - Fund 201	4,563,341	4,797,323	4,988,932	5,110,805
Jail Operations - Fund 202	1,947,334	2,345,357	2,599,345	2,743,976
Special Revenue - Fund 204	1,074,358	1,541,854	1,438,386	728,988
Transient Room Tax - Fund 208	291,322	324,185	406,055	416,466
Community Development - Fund 210	2,694,598	1,388,273	2,098,806	670,033
Building Code - Fund 224	1,233,977	1,172,917	1,273,551	926,607
Fire Local Option Levy - Fund 235	1,208,228	1,439,818	1,537,852	1,556,762
Police Local Option Levy - Fund 236	2,036,947	2,408,612	2,627,564	2,764,913
Bancroft Redemption - Fund 305	14,069	13,582	16,402	15,885
Development Assessment Capital - Fund 419	65,756	69,110	79,524	74,692
Police Building Bond Captial Project - Fund 428	189,430	-	-	-
Regional Wastewater Capital - Fund 433	345,717	331,959	2,032,335	2,436,307
SDC Storm Improvement - Fund 440	90,370	49,551	57,568	23,778
SDC Sanitary Reimbursement - Fund 442	82,865	73,870	182,226	105,440
SDC Storm Drainage Reimb Fund - Fund 441	4,306	27,436	21,035	16,344
SDC Sanitary Improvement - Fund 443	53,136	36,935	99,886	48,324
SDC Regional Wastewater Reimb. - Fund 444	3,705	1,177	7,500	4,000
SDC Regional Wastewater Improve. - Fund 445	360	1,132	4,000	3,500
SDC Transportation Reimb. - Fund 446	40,088	39,605	41,246	48,677
SDC Transportation Improvement - Fund 447	168,984	229,620	70,079	177,451
Sewer Operations - Fund 611	2,788,376	2,771,816	3,165,087	3,393,990
Regional Wastewater - Fund 612	13,445,020	13,706,172	15,749,798	16,173,215

**Operating Budget Summary - Continued**

<b>Expenditures by Fund</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12* Amended</b>	<b>FY13 Adopted</b>
Ambulance - Fund 615	4,942,827	5,087,042	5,077,594	5,051,045
Drainage Operating - Fund 617	3,546,635	3,761,525	4,410,856	4,610,045
Booth-Kelly - Fund 618	299,916	242,780	363,649	543,361
Regional Fiber Consortium - Fund 629	88,347	54,440	47,300	46,100
Insurance - Fund 707	865,960	692,483	803,017	813,851
Vehicle and Equipment - Fund 713	772,986	541,393	1,157,403	1,999,735
SDC Administration - Fund 719	587,544	502,766	615,882	570,628
<b>Total</b>	<b>\$ 73,055,203</b>	<b>\$ 73,785,060</b>	<b>\$ 82,276,398</b>	<b>\$ 82,890,043</b>
	-	-	-	-

<b>Expenditures by Category</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12* Amended</b>	<b>FY13 Adopted</b>
Personal Services	\$ 42,753,056	\$ 44,499,308	\$ 46,541,356	\$ 46,847,934
Materials and Services	28,903,755	28,311,692	33,042,008	31,936,484
Capital Outlay	1,398,393	974,060	2,693,034	4,105,625
<b>Total</b>	<b>\$ 73,055,203</b>	<b>\$ 73,785,060</b>	<b>\$ 82,276,398</b>	<b>\$ 82,890,043</b>

\* Amended as of June 4, 2012

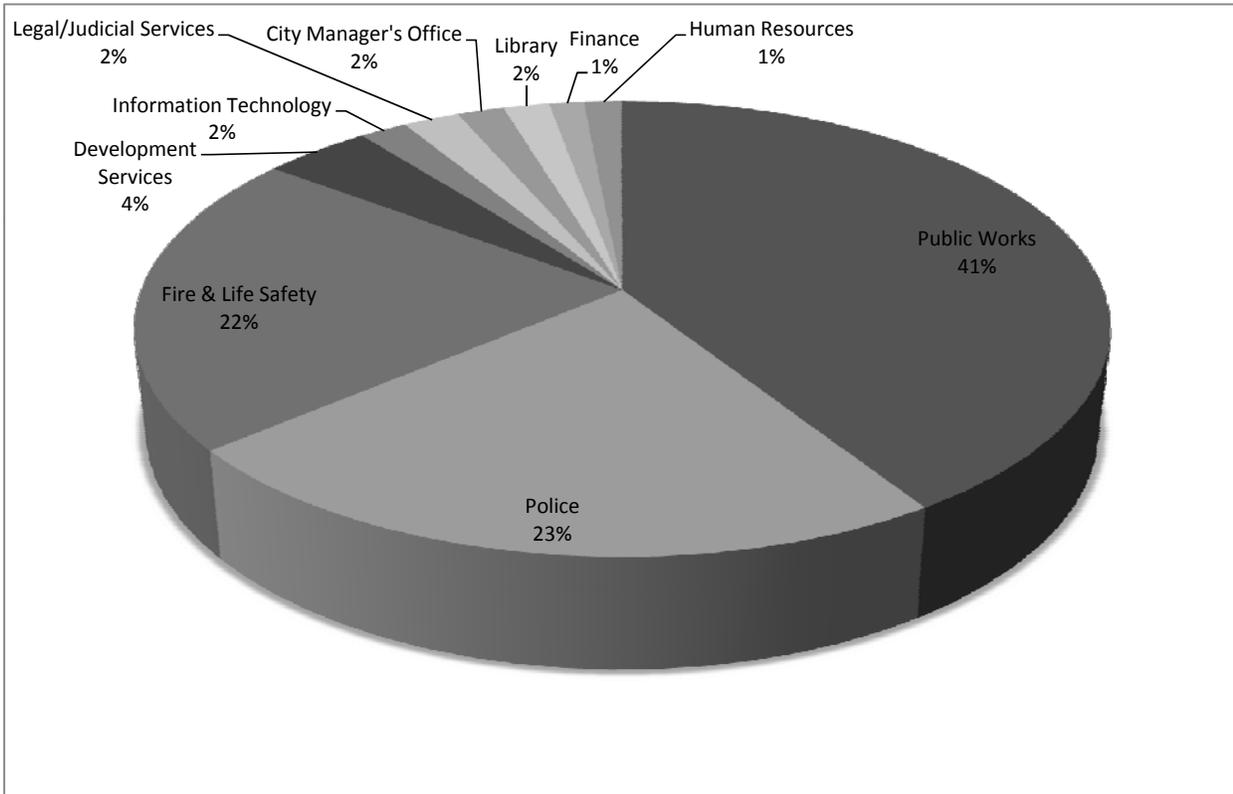
# FY13 OPERATING BUDGET

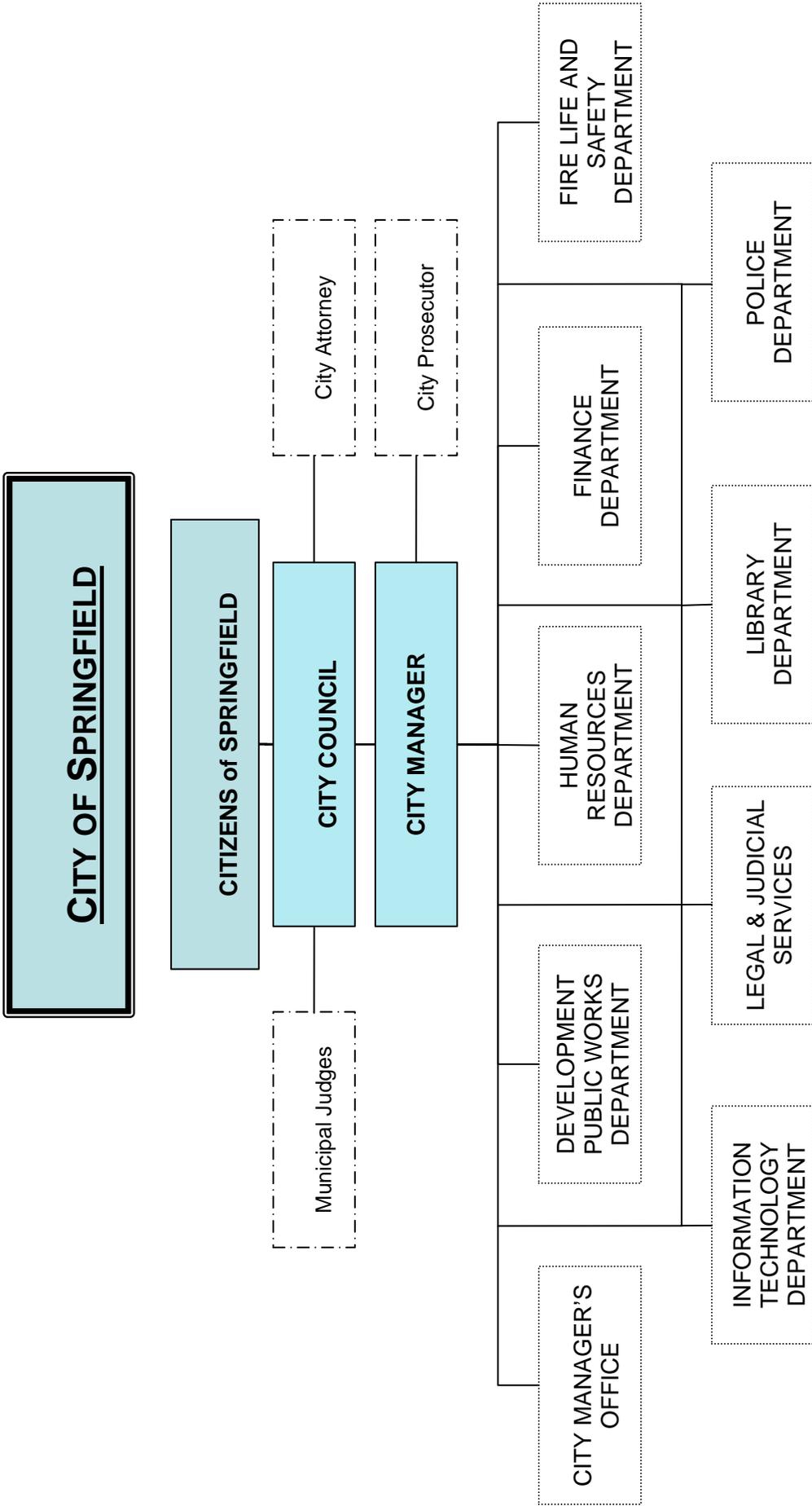
All Funds: \$ 82,890,043

By Department		
	Amount	%
City Manager's Office	\$ 1,511,061	2%
Development Services	3,489,594	4%
Finance	1,126,549	1%
Fire & Life Safety	17,820,448	21%
Human Resources	1,214,915	1%
Information Technology	1,535,217	2%
Legal/Judicial Services	1,821,588	2%
Library	1,488,108	2%
Police	18,951,023	23%
Public Works	33,931,540	41%
<b>Total</b>	<b>\$ 82,890,043</b>	<b>100%</b>

By Category		
	Amount	%
Personal Services	\$ 46,847,934	57%
Materials and Services	31,936,484	39%
Capital Outlay	4,105,625	5%
<b>Total</b>	<b>\$ 82,890,043</b>	<b>100%</b>

## By Department





## City Manager's Office

### Departmental Programs

- Administration
- Economic Development

### Department Description

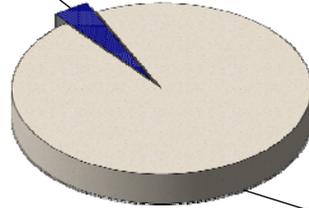
The City Manager's Office directs and coordinates the work plans of all City departments in conformance with the goals and objectives established by the Mayor and City Council. The City Manager is the chief administrative officer for the City and is responsible for informing and advising the City Council 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.

<b>FY13 OPERATING BUDGET - General Fund</b>		<b>\$ 31,815,125</b>
<b>City Manager's Office:</b>	<b>\$ 1,233,042</b>	

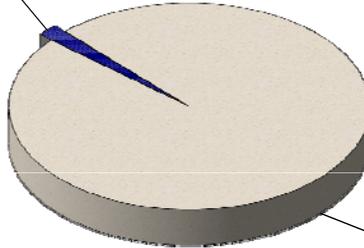
**City Manager's Office**  
4%



All Others  
\$30,582,083  
96%

<b>FY13 OPERATING BUDGET - All Funds</b>		<b>\$ 82,890,043</b>
<b>City Manager's Office:</b>	<b>\$ 1,511,061</b>	

**City Manager's Office**  
2%



All Others  
\$81,378,982  
98%

## City Manager's Office

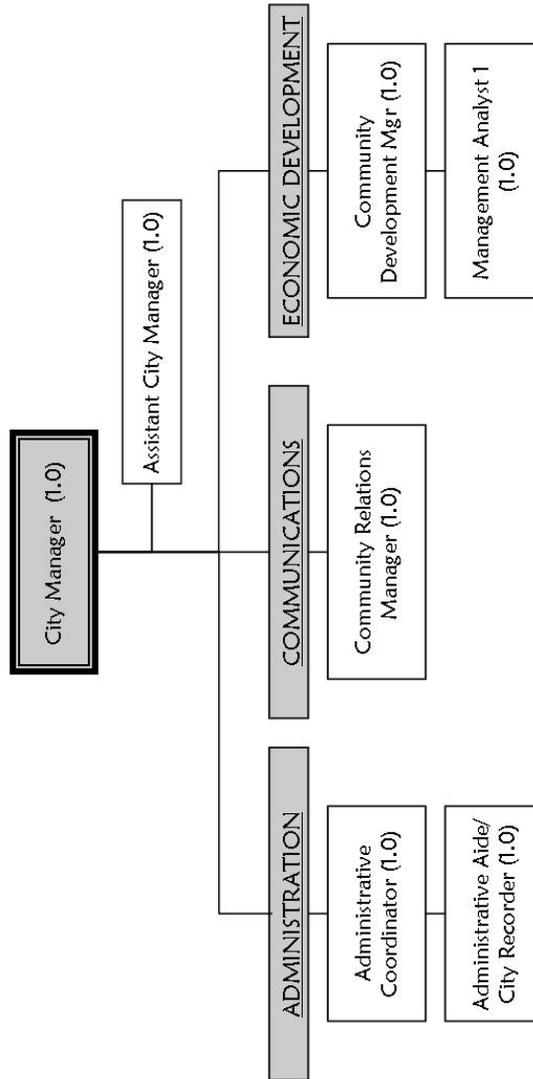
### *Financial Summary*

	FY10 Actual	FY11 Actual	FY12* Amended	FY13 Adopted
<b>Expenditures by Category:</b>				
Personal Services	\$ 829,905	\$ 886,041	\$ 854,111	\$ 948,083
Materials and Services	537,032	565,133	544,156	562,978
<b>Total</b>	<b>\$ 1,366,937</b>	<b>\$ 1,451,174</b>	<b>\$ 1,398,267</b>	<b>\$ 1,511,061</b>
<b>Expenditures by Fund:</b>				
General	\$ 1,203,112	\$ 1,256,083	\$ 1,153,865	\$ 1,233,042
Special Revenue	-	-	-	39,000
Street	1,881	1,881	-	-
Transient Room Tax	158,194	193,210	237,402	239,019
Vehicle and Equipment	3,750	-	7,000	-
<b>Total</b>	<b>\$ 1,366,937</b>	<b>\$ 1,451,174</b>	<b>\$ 1,398,267</b>	<b>\$ 1,511,061</b>
<b>Expenditures by Sub-Program:</b>				
Administration	\$ 697,271	\$ 726,756	\$ 683,525	\$ 755,790
City Council	33,852	54,158	44,256	34,459
Communications	33,349	9,542	18,420	13,933
Economic Development	183,411	223,012	309,102	345,727
Intergovernmental	419,054	437,707	342,964	361,152
<b>Total</b>	<b>\$ 1,366,937</b>	<b>\$ 1,451,174</b>	<b>\$ 1,398,267</b>	<b>\$ 1,511,061</b>

\* Amended as of June 4, 2012

# City Manager's Office

Total FTE: 7.0



## City Manager's Office

### FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY10	Adopted FY11	Adopted FY12	Adopted FY13
General	7.40	7.40	6.40	6.40
Transient Room Tax	0.60	0.60	0.60	0.60
<b>Total Full-Time Equivalents</b>	<b>8.00</b>	<b>8.00</b>	<b>7.00</b>	<b>7.00</b>

### Position Summary

Job Title/Classification:	Adopted FY10	Adopted FY11	Adopted FY12	Adopted FY13
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	1.00	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	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents</b>	<b>8.00</b>	<b>8.00</b>	<b>7.00</b>	<b>7.00</b>

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## City Manager's Office

### Program: Administration

#### Program Description:

The City Manager's Office is responsible for directing and coordinating the work plans of all City departments in conformance with the goals and objectives established by the Mayor and City Council. The City Manager is responsible for informing and advising the City Council about changes in service levels and delivery mechanisms, implementing administrative processes which facilitate the effective and efficient provision of City services, analyzing policy issues pertaining to organizational goals and objectives and appointing department directors. Staff in the City Manager's Office is responsible for 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.

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#### Budget Highlights:

The budget includes continued funding to support City participation in TEAM Springfield. The proposed budget currently includes continued funding for regional Intergovernmental Agencies and local outside agencies (Chamber of Commerce, Human Services, L-COG, Metro Partnership, League of Oregon Cities and Springfield Museum). Funding for the referenced agencies is reflected within the City Manager's Office budget program area titled Intergovernmental Agencies. Based upon policy direction, funding for these outside agencies could continue to be funded, reduced and/or eliminated. A reduction has been proposed for three agencies: Human Services, Metro Partnership and LCOG. This reduction generates a savings of \$21,952.

The base budget reflects funding of M&S at a reduced level to meet budget targets. Any required line item increases (set rates/indirects) have been absorbed within the base budget. Intergovernmental Agency contributions reflect rates as noted above. In addition the Emergency Management line item has been reduced from \$4,000 to proposed \$2,000.

#### Service Level Changes:

M&S targets for the proposed year will limit expenditures to the required activities and limit any non-mandatory expenditures such as memberships, travel/meeting, subscriptions, donations and/or advertising.

**Program Performance Indicator:**

Council Goals	Key Processes	Measurement Methods	FY12 Target	FY12 Actual	FY13 Target
<p style="text-align: center;"><b>To Offer Financially Sound and Stable Government Services</b></p>	<p>Departments manage resources to maintain staffing levels for key services, through proposed FTE, each budget year.</p>	<p>Number of City Employees per 1000 Population</p>	<p>8.00%</p>	<p>7.00%</p>	<p>8.00%</p>
	<p>Retain community support by informing the community regarding services provided on a monthly basis through media advisories, print and news stories.</p>				
	<p>Update Council/Budget Committee regarding financial forecast related to annual FTE by reporting annually, at the mid-year budget meeting.</p>				

## City Manager's Office

### Program: 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.

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#### 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

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**Program Performance Indicator:**

<b>Council Goals</b>	<b>Key Processes</b>	<b>Measurement Methods</b>	<b>FY12 Target</b>	<b>FY12 Actual</b>	<b>FY13 Target</b>
<b>To Encourage Community and Economic Development and Revitalization</b>	Compare growth of property values in Glenwood Urban Renewal area, versus growth in citywide property values, 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)	0.0%	In Progress	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)	0.0%	In Progress	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.				

# Finance Department

## Departmental Programs

- **Financial Management**

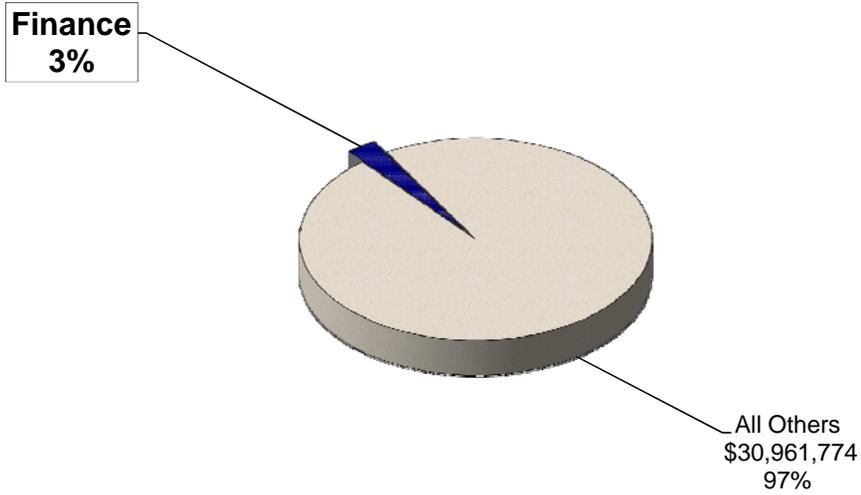
## Department Description

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

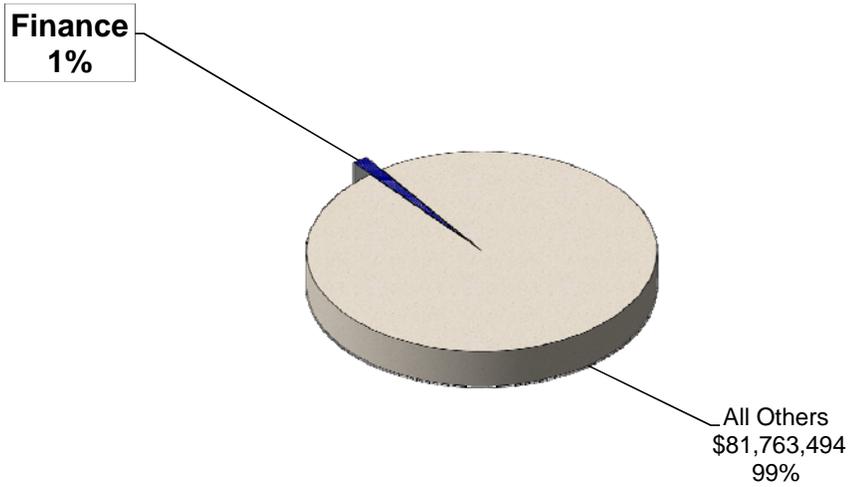
## Mission

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

<b>FY13 OPERATING BUDGET - General Fund</b>		<b>\$ 31,815,125</b>
Finance:	<b>\$ 853,351</b>	



<b>FY13 OPERATING BUDGET - All Funds</b>		<b>\$ 82,890,043</b>
Finance:	<b>\$ 1,126,549</b>	



# Finance Department

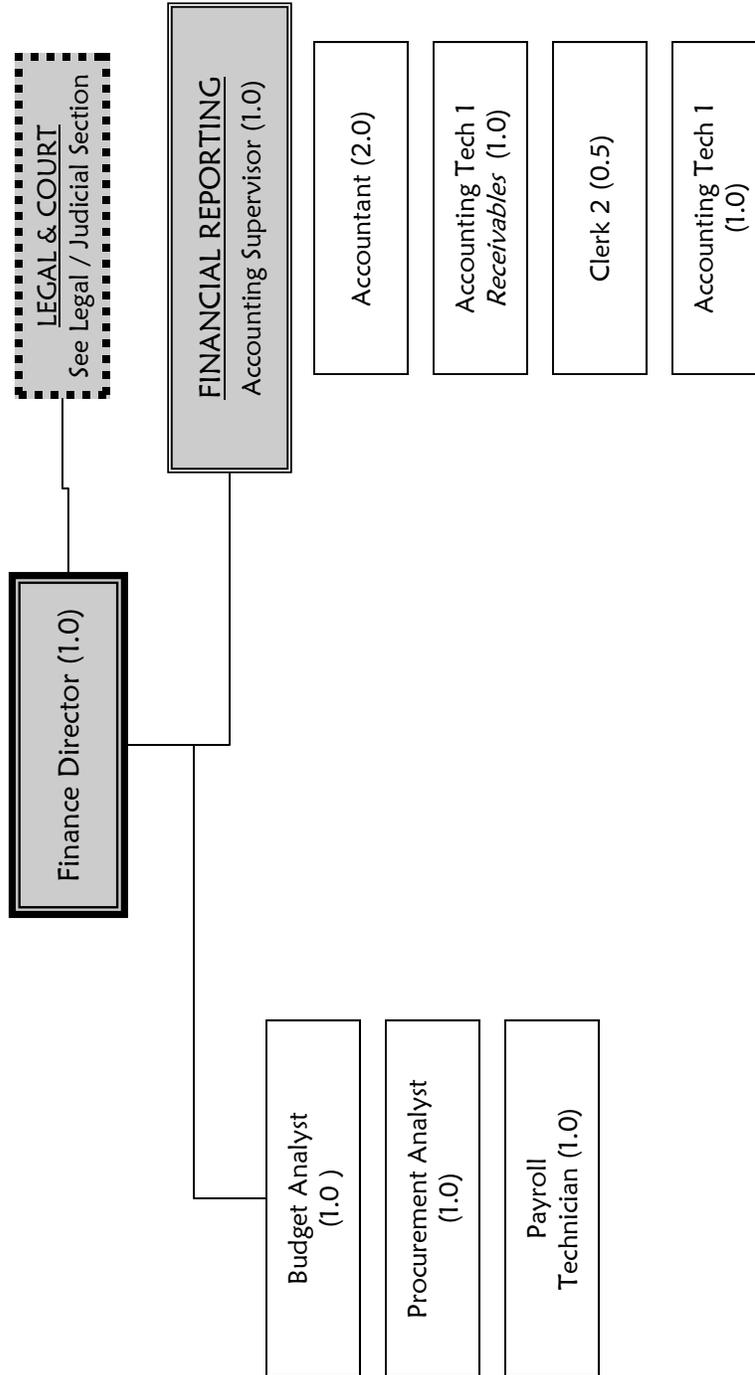
## Financial Summary

	FY10 Actual	FY11 Actual	FY12* Amended	FY13 Adopted
<b>Expenditures by Category:</b>				
Personal Services	\$ 833,375	\$ 808,558	\$ 877,701	\$ 897,270
Materials and Services	185,963	204,066	250,231	229,279
<b>Total</b>	<b><u>\$ 1,019,338</u></b>	<b><u>\$ 1,012,624</u></b>	<b><u>\$ 1,127,932</u></b>	<b><u>\$ 1,126,549</u></b>
<b>Expenditures by Fund:</b>				
General	\$ 798,546	\$ 781,847	\$ 854,000	\$ 853,351
Bancroft Redemption	14,069	13,582	16,402	15,885
Community Devel. Block Grant	17,523	17,529	23,952	22,832
Development Assessment	65,756	69,110	79,524	74,692
Drainage	9,633	9,853	10,766	11,427
Local Wastewater	9,635	9,856	10,766	11,427
Regional Wastewater	77,602	79,825	93,321	114,054
SDC Administration	25,599	28,266	31,701	17,281
Vehicle and Equipment	975	2,757	7,500	5,600
<b>Total</b>	<b><u>\$ 1,019,338</u></b>	<b><u>\$ 1,012,624</u></b>	<b><u>\$ 1,127,932</u></b>	<b><u>\$ 1,126,549</u></b>
<b>Expenditures by Sub-Program:</b>				
Administration	\$ 1,019,338	\$ 1,012,624	\$ 1,127,932	\$ 1,126,549
<b>Total</b>	<b><u>\$ 1,019,338</u></b>	<b><u>\$ 1,012,624</u></b>	<b><u>\$ 1,127,932</u></b>	<b><u>\$ 1,126,549</u></b>

\* Amended as of June 4, 2012

# Finance Department

Total FTE: 9.5



## Finance Department

### FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY10	Adopted FY11	Adopted FY12	Adopted FY13
General	7.98	7.98	7.43	7.27
Bancroft Redemption	0.13	0.13	0.13	0.13
Community Development	0.20	0.20	0.22	0.22
Development Assessment	0.69	0.69	0.69	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	0.85	0.88	0.88
SDC Administration	0.25	0.25	0.25	0.13
<b>Total Full-Time Equivalents</b>	<b>10.30</b>	<b>10.30</b>	<b>9.80</b>	<b>9.50</b>

### Position Summary

Job Title/Classification:	Adopted FY10	Adopted FY11	Adopted FY12	Adopted FY13
Accountant	3.00	2.00	2.00	2.00
Accounting Supervisor	0.00	1.00	0.00	0.00
Accounting Manager	1.00	0.00	1.00	1.00
Accounting Technician	1.80	2.80	2.30	2.00
Budget Officer	0.00	0.00	0.00	0.00
Clerk 2	0.50	0.50	0.50	0.50
Finance Director	1.00	1.00	1.00	1.00
Finance Operations Assistant	1.00	0.00	0.00	0.00
Management Analyst	1.00	2.00	2.00	2.00
Payroll Technician	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents</b>	<b>10.30</b>	<b>10.30</b>	<b>9.80</b>	<b>9.50</b>

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# Finance Department

## Program: Financial Management

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

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### Budget Highlights:

The Finance Department reduced its staffing level for FY13 by 0.3 FTE. The primary duties for the hours lost will be in transactional responsibilities of reviewing for accuracy, creating journal entries and performing reconciliations prior to the issuance of monthly, quarterly and annual financial statements. In response to staffing reductions over the previous two years, finance has re-organized and eliminated a supervisor's position and assigning all staff members to report either to the Accounting Manager or Finance Director.

Material & services funding for FY13 will be down 16% from this current year's budget in the General Fund and 7.6% over all funds.

Previous strategies have relied on the ability to provide for temporary contractual hiring to meet peak time demand for special projects and certain expertise. Funding restrictions will require existing staff to respond to these circumstances.

Software upgrades are scheduled for the City's financial software during FY13 and also a major restructuring will be required for the City's budget preparation software to accommodate the changes required by the implementation of the class and comp study.

Special projects will include land purchases for the urban renewal districts, police special levy renewal, fire merger analysis and response, centralizing accounts payable and further implementation of priority based budgeting.

### Service Level Changes:

The elimination of 0.3 FTE in the department for next year will create a challenge for the department to maintain the current level of service but creates the opportunity for more focused effort on process improvements. Maintaining the continuity of providing certain information as scheduled for the use by other departments is imperative and will be one of the top priorities. The other top priority will be to re-establish much needed back-up staffing support disrupted during the re-organization support the for key service areas of payroll, accounts payables and purchasing.

**Program Performance Indicator:**

Council Goals	Key Processes	Measurement Methods	FY12 Target	Actual Target	FY13 Target
<b>To Offer Financially Responsible And Stable Government Services</b>	Financial Reporting: Ensure timely and accurate financial reports that contribute to the improved quality of financial decisions that directly impact the City and its programs.	Days to complete CAFR	175	173	175
		% of reconciliations completed by adopted schedule date	100%	100%	100%
		% of monthly reports posted by the 8th working day of following month	100%	100%	100%
		% of employees with direct deposit	100%	95%	196%
		% of Employees Receiving Pay Advices electronically	100%	95%	96%
		% 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%	64%	<50%
		Number of Payroll Vendors paid by ACH	12	12	14
		% of AP Payments ≥ \$100k issued as ACH	>50%	20%	>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%	0%	100%
		Operating reserves in the General Fund is no less than 15% of operating expenses	>15%	24%	>20%
		Revenue forecast are within 2%	2%	3%	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**

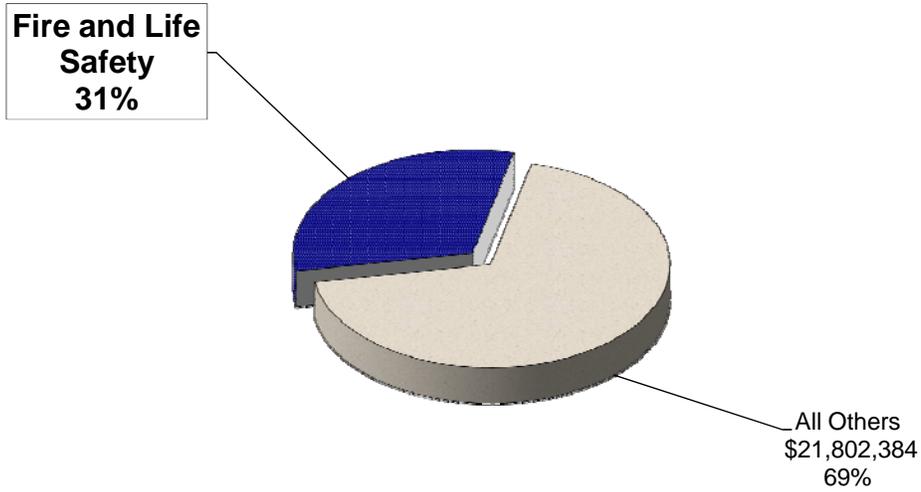
## **Department Description**

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 department oversees the ambulance billing of multiple jurisdictions and the FireMed membership program for Eugene Fire & EMS, Lane Rural Fire/Rescue, and Springfield Fire & Life Safety.

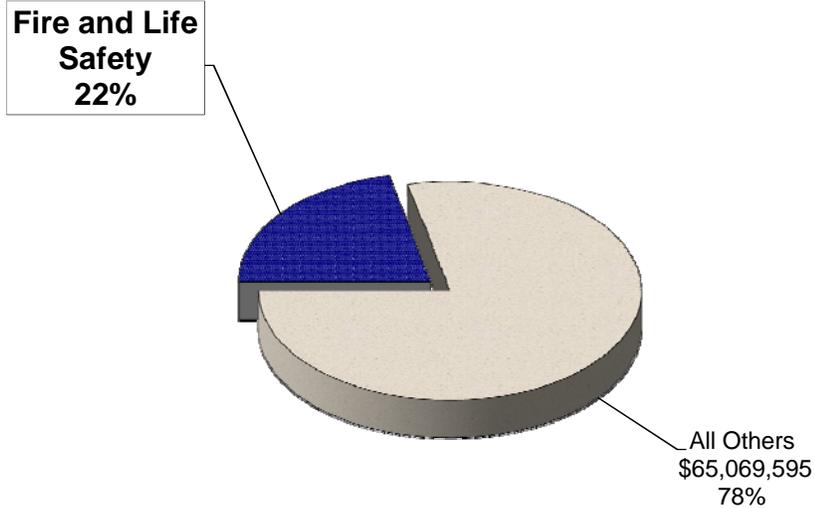
## **Mission**

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.

<b>FY13 OPERATING BUDGET - General Fund</b>		<b>\$ 31,815,125</b>
<b>Fire and Life Safety:</b>	<b>\$ 10,012,741</b>	



<b>FY13 OPERATING BUDGET - All Funds</b>		<b>\$ 82,890,043</b>
<b>Fire and Life Safety:</b>	<b>\$ 17,820,448</b>	



## Fire and Life Safety Department

### *Financial Summary*

	FY10 Actual	FY11 Actual	FY12* Amended	FY13 Adopted
<b>Expenditures by Category:</b>				
Personal Services	\$ 12,251,502	\$ 12,874,173	\$ 13,263,987	\$ 13,223,680
Materials and Services	3,296,289	3,584,601	3,368,495	3,464,577
Capital Outlay	59,232	177,773	32,500	1,132,191
<b>Total</b>	<b>\$ 15,607,023</b>	<b>\$ 16,636,547</b>	<b>\$ 16,664,982</b>	<b>\$ 17,820,448</b>
<b>Expenditures by Fund:</b>				
General	\$ 9,399,798	\$ 9,853,100	\$ 9,979,996	\$ 10,012,741
Ambulance	4,942,827	5,087,042	5,077,594	5,051,045
Fire Local Option Levy	1,208,228	1,439,818	1,537,852	1,556,762
Special Revenue Fund	43,519	78,813	28,040	44,000
Vehicle and Equipment	12,651	177,773	41,500	1,155,900
<b>Total</b>	<b>\$ 15,607,023</b>	<b>\$ 16,636,547</b>	<b>\$ 16,664,982</b>	<b>\$ 17,820,448</b>
<b>Expenditures by Sub-Program:</b>				
<b>Office of the Chief</b>	\$ 229,963	\$ 70,189	\$ -	\$ -
<b>Administrative Services Bureau</b>	480,126	456,480	444,058	536,836
<b>Emergency Medical Services</b>				
Emergency Medical Services	3,104,460	3,223,617	3,418,777	4,056,785
EMS Account Services	805,077	811,719	868,749	786,064
FireMed	708,502	669,536	479,125	449,974
FireMed Enterprise	-	66,000	31,588	30,726
<b>Fire Marshal</b>				
Fire Prevention	571,374	580,190	569,007	570,730
Haz-Mat	198,798	210,502	195,702	197,271
<b>Fire Operations</b>	9,061,955	10,031,906	10,164,083	10,685,275
<b>Fire and Life Safety Training</b>	446,767	516,407	493,893	506,787
<b>Total</b>	<b>\$ 15,607,023</b>	<b>\$ 16,636,547</b>	<b>\$ 16,664,982</b>	<b>\$ 17,820,448</b>

\* Amended as of June 4, 2012



## Fire and Life Safety Department

### FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY10	Adopted FY11	Adopted FY12	Adopted FY13
General	63.95	62.95	60.95	59.95
Ambulance	35.05	34.05	33.05	32.05
Fire Local Option Levy	9.00	9.00	9.00	9.00
<b>Total Full-Time Equivalents</b>	<b>108.00</b>	<b>106.00</b>	<b>103.00</b>	<b>101.00</b>

### Position Summary

Job Title/Classification:	Adopted FY10	Adopted FY11	Adopted FY12	Adopted FY13
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	2.00	0.00	0.00
Department Assistant	1.00	1.00	1.00	1.00
Deputy Chief - Operations	1.00	1.00	1.00	0.00
Deputy Chief - Fire Marshal/HazMat	1.00	1.00	1.00	1.00
Deputy Fire Marshal 1	0.00	1.00	1.00	1.00
Deputy Fire Marshal 2	4.00	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	7.00	6.00
EMS Program Officer	1.00	0.00	1.00	1.00
Fire Captain	15.00	15.00	15.00	16.00
Fire Chief	1.00	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	2.00	1.00	1.00
Program Technician	5.00	5.00	4.00	4.00
Service Bureau Manager	1.00	1.00	1.00	1.00
Training Officer	2.00	2.00	2.00	1.00
<b>Total Full-Time Equivalents</b>	<b>108.00</b>	<b>106.00</b>	<b>103.00</b>	<b>101.00</b>

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# Fire and Life Safety Department

## Program: Office of the Chief

### Program Description:

The Office of the Chief ensures that City Council goals and targets are met, represents the Department in community, interagency, and media relations and provides management direction and support of the entire Department in order to maintain a high level of community fire 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 FY13.

### Service Level Changes:

The consolidated Office of the Chief will continue in FY13, 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	FY12 Target	FY12 Actual	FY13 Target
Financially Sound and Stable Government Services	Provide Information to City Staff: Content	Annual Reviews Current	100%	100%	100%

## **Fire and Life Safety Department**

### **Program: Administrative Services Bureau**

#### **Program Description:**

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

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#### **Budget Highlights:**

The FireMed Ambulance Membership Program in FY12 held steady, despite reductions in advertising spending, and the elimination of the FireMed Director position. In FY12, FireMed also evaluated the expansion/reduction of client administrative services, maintaining only the services for Ashland and Oakridge in order to focus available resources on growing the local program. Membership marketing will continue to face obstacles in the regional economic climate, but we project that membership will continue growing slowly. The streamlined marketing effort in FY12 included an agreement with the University of Oregon for Public Service ads during home football and basketball games. The effectiveness of FireMed's marketing efforts are constantly being evaluated and focused to achieve the best results for the dollars available.

Ambulance Account Services continues their ambulance account enterprise, with billing services for 20 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. FY12 collection percentages held constant. Loss of one billing services client resulted in the layoff of one EMS Account Technician in FY12.

#### **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 FY13. Continuous Process Improvement (CPI), Benchmarking, and Best Practices will be applied to the consolidated function to gain further efficiencies in FY13.

**Program Performance Indicator:**

Council Goals	Key Processes	Measurement Methods	FY12 Target	FY12 Actual	FY13 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)	83%	70.3%	80%
		Ambulance Bills - Net # days in accounts receivable (Spfld only)	55	46	46
		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.

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### Budget Highlights:

Revenues continue to outpace expenses and short and long-term solutions are still being sought. The Deputy Chief of EMS & Community Planning (Joint), Emergency Medical Services Officer (FLS), and Battalion Chief of EMS (Eugene) are working on standardizing equipment, protocols, SOP's, and training throughout the joint EMS system. System efficiencies in FY13 are expected to reduce costs and improve overall division performance.

**Service Level Changes:** No service level changes are anticipated in FY13.

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### Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY12 Target	FY12 Actual	FY13 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.

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#### **Budget Highlights:**

The division has been providing the program functions that relate to the City of Springfield's partial exemption status and will maintain that status in FY13. 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.

A Licensed Facility Inspection fee was added in FY12 to raise additional general fund revenue and partially recover the cost of doing these inspections. Operational permit fees were raised in FY12, the first time in several years these fees were increased. The FMO contributes significant revenue to the general fund each year through fees-for-service charges.

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

FMO staff is using Continuous Process Improvement (CPI) principles to improve all aspects of FMO functions. A Memorandum of Understanding with IAFF Locals 1395 and 851 facilitates Deputy Fire Marshals working in either Eugene or Springfield jurisdictions. Better utilization of all personnel and their skills is possible through the MOU. Distribution of duties amongst the limited staff increased capacity to address the highest priority (highest life safety risk) occupancies in Springfield and Eugene. Integration of the workforce of the two cities will

continue in FY13. Computer system access to Deputies in both cities has been a challenge, along with data systems issues. Data recording and reporting will be improved with the implementation of the new Records Management System (RMS) slated for 1<sup>st</sup> quarter FY13.

**Program Performance Indicator:**

Council Goals	Key Processes	Measurement Methods	FY12 Target	FY12 Actual	FY13 Target
Preserve Public Safety	Secure Property and Personal Safety	Dollar loss per fire - <u>Business</u> (perform better than 50% of similar cities)	100%	100%	100%
		Dollar loss per fire - <u>Residential</u> (perform better than 75% of similar cities)	75%	75%	75%
		Dollar loss per fire – <u>All</u> (perform better than 75% of similar cities)	75%	75%	75%
		% Springfield occupancies with Fire Protection Systems in compliance or verified as maintained	80%	*53%	80%
Community and Economic Development and Revitalization	Interact With Citizens	% Juvenile Firesetter referral service and/or intervention for youth requests fulfilled annually	100%	100%	100%

\*Based on Sept to Dec 2011 Springfield data – data system issues have impacted performance this year.

# 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.

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### 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 FY13. 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 FY13.

A Joint Apparatus Committee is working on reviewing/recommending standards for ambulance purchases, Metro Standard Operating Procedures (SOP's) have been updated, and standardization of equipment throughout the 3-Battalions is in progress. Battalion Chiefs in all three battalions are rotating assignments throughout the system, providing a broader understanding of metro operations for all Operations managers.

### Service Level Changes:

Fire & Life Safety took delivery on a new Wildland Interface apparatus in FY12, replacing a 1981 engine no longer suitable. For FY13, two ambulances are due for replacement on the regular schedule. The Joint Apparatus Committee is preparing common specs for ambulances used in Eugene and Springfield. Delivery of these two units is expected in late FY13. 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	FY12 Target	FY12 Actual	FY13 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 attempts to meet all mandates as outlined by the appropriate regulating agencies, and provides other 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.

### Service Level Changes:

In FY11 a Joint Eugene Fire & EMS/Springfield Fire & Life Safety Recruit Academy was conducted, demonstrating a new level of cooperation and consolidation of the Eugene Fire/Springfield Fire Training divisions. In FY12, the first joint recruitment process was held, with the second Joint Recruit Academy in the Spring. The joint recruitment resulted in a list of potential future firefighters for both departments, with a number of new recruits selected by both departments.

### Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY12 Target	FY12 Actual	FY13 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.

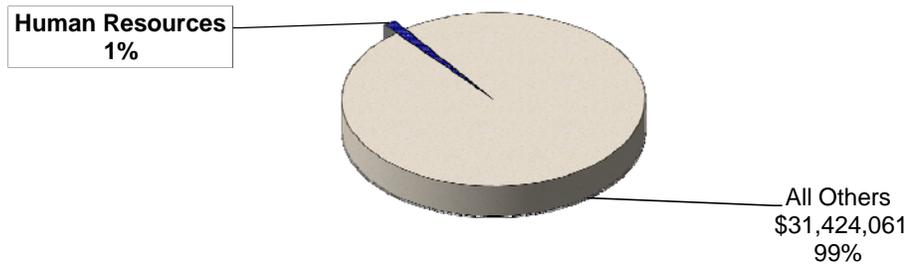
The City's Employee Benefits program includes: health, life, and disability insurance; employee leave administration; employee wellness; and retirement. The Department is also responsible for City-wide Risk Management, including loss prevention planning, workplace health and safety, litigation coordination,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

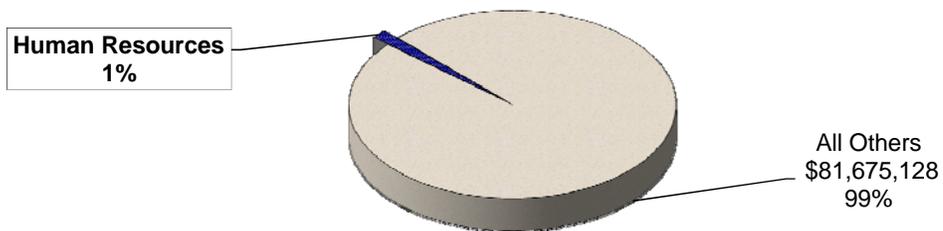
## Mission

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.

<b>FY13 OPERATING BUDGET - General Fund</b>		<b>\$ 31,815,125</b>
Human Resources:	<b>\$ 391,064</b>	



<b>FY13 OPERATING BUDGET - All Funds</b>		<b>\$ 82,890,043</b>
Human Resources:	<b>\$ 1,214,915</b>	



## Human Resources Department

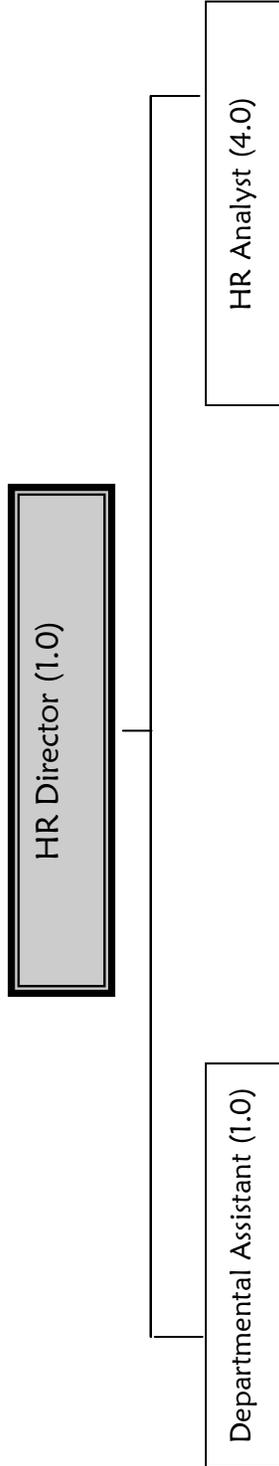
### *Financial Summary*

	FY10 Actual	FY11 Actual	FY12* Amended	FY13 Adopted
<b>Expenditures by Category:</b>				
Personal Services	\$ 518,239	\$ 535,686	\$ 572,464	\$ 596,635
Materials and Services	759,753	548,299	649,377	618,280
<b>Total</b>	<b><u>\$ 1,277,992</u></b>	<b><u>\$ 1,083,985</u></b>	<b><u>\$ 1,221,841</u></b>	<b><u>\$ 1,214,915</u></b>
<b>Expenditures by Fund:</b>				
General	\$ 404,440	\$ 391,502	\$ 417,224	\$ 391,064
Insurance	865,960	692,483	803,017	813,851
Vehicle and Equipment	7,593	-	1,600	10,000
<b>Total</b>	<b><u>\$ 1,277,992</u></b>	<b><u>\$ 1,083,985</u></b>	<b><u>\$ 1,221,841</u></b>	<b><u>\$ 1,214,915</u></b>
<b>Expenditures by Sub-Program:</b>				
Personnel Administration	\$ 370,760	\$ 359,798	\$ 376,954	\$ 361,846
Support Services	21,449	18,893	18,330	17,678
Citywide Training	19,823	12,812	23,540	21,540
Employee Benefits	485,239	444,563	513,862	458,403
Risk Management	175,826	159,780	199,450	240,677
Workers Compensation	204,895	88,140	89,705	114,771
<b>Total</b>	<b><u>\$ 1,277,992</u></b>	<b><u>\$ 1,083,985</u></b>	<b><u>\$ 1,221,841</u></b>	<b><u>\$ 1,214,915</u></b>

\* Amended as of June 4, 2012

# Human Resources Department

**Total FTE: 6.0**



## Human Resources Department

### FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY10	Adopted FY11	Adopted FY12	Adopted FY13
General	3.05	3.25	3.25	2.85
Insurance	2.95	2.75	2.75	3.15
<b>Total Full-Time Equivalents</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

### Position Summary

Job Title/Classification:	Adopted FY10	Adopted FY11	Adopted FY12	Adopted FY13
Clerk 3	1.00	1.00	0.00	0.00
Departmental Assistant	1.00	1.00	1.00	1.00
Human Resources Analyst	2.00	3.00	4.00	4.00
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Manager	1.00	0.00	0.00	0.00
<b>Total Full-Time Equivalents</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

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# Human Resources Department

## Program: Recruitment, Selection, & Retention

### Program Description:

This program serves internal and external customers and clients through:

- Citywide recruitment and selection activities, which include strategic planning to meet Citywide staffing needs and applicant pool development; oversight of applicant screening and selection; successor planning; affirmative action and Equal Employment Opportunity oversight; 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.

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### 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.

**Program Performance Indicator:**

<b>Council Goals</b>	<b>Key Processes</b>	<b>Measurement Methods</b>	<b>FY12 Target</b>	<b>FY12 Actual</b>	<b>FY13 Target</b>
<b>Foster an Environment that Values Diversity and Inclusion</b>	Recruitment and Selection: Enhance & diversify the organizational culture	Percent of qualified applicants who meet City's workforce diversity goals.	3%	7%	8%
<b>Offer Financially Responsible and Stable Government Services</b>	Classification & Compensation: Pay plan is accurately adjusted in local market	Percent of new employees hired at mid-step or lower	No Data	100%	95%

# 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.

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### 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.

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**Program Performance Indicator:**

Council Goals	Key Process	Measurement Methods	FY12 Actual	FY13 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.	10	15

# Human Resources Department

## Program: City-Wide Training

### Program Description:

Coordinating the delivery of City-provided training and communicating opportunities for outside training are key functions of this program. Required City trainings include:

- New employee orientation;
- Employee development planning and counseling;
- Mandatory legal and regulatory obligations, such as anti-harassment and discrimination training; and
- Diversity and inclusion training.

Human Resources also provide other training opportunities that address current trends and topics and support our employees' development.

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### Budget Highlights:

The majority of FY12's training budget was expended in two major areas: anti-harassment & discrimination training and 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;
- "Grievance Boot Camp": How to respond to union grievances;
- Supervisory training updates: Protected leave, vehicle use and dress code.

### 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.
- Created a new allocation model for distributing internal charges associated with risk management.
- Changed accounting procedures so that claims are paid directly from the Risk fund instead of each department being responsible for deductibles.
- Upgraded the payroll system to allow for more accurate coding of workers' time and functions so that Workers Compensation insurance premiums will be based on actual work performed and therefore, less costly to the organization.

### 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	FY12 Target	FY12 Actual	FY13 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.	.93	.91	.90

# 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)
- Health Insurance.
- 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.

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### 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 insurance benefits have resulted in level premiums (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 support from Finance, will be working on 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 us in the long run.

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**Program Performance Indicator:**

Council Goals	Key Processes	Measurement Methods	FY12 Target	FY12 Actual	FY13 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.	N/A	0%	0%

# Information Technology Department

## Departmental Programs

- Information Technology

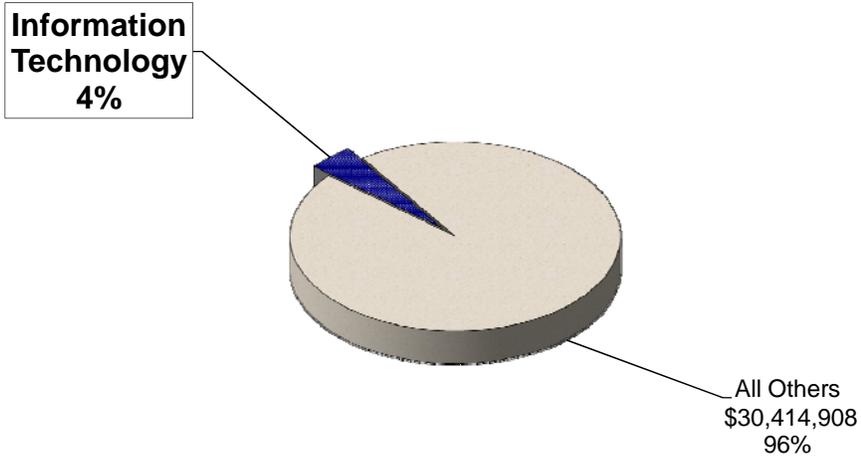
## Department Description

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.

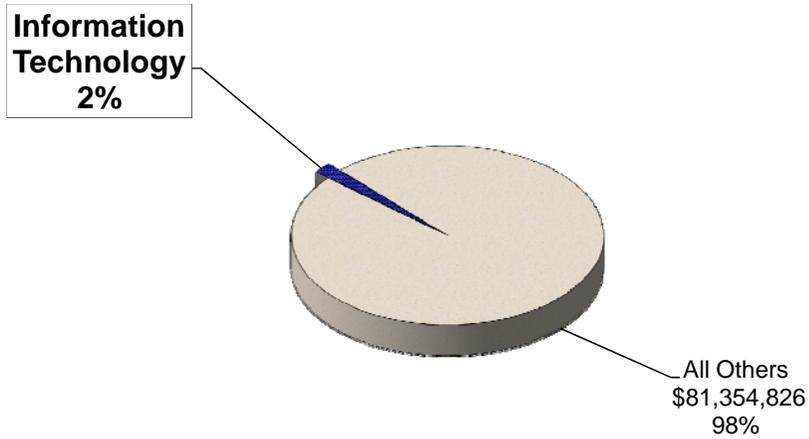
## Mission

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.

<b>FY13 OPERATING BUDGET - General Fund</b>	<b>\$ 31,815,125</b>
Information Technology:	<b>\$ 1,400,217</b>



<b>FY13 OPERATING BUDGET - All Funds</b>	<b>\$ 82,890,043</b>
Information Technology:	<b>\$ 1,535,217</b>



## Information Technology Department

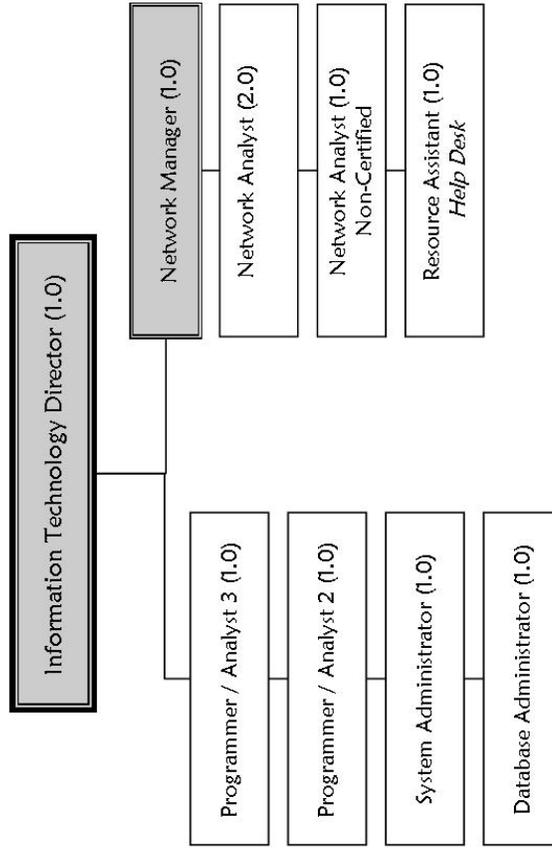
### Financial Summary

	FY10 Actual	FY11 Actual	FY12* Amended	FY13 Adopted
<b>Expenditures by Category:</b>				
Personal Services	\$ 955,466	\$ 1,002,986	\$ 1,074,368	\$ 1,137,897
Materials and Services	399,519	325,643	314,695	327,320
Capital Outlay	41,701	86,213	50,000	70,000
<b>Total</b>	<b><u>\$ 1,396,686</u></b>	<b><u>\$ 1,414,843</u></b>	<b><u>\$ 1,439,063</u></b>	<b><u>\$ 1,535,217</u></b>
<b>Expenditures by Fund:</b>				
General	\$ 1,221,006	\$ 1,275,045	\$ 1,339,063	\$ 1,400,217
Vehicle and Equipment	175,680	139,798	100,000	135,000
<b>Total</b>	<b><u>\$ 1,396,686</u></b>	<b><u>\$ 1,414,843</u></b>	<b><u>\$ 1,439,063</u></b>	<b><u>\$ 1,535,217</u></b>
<b>Expenditures by Sub-Program:</b>				
Information Services	\$ 1,394,982	\$ 1,410,648	\$ 1,435,063	\$ 1,531,217
Telecommunications	1,705	4,194	4,000	4,000
<b>Total</b>	<b><u>\$ 1,396,686</u></b>	<b><u>\$ 1,414,843</u></b>	<b><u>\$ 1,439,063</u></b>	<b><u>\$ 1,535,217</u></b>

\* Amended as of June 4, 2012

# Information Technology Department

Total FTE: 10.0



## Information Technology Department

### FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY10	Adopted FY11	Adopted FY12	Adopted FY13
General	10.00	10.00	10.00	10.00
<b>Total Full-Time Equivalents</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

### Position Summary

Job Title/Classification:	Adopted FY10	Adopted FY11	Adopted FY12	Adopted FY13
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	1.00	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	2.00	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
<b>Total Full-Time Equivalents</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

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# Information Technology Department

## Program: Information Technology

### Program Description:

The Information Technology Department helps City departments deliver quality services by providing real time access to operational and strategic information. This is accomplished by:

- ◆ Supporting the decision-making process from the office to the field with integrated, mobile applications;
- ◆ Providing customer service and support for computer systems;
- ◆ Assisting with the purchase, 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.

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### Budget Highlights:

FY12 was a busy and productive year for the IT Department and our customers. Significant upgrades were applied in the Fire and Life Safety Department to their Electronic Patient Care Reporting (e-PCR) application, and their RescueNet ambulance billing application. A major upgrade was applied to the City's core Human Resources and Payroll application. Another big upgrade was performed on the City's Laserfiche document imaging system.

Perhaps the most significant change during the FY12 budget year was the decision to implement commercial software to replace legacy AIRS public safety software dating back to the early 1970's. Significant review and analysis indicated that commercial software has additional functionality such as Crime Reporting and Analytics, Mobile Field Reporting, and integrated Jail Pre-Bookings.

### Service Level Changes:

This is a fairly status quo budget for IT this year. One new position was approved by the Vacancy Review committee to implement the new commercial public safety systems. However, the IT Department was also asked to submit budget reductions equal to one FTE, so it was

decided to move an existing resource to the new work. Therefore the IT Department will be functionally down one FTE for FY13. This position is our second Network Analyst. Loss of this position will make it difficult for the Department to implement innovative new functionality such as Virtual Private Network technology to extend the City network and SharePoint Services to help the City manage content and projects more collaboratively.

**Program Performance Indicator:**

Council Goals	Key Processes	Measurement Methods	FY12 Target	FY12 Actual	FY13 Target
<b>Financially Sound and Stable Government Services</b>	IT Infrastructure: Ensure reliable, high performance access to City data and applications	IT infrastructure including telecommunications, servers and network is available	99.9%	99.9%	99.9%
		Workstations are available; down PCs are returned to service within 1 day, or a loaner is provided	100.0%	100.0%	99.8%
		Help Desk calls receive a response within 5-minutes	85.0%	96.2%	90.0%
		New Infrastructure Meets Customer Expectations	85.0%	83.3%	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	100.0%	100.0%	85.0%
		New applications will meet customer expectations	78.0%	85.0%	85.0%

# 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.

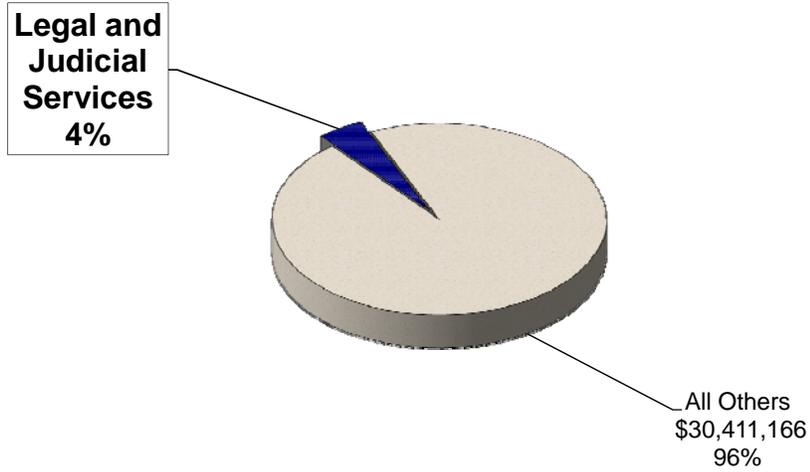
## Mission

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.

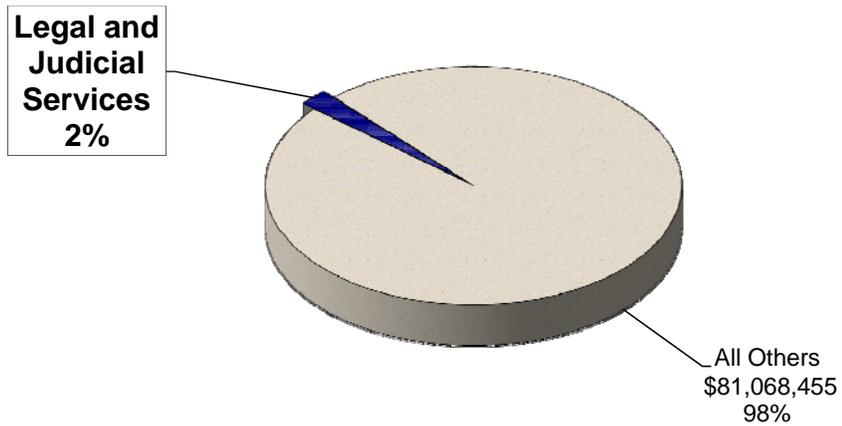
The City Prosecutor's Office strives to maintain public confidence in the ability of the legal judicial system to pursue prosecution of criminal conduct, to resolve legal contests in a timely manner, and to compel compliance with the laws that protect the safety and quality of life in the community.

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.

<b>FY13 OPERATING BUDGET - General Fund</b>	<b>\$ 31,815,125</b>
Legal and Judicial Services:	<b>\$ 1,403,959</b>



<b>FY13 OPERATING BUDGET - All Funds</b>	<b>\$ 82,890,043</b>
Legal and Judicial Services:	<b>\$ 1,821,588</b>



## Legal and Judicial Services

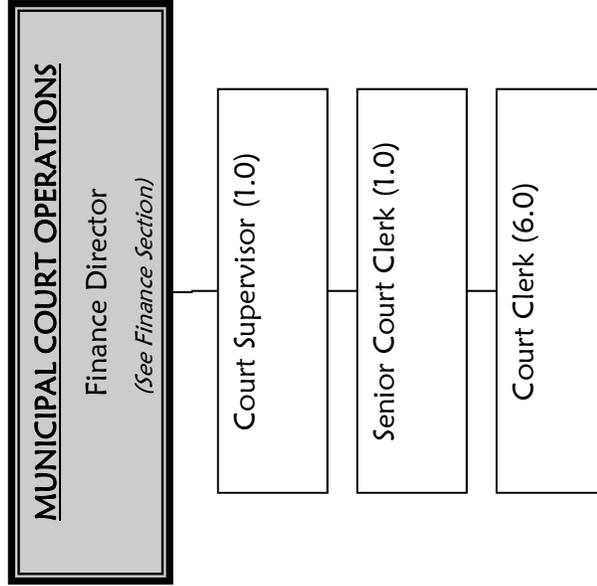
### *Financial Summary*

	FY10 Actual	FY11 Actual	FY12* Amended	FY13 Adopted
<b>Expenditures by Category:</b>				
Personal Services	\$ 566,409	\$ 614,969	\$ 788,422	\$ 791,840
Materials and Services	899,312	966,176	1,029,295	977,044
Capital Outlay	5,024	-	-	52,704
<b>Total</b>	<b><u>\$ 1,470,746</u></b>	<b><u>\$ 1,581,145</u></b>	<b><u>\$ 1,817,717</u></b>	<b><u>\$ 1,821,588</u></b>
<b>Expenditures by Fund:</b>				
General	\$ 1,312,546	\$ 1,246,609	\$ 1,414,213	\$ 1,403,959
Police Local Option Levy	147,518	332,772	395,504	417,629
Vehicle and Equipment	10,682	1,764	8,000	-
<b>Total</b>	<b><u>\$ 1,470,746</u></b>	<b><u>\$ 1,581,145</u></b>	<b><u>\$ 1,817,717</u></b>	<b><u>\$ 1,821,588</u></b>
<b>Expenditures by Sub-Program:</b>				
City Attorney	\$ 316,922	\$ 337,295	\$ 366,353	\$ 341,353
City Prosecutor	248,089	256,792	262,547	250,893
Municipal Court	905,735	987,058	1,188,817	1,229,342
<b>Total</b>	<b><u>\$ 1,470,746</u></b>	<b><u>\$ 1,581,145</u></b>	<b><u>\$ 1,817,717</u></b>	<b><u>\$ 1,821,588</u></b>

\* Amended as of June 4, 2012

# 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 FY10	Adopted FY11	Adopted FY12	Adopted FY13
General	6.54	7.04	6.62	6.61
Police Local Option Levy	2.01	2.01	2.23	2.23
<b>Total Full-Time Equivalents</b>	<b>8.55</b>	<b>8.55</b>	<b>8.85</b>	<b>8.84</b>

### Position Summary

Job Title/Classification:	Adopted FY10	Adopted FY11	Adopted FY12	Adopted FY13
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
<b>Total Full-Time Equivalents</b>	<b>8.55</b>	<b>8.55</b>	<b>8.85</b>	<b>8.84</b>

**NOTE:** 0.84 FTE for Municipal Court Judges and Judge Pro-Tem report directly to the City Council and do not appear on any departmental organization chart; although the positions are funded through Legal and Judicial Services.

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## Legal and Judicial Services Department

### Program: City Attorney

#### Program Description:

The 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.

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#### Budget Highlights:

Provide general counsel to City Council, Planning Commission and staff regarding planning and development proposals, economic development initiatives, contract development and review, code enforcement, Justice Center, Glenwood Development, Gateway Area, Human Resources, BOLI Issues, Environmental Services, Municipal Court, risk consultation, OLCC issues, public records, public meetings, ethics, and general counsel to Council and staff. An additional service that has been added this past year is labor negotiations.

#### Service Level Changes:

FY13 changes to the program include a reduction in the number of hours included in the retainer agreement. Driving to meet budget reductions for FY13 the City Manager's Office asked the City Attorney Office (CAO) to assist the City by reducing their annual retainer effective July 1, 2012. In response the CAO has identified 192 hours currently scheduled within their anticipated retainer work that the firm will attempt to reduce in total hours billable as retained hours. Our proposed hours for FY12 are scheduled at 2,316. Our scheduled hours for FY13 will be 2,124. The hourly rate charged by the firm will remain at \$152.57

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## 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.

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#### Budget Highlights:

The opening of the municipal jail has created an additional demand on the City Prosecutor's Office, particularly in the areas of completing discovery and preparation for trial. 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 but similar to city departments and outside contracts the staff is looking at ways to reduce the overall cost of prosecutor services. A request for proposal (rfp) is being developed to study alternatives to the current system with no decision made as of this time. The possible impacts upon the City Prosecutor's Office as a result of the municipal jail and the changes in the County's District Attorney's office are being watched closely for its relationship with the City's municipal court and police operations.

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## Legal and Judicial Services Department

### Program: Municipal Court

#### Program Description:

The Municipal Court has jurisdiction over misdemeanor criminal, traffic crimes and violations cited by the Springfield Police Department, Nuisance Code Enforcement, and Parking Control officers. The Court provides judicial services for the administration of justice, case and jury management, appointments of attorneys for indigent defense and interpreters, probation monitoring and enforcement and collection of bail, fines, and fees. The Court strives to maintain public confidence in the ability of the legal judicial system to uphold the rule of law, resolve legal contests in a fair and timely manner and to compel compliance with the laws that protect the safety and quality of life in the community.

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#### Budget Highlights:

Since adoption of State statutes in November of 1997, case filings at the Municipal rather than state level has ensured prosecution of misdemeanor crimes committed in the City of Springfield.

The opening of the Springfield Municipal Jail on January 29, 2010, increased the ability of the court to hold offenders accountable and to increase the ability of the Court to compel compliance with sentencing orders, including payment of monetary penalties.

Caseload filings are currently estimated at 11,587 for FY12, with a total of \$1,347,151 estimated in total fines imposed. Criminal case adjudication rates for FY12 are anticipated at 116% over case filings which represent pending cases that are being adjudicated. Total collection for this fiscal year is currently estimated at \$1,956,144 which includes fines and fee revenue to the city, and state fees.

The Court has begun implementation of computer software purchased in February 2012. Completion is anticipated before November, 2012. The new system will provide the ability to move closer to “near paperless” processes, fingerprint” signatures for Judges and electronic signatures for defendants and will accommodate automated workflow processes. The transition will have significant impact for Court staff and Judges in terms of the scope of changes and pace of implementation.

#### Service Level Changes:

No service level change for FY13

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**Program Performance Indicator:**

<b>Council Goals</b>	<b>Key Processes</b>	<b>Measurement Methods</b>	<b>FY12 Target</b>	<b>FY12 Actual</b>	<b>FY 13 Target</b>
<b>Preserve Public Safety</b>	Adjudication Services: Provide timely and expeditious case processing	% of Violation cases meeting National Trial Court Standard 2.1.2 for consistent trend of 1:1 ration of cases filed to disposed	100%	99.85%	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%	116.11%	100%
		% of Misdemeanor cases meeting standard for 100% disposition within 90 days (measurement includes FTA days)	88%	47.20%	75%
		% 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	60%	49%	75%
	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	95%	41.76%	75%
<b>Financially Sound and Stable Government</b>	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%	100%	100%

Council Goals	Key Processes	Measurement Methods	FY12 Target	FY12 Actual	FY 13 Target
Preserve Hometown Feel, Livability & Environmental Quality	Customer Services: Interact with citizens in a manner upholding public trust and confidence in the Court to protect and uphold the rule of law - Accessibility (survey)	% of citizens survey respondents highly satisfied with accessibility	100%	83%	100%
		% of citizens survey respondents highly satisfied with Judicial services	100%	80%	90%
		% of citizens survey respondents highly satisfied with Court staff interactions	90%	100%	90%
		% of citizens survey respondents highly satisfied with Court facility	100%	80%	100%
		% of citizens survey respondents highly satisfied with materials or information	N/A	60%	90%
		% of citizen survey respondents highly satisfied with overall Court experiences	90%	80%	90%
Continuous Process Improvement		Implementation and completion of Tyler Technologies court computer system	N/A	56%	100%
		"Back scanning of violation cases (paper files to "electronic originals") to enable "access on demand" and continued collection processing	100%	50%	50%
		Conversion to "Day Forward" electronic processing of new violations and crimes (paper scanned upon filing) creating "electronic originals" to enable "access on demand" for all court processes	N/A	N/A	100%
		Conversion to electronic signature capability to enhance information accessibility time between courtroom and public service counter; reduce customer wait times	N/A	N/A	100%
		Conversion to automated workflows for electronic case work including automated collections processing	N/A	N/A	100%

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# Library Department

## Departmental Programs

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

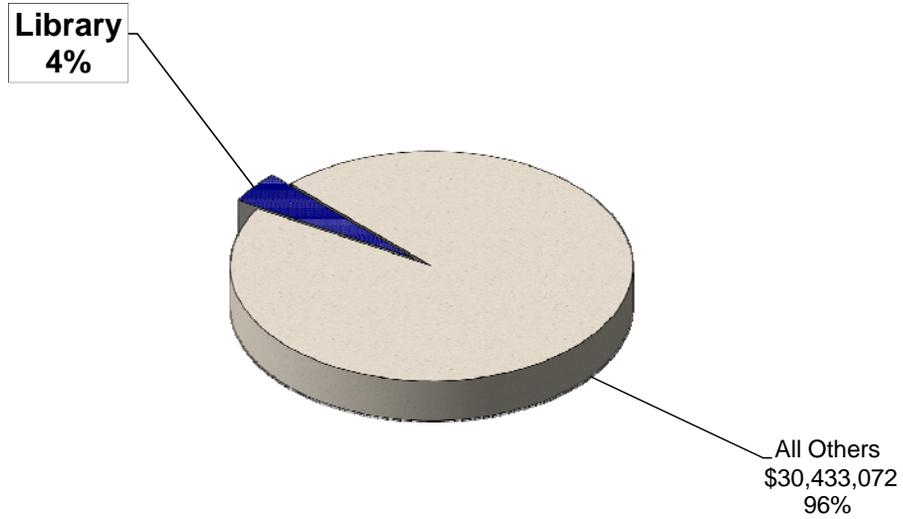
## Department Description

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. Nearly 19,000 Springfield residents have chosen to get a library card and they visited the Library 197,000 times in 2011. 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 our service to the Latino community where, in 2011, the Library was recognized with the Raul and Estela Mora Award, a national award recognizing excellent programs for America's Latino and Spanish-speaking communities. 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.

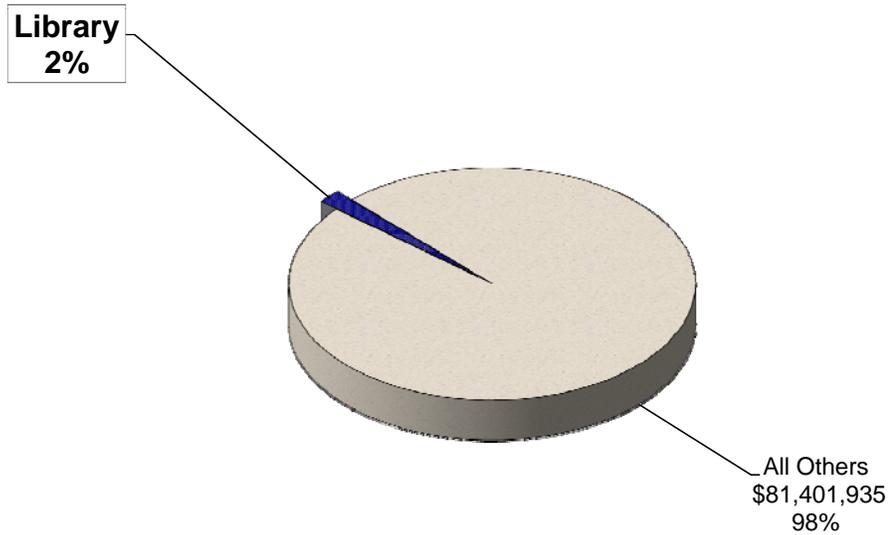
## Mission

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.

<b>FY13 OPERATING BUDGET - General Fund</b>	<b>\$ 31,815,125</b>
Library: \$ 1,382,053	



<b>FY13 OPERATING BUDGET - All Funds</b>	<b>\$ 82,890,043</b>
Library: \$ 1,488,108	



# Library Department

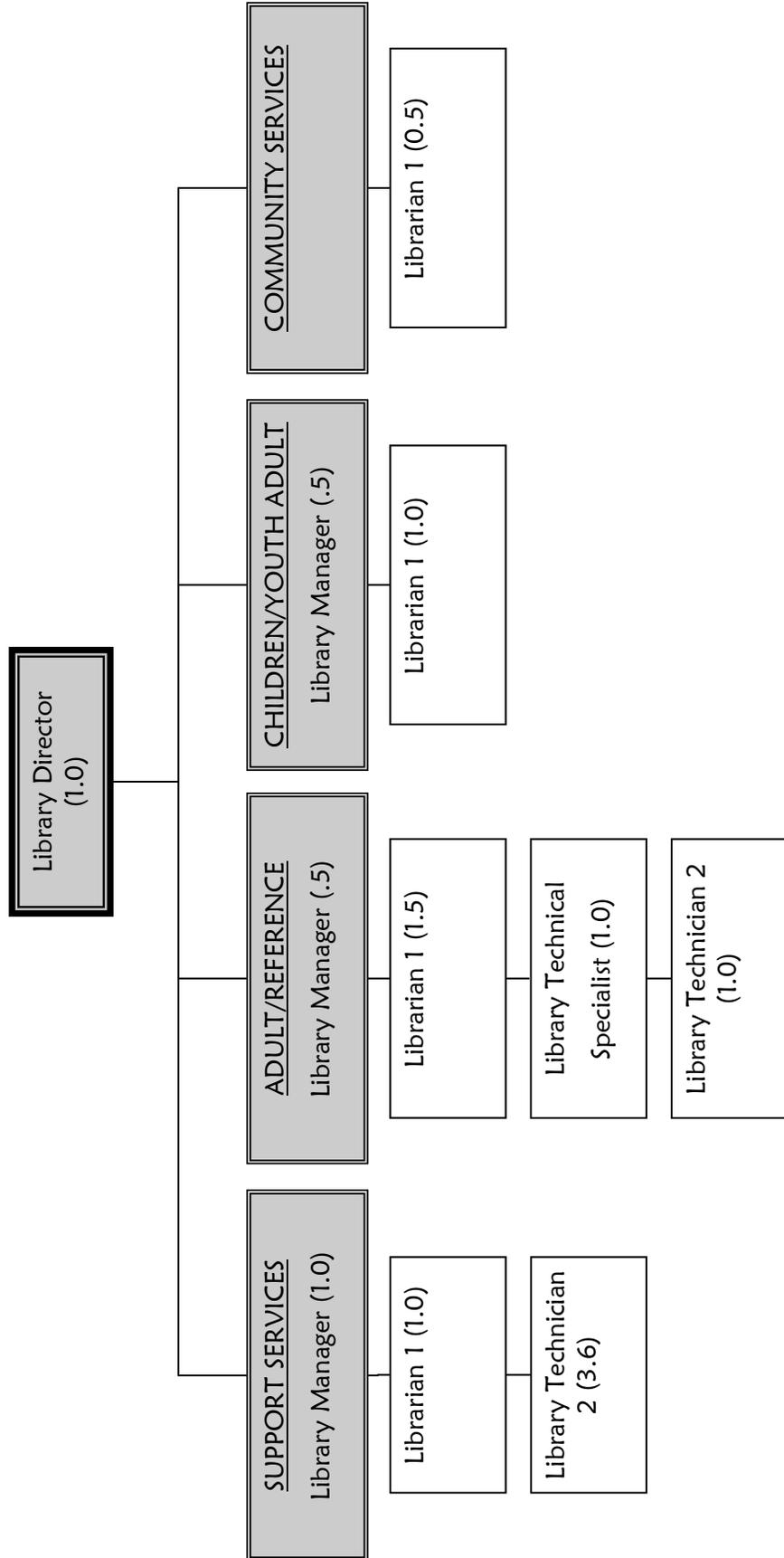
## *Financial Summary*

	FY10 Actual	FY11 Actual	FY12* Amended	FY13 Adopted
<b>Expenditures by Category:</b>				
Personal Services	\$ 1,030,925	\$ 1,083,794	\$ 1,111,576	\$ 1,189,165
Materials and Services	216,277	171,715	219,943	199,641
Capital Outlay	113,263	116,697	117,382	99,302
<b>Total</b>	<b>\$ 1,360,465</b>	<b>\$ 1,372,206</b>	<b>\$ 1,448,901</b>	<b>\$ 1,488,108</b>
<b>Expenditures by Fund:</b>				
General	\$ 1,261,500	\$ 1,287,777	\$ 1,333,082	\$ 1,382,053
Special Revenue	53,469	37,137	34,801	39,643
Transient Room Tax	45,495	47,291	60,618	64,912
Vehicle and Equipment	-	-	20,400	1,500
<b>Total</b>	<b>\$ 1,360,465</b>	<b>\$ 1,372,206</b>	<b>\$ 1,448,901</b>	<b>\$ 1,488,108</b>
<b>Expenditures by Sub-Program:</b>				
Adult/Reference Services	\$ 276,020	\$ 372,485	\$ 398,516	\$ 409,949
Youth Services	290,440	223,862	248,618	268,959
Community Services	21,540	31,335	20,000	20,000
Support Services	772,465	744,523	781,767	789,200
<b>Total</b>	<b>\$ 1,360,465</b>	<b>\$ 1,372,206</b>	<b>\$ 1,448,901</b>	<b>\$ 1,488,108</b>

\* Amended as of June 4, 2012

# Library Department

Total FTE: 12.6



## Library Department

### FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY10	Adopted FY11	Adopted FY12	Adopted FY13
General	12.56	12.81	11.81	11.90
Transient Room Tax	0.50	0.50	0.50	0.50
Special Revenue Fund	0.14	0.09	0.09	0.20
<b>Total Full-Time Equivalents</b>	<b>13.20</b>	<b>13.40</b>	<b>12.40</b>	<b>12.60</b>

### Position Summary

Job Title/Classification:	Adopted FY10	Adopted FY11	Adopted FY12	Adopted FY13
Librarian 1	3.80	4.00	3.80	4.00
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	5.40	4.60	4.60
Library Technician Specialist	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents</b>	<b>13.20</b>	<b>13.40</b>	<b>12.40</b>	<b>12.60</b>

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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	FY12 Target	FY12 Actual	FY13 Target
To Preserve the Hometown Feel, Livability and Environmental Quality	The Quality of Information Services is Improved	Number of reference queries	22,622	20,302	19,000
		Volumes added to the collection	10,230	12,110	13,500
		Number of citizens accessing Library web site	46,102	49,970	55,000
		Number of public computer and database uses	74,000	76,960	80,000
		Attendance at adult programs	725	376	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 to community organizations, a variety of public arts exhibits, and the creation and maintenance of ART ALLEY.

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#### Budget Highlights:

Both Library fund-raising groups, the Friends of the Library and the Library Foundation, have well established and successful activities that continue to generate significant contributions even in a down economy. The Friends donated \$12,000, dedicated to improving library collections and services, in addition to enabling the Library to offer digital book downloads for e-readers. The Foundation fully funded the annual Summer Reading Club engaging over 1,800 Springfield children and underwrote the cost of the Library's participation in the Sustainable Cities Year with the University of Oregon. The Foundation will soon be looking at the feasibility of creating the first-ever endowment for the Library. The Library Advisory Board grew to seven members in an effort to better represent our growing community; met in work session with the City Council, and is exploring 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. In FY13 the Arts Commission has three specific goals. First, continue to increase the variety of programs that we can fund through the Heritage Arts Grants. In FY12 we were able 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 an exhibit, a reception, and live music each month at City Hall. Third, the Arts Commission will promote a Springfield Showcase at the Wildish Theater which will involve the community in a live performance similar to the 2012 Piano-Palooza, an all community piano recital.

**Service Level Changes:** None.

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**Program Performance Indicator:**

Council Goals	Key Processes	Measurement Methods	FY12 Target	FY12 Actual	FY13 Target
To Preserve the Hometown Feel, Livability and Environmental Quality	The Quality of Information Services is Improved	Increase total donations to Library	44,086	49,884	44,540
		Increase membership of Support groups	328	351	369
		Increase number of contributors to Library Support groups	238	284	298
		Art events & programs created, supported and facilitated by the Springfield Arts Commission	44	46	48

# 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 344,000 items in 2011. Circulation services, which include overdue notices, damage notices, and patron registration, are a highlight of Support Services, serving some 19,000 Library users.

### Service Level Changes:

Temporary/Seasonal help is being reduced by \$10,000 in FY13. The Library continues to rely on these dollars to hire temporary Librarians and Library Technicians to work public desks in the absence of other staff. The public may have to wait in line longer to check out Library materials, register for a Library card, or return their items. This reduction will, also, impact the off desk productivity of regular staff as they work increased public service desk hours.

### Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY12 Target	FY12 Actual	FY13 Target
To Preserve the Hometown Feel, Livability and Environmental Quality	Access to Library Services and Collections Improved	Total Circulation	344,809	344,586	358,369
		Patron Visits	195,366	197,438	183,618
		Number of Library cards issued	8,417	7,046	6,060
		Volunteer hours	4,748	5,454	5,500

# 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	FY12 Target	FY12 Actual	FY13 Target
To Preserve the Hometown Feel, Livability and Environmental Quality	Student Success and Community Literacy is Supported	Participation in Early Literacy Education	9,066	8,510	8,800
		Participation in Elementary age programs	10,667	9,962	11,000
		Participation in Teen programs	378	466	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 45,435 calls for service in 2011.

The Investigations and Records Bureau is responsible for follow-up investigations in criminal matters. In 2011 our Property Control Officers handled and tracked evidence for 3,644 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 2011 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 2011, the Jail began leasing bed space to other agencies, and booked in over 1900 inmates.

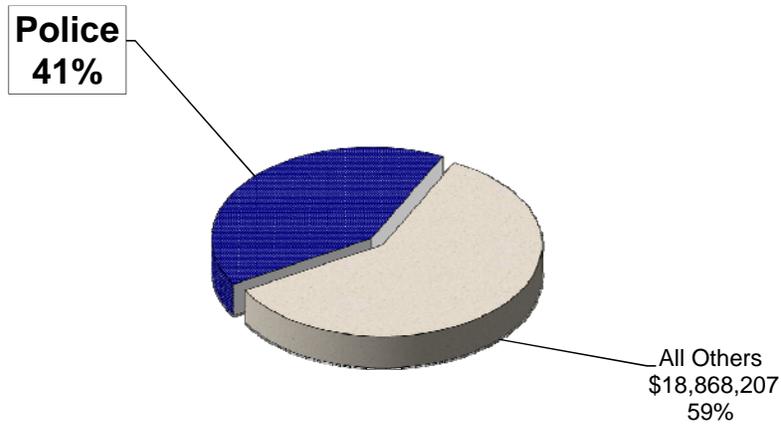
The Services Bureau develops the department's budget, seeks grant funding to implement special projects, and oversees support functions within the Department including Animal Control, Crime Prevention and the School Resource Officer program. During 2011, the volunteer program provided over 3000 hours 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.

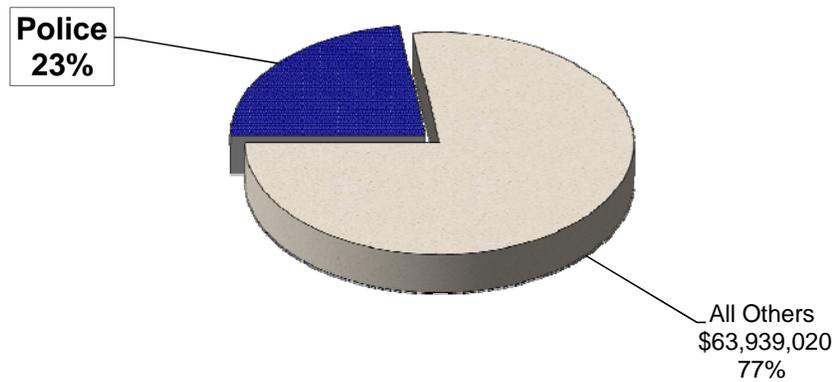
## Mission

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.

<b>FY13 OPERATING BUDGET - General Fund</b>	<b>\$ 31,815,125</b>
Police: \$ 12,946,918	



<b>FY13 OPERATING BUDGET - All Funds</b>	<b>\$ 82,890,043</b>
Police: \$ 18,951,023	



## Police Department

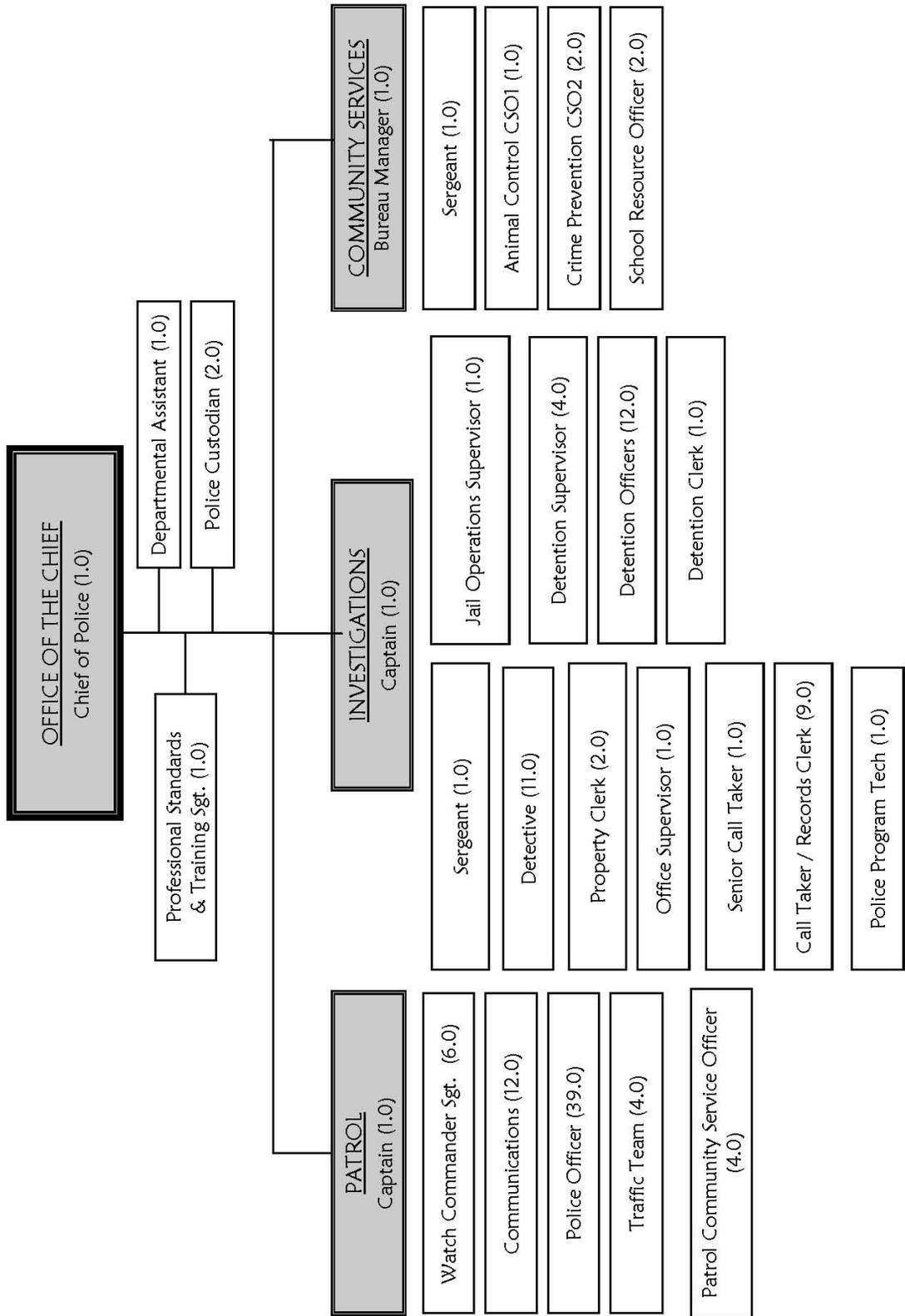
### *Financial Summary*

	FY10 Actual	FY11 Actual	FY12* Amended	FY13 Adopted
<b>Expenditures by Category:</b>				
Personal Services	\$ 13,266,182	\$ 13,929,413	\$ 15,197,108	\$ 15,300,189
Materials and Services	2,729,353	2,766,489	3,280,338	3,191,884
Capital Outlay	316,003	214,023	346,137	458,950
<b>Total</b>	<b>\$ 16,311,539</b>	<b>\$ 16,909,925</b>	<b>\$ 18,823,583</b>	<b>\$ 18,951,023</b>
<b>Expenditures by Fund:</b>				
General	\$ 11,548,172	\$ 11,532,906	\$ 12,502,632	\$ 12,946,918
Jail Operations	1,947,334	2,345,357	2,599,345	2,743,976
Police Local Option Levy	1,889,429	2,075,840	2,232,060	2,347,284
Special Revenue	799,969	797,185	1,182,046	606,345
Vehicle and Equipment	126,636	158,637	307,500	306,500
<b>Total</b>	<b>\$ 16,311,539</b>	<b>\$ 16,909,925</b>	<b>\$ 18,823,583</b>	<b>\$ 18,951,023</b>
<b>Expenditures by Sub-Program:</b>				
<b>Office of the Chief</b>				
Office of the Chief	\$ 1,221,553	\$ 1,263,081	\$ 2,529,286	\$ 2,677,238
Professional Standards	291,780	391,906	288,638	255,931
State Confiscations/DEQ	17,576	11,857	20,000	35,000
<b>Investigations</b>				
Investigations	2,210,756	2,252,128	2,201,830	2,031,220
Property Control	211,216	218,827	204,135	202,820
Records	787,138	711,994	923,572	926,728
<b>Municipal Jail</b>				
Jail Operations	2,065,240	2,326,656	2,580,407	2,725,963
<b>Patrol Bureau</b>				
Patrol	6,254,343	6,549,611	6,426,769	6,450,298
Communications	-	-	1,253,179	1,273,496
Traffic Enforcement	507,236	458,221	529,149	541,848
Patrol Community Services	341,819	333,795	296,253	392,037
<b>Services Bureau</b>				
Community Services	360,174	337,143	426,246	340,675
Communications	1,456,590	1,474,827	468,576	508,352
Animal Control	140,114	90,679	128,473	119,803
Court Security	0	-	-	-
Crime Prevention	169,224	207,460	282,486	196,966
School Resource Program	276,779	281,743	264,584	272,648
<b>Total</b>	<b>\$ 16,311,539</b>	<b>\$ 16,909,925</b>	<b>\$ 18,823,583</b>	<b>\$ 18,951,023</b>

\* Amended as of June 4, 2012

# Police Department

Total FTE: 123.0



## Police Department

### FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY10	Adopted FY11	Adopted FY12	Adopted FY13
General	84.37	84.24	82.40	84.15
Jail Operations	18.00	18.10	18.10	18.10
Police Local Option Levy	20.00	20.00	20.00	20.00
Special Revenue	0.63	3.66	3.67	0.75
<b>Total Full-Time Equivalents</b>	<b>123.00</b>	<b>126.00</b>	<b>124.17</b>	<b>123.00</b>

### Position Summary

Job Title/Classification:	Adopted FY10	Adopted FY11	Adopted FY12	Adopted FY13
Community Services Officer 1	1.00	1.00	1.00	1.00
Community Services Officer 2	7.00	7.00	6.00	6.00
Departmental Assistant	1.00	1.00	1.00	1.00
Detention Officer	10.00	10.00	10.00	12.00
Detention Supervisor	6.00	6.00	6.00	4.00
Jail Operations Supervisor	1.00	1.00	1.00	1.00
Police Call Taker/Records Clerk	9.00	9.00	9.00	9.00
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	55.00	58.00	57.17	56.00
Police Records Clerk, Senior	1.00	1.00	1.00	1.00
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
<b>Total Full-Time Equivalents</b>	<b>123.00</b>	<b>126.00</b>	<b>124.17</b>	<b>123.00</b>

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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	FY12 Target	FY12 Actual	FY13 Target
Financially Sound and Stable Government Services	Provide Human Resources to City Staff- Retention	# of Training Hours exclusive of Mandated Training	2000	1535	2000
	Provide Human Resources to City Staff- Retention	# of Training Hours average per Officer per year	40	47	45
	Secure Property and Personal Safety	# Injuries and exposures	25	35	25
Preserve Public Safety	Provide Human Resources to City Staff	% of Employees completing Mandatory Training	100%	98%	100%

**Program Performance Indicator Cont.:**

<b>Council Goals</b>	<b>Key Processes</b>	<b>Measurement Methods</b>	<b>FY12 Target</b>	<b>FY12 Actual</b>	<b>FY13 Target</b>
<b>Preserve Hometown Feel, Livability and Environmental Quality</b>	Interact with Citizens	% Citizens satisfied with Service	90%	91%	95%
	Interact with Citizens	% Citizens rating Dept. as good to excellent in protecting community	90%	83%	90%
	Interact with Citizens	% Citizens reporting they feel safe in their neighborhoods at night	70%	71%	75%
	Interact with Citizens	% Citizens reporting they feel safe in their neighborhoods in Daytime	98%	97%	98%
	Interact with Citizens	% Citizens reporting they had contact with Department during last year	50%	33%	50%

# 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:** One Patrol Officer position, eliminated last year, has been restored to the proposed budget.

### Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY12 Target	FY12 Actual	FY13 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%	65%	60%
	Continuously Improve Processes	% of Abandoned Vehicles removed within 30 days	90%	98%	90%
	Secure Property and Personal Safety	Crime Rate per 10,000 residents for Property Crimes	590	608	590
	Secure Property and Personal Safety	Crime Rate per 10,000 residents for Persons Crimes	150	175	150

# 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	FY12 Target	FY12 Actual	FY13 Target
Preserve Public Safety	Secure Property and Personal Safety	% Property Crimes Assigned for Investigation "cleared" according to UCR	50%	42%	50%
	Secure Property and Personal Safety	% Persons Crimes Assigned for Investigation "cleared" according to UCR	95%	89%	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	FY12 Target	FY12 Actual	FY13 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	\$22,000	\$7,000	\$15,000
Preserve Public Safety	Hold Offenders Accountable	Failure to Appear Rate Declines	10%	10%	10%

# 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	FY12 Target	FY12 Actual	FY13 Target
Preserve Hometown Feel, Livability and Environmental Quality	Interact with Citizens	Neighborhood Watch Membership	2000	1500	2000
	Interact with Citizens	Citizen Police Academy Graduates	30	30	30
	Interact with Citizens	# Dogs Licensed	3500	4900	5500

# Development Services Department

## Departmental Programs

- Administration
- Community Planning and Revitalization (CDBG and HOME)
- Community Planning and Revitalization
- Community Services
- Urban Planning

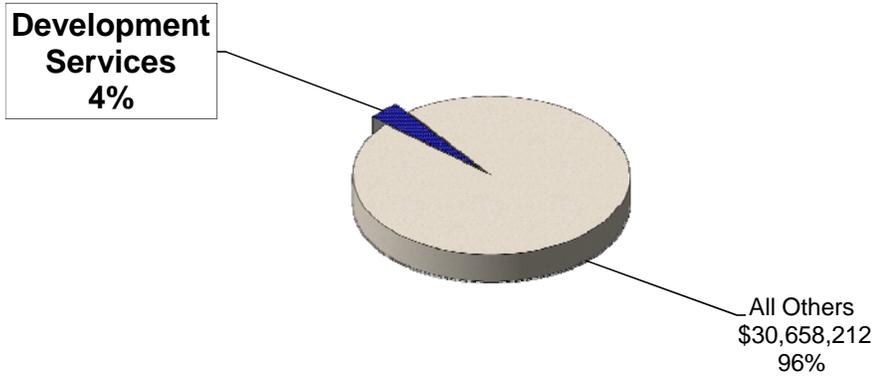
## Department Description

The Development Services Department (DSD) actively works to increase Springfield's housing, business and industry development opportunities and to improve the community's health, safety welfare and livability through Department programs and implementation of the Springfield Development, Municipal and Building Codes. DSD manages the City's Citizen Involvement program to foster citizen engagement in planning, community development, downtown revitalization and historic preservation. DSD manages the City's comprehensive land use planning, zoning, land development, building permit and inspection services, and the Community Development Block Grant (CDBG), HOME and housing rehabilitation programs. DSD provides direction, coordination and support for intergovernmental metropolitan comprehensive planning; prepares city-wide, district and neighborhood plans, codes and implementation strategies to guide current and future development and redevelopment activity. DSD prepares policy recommendations to the elected officials, administers the Springfield Planning Commission, the Building Board of Appeals, the Historical Commission, the Community Development Advisory Committee, and limited duration planning advisory committees such as the Downtown and Glenwood CACs. DSD also manages city-owned property, including the operation and leasing of the Booth-Kelly Center.

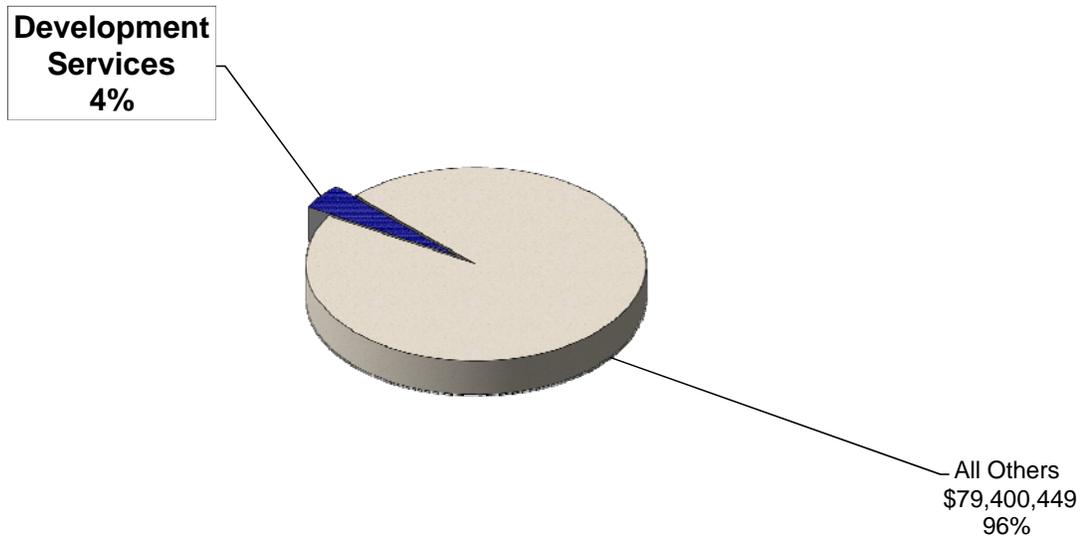
## Mission

The mission of the Development Services Department is to help Springfield manage current development opportunities and prepare for future development's needs. We accomplish this through the thoughtful delivery of planning, building safety and community development services in balance with the City's resources and desire for a healthy, safe and sustainable community.

<b>FY13 OPERATING BUDGET - General Fund</b>		<b>\$ 31,815,125</b>
Development Services:	<b>\$ 1,156,913</b>	



<b>FY13 OPERATING BUDGET - All Funds</b>		<b>\$ 82,890,043</b>
Development Services:	<b>\$ 3,489,594</b>	



# Development Services Department

## *Financial Summary*

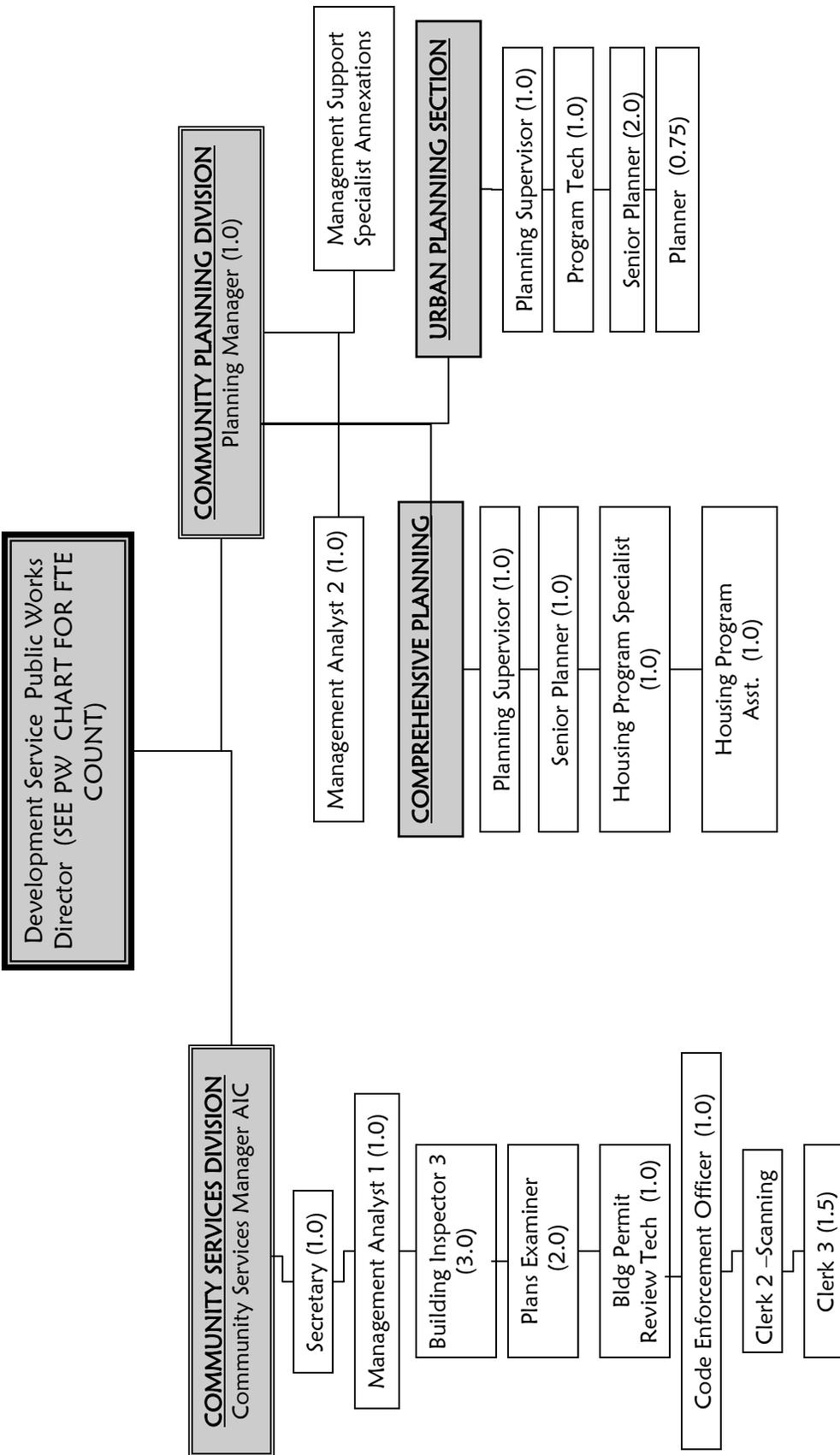
	FY10 Actual	FY11 Actual	FY12* Amended	FY13 Adopted
<b>Expenditures by Category:</b>				
Personal Services	\$ 2,823,780	\$ 2,848,421	\$ 2,638,151	\$ 2,231,148
Materials and Services	3,204,606	1,800,907	2,680,190	1,258,446
Capital Outlay	51,325	-	-	-
<b>Total</b>	<b>\$ 6,079,711</b>	<b>\$ 4,649,329</b>	<b>\$ 5,318,341</b>	<b>\$ 3,489,594</b>
<b>Expenditures by Fund:</b>				
General	\$ 1,522,393	\$ 1,523,935	\$ 1,295,213	\$ 1,156,913
Building	1,233,977	1,172,917	1,273,551	904,767
Booth-Kelly	277,259	222,962	347,332	526,130
Community Development Block Grant	2,677,075	1,370,744	2,074,854	647,201
Drainage Operation	47,414	41,247	43,939	46,561
SDC Administration	92,143	93,318	80,319	58,965
Sewer Operations	22,587	18,570	19,311	20,518
Special Revenue	92,841	99,956	38,499	-
Street	59,620	55,508	61,757	64,824
Transient Room Tax	48,725	50,171	61,566	63,715
Vehicle and Equipment	5,678	-	22,000	-
<b>Total</b>	<b>\$ 6,079,711</b>	<b>\$ 4,649,329</b>	<b>\$ 5,318,341</b>	<b>\$ 3,489,594</b>
<b>Expenditures by Sub-Program:</b>				
<b>Administration</b>	\$ 344,818	\$ 328,918	\$ 290,454	\$ 216,112
<b>Community Devlp Block Grants and Home Invt Partnership Funds</b>	2,680,572	1,371,276	2,074,854	647,201
<b>Special Revenue Fund (SHPO Grant)</b>	3,176	12,846	-	-
<b>Community Planning &amp; Revitalization</b>	506,158	515,147	427,051	448,597
Museum Operations	6,828	10,506	11,143	11,500
<b>Community Services</b>	1,503,776	1,447,521	1,491,771	1,131,785
<b>General Property Management</b>				
Booth-Kelly Operations	215,806	201,785	280,023	417,621
Carter Building Operations	16,744	17,358	18,350	37,420
General Property Management	56,287	5,766	32,500	45,144
<b>Urban Planning</b>	745,546	738,207	692,195	534,214
<b>Total</b>	<b>\$ 6,079,711</b>	<b>\$ 4,649,329</b>	<b>\$ 5,318,341</b>	<b>\$ 3,489,594</b>

\* Amended as of June 4, 2012

# Development Services Department

FY 13

Total FTE: 22.74



## Development Services Department

### FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY10	Adopted FY11	Adopted FY12	Adopted FY13
General	14.81	14.71	13.22	10.22
Booth-Kelly	0.50	0.10	0.23	0.75
Building Code	11.93	11.03	10.15	6.70
Community Development Block Grant	4.09	4.09	4.09	3.16
Drainage Operation	0.44	0.38	0.38	0.39
SDC Administration	0.82	0.82	0.67	0.40
Sewer Operations	0.21	0.17	0.17	0.17
Special Revenue Fund	1.00	1.00	0.40	0.00
Street	0.45	0.45	0.45	0.45
Transient Room Tax	0.50	0.50	0.50	0.50
<b>Total Full-Time Equivalents</b>	<b>34.75</b>	<b>33.25</b>	<b>30.25</b>	<b>22.74</b>

### Position Summary

Job Title/Classification:	Adopted FY10	Adopted FY11	Adopted FY12	Adopted FY13
Administrative Specialist	1.00	1.00	1.00	1.91
Administrative Assistant	0.00	0.00	0.00	1.00
Admin Specialist-Annexation	0.00	0.00	0.00	1.00
Assistant Community Services Manager	1.00	1.00	1.00	0.80
Assistant Director	0.00	0.00	0.00	0.36
Building Inspector 3	5.00	4.00	4.00	2.40
Building Permit Review Technician	1.00	1.00	1.00	0.80
Business Application Technician	0.50	0.50	0.00	0.00
Clerk 2	1.50	1.50	1.00	0.00
Clerk 3	1.50	1.50	1.50	0.00
Code Enforcement Officer	1.00	1.00	1.00	1.00
Community Services Manager	1.00	1.00	0.00	0.00
Departmental Assistant	1.00	1.00	0.00	0.00
DSD/PW Director	1.00	1.00	1.00	0.32
Housing Programs Assistant	1.00	1.00	1.00	1.00
Housing Programs Specialist	1.00	1.00	1.00	1.00
Management Analyst	2.00	2.00	2.00	1.80
Planner 1	1.75	1.75	1.75	0.75
Planner 2	3.00	3.00	3.00	3.00
Planner 3	2.00	2.00	2.00	0.00
Planner Aide	1.00	1.00	1.00	0.00
Planning Manager	1.00	1.00	1.00	1.00
Planning Supervisor	2.00	2.00	2.00	2.00
Plans Examiner	2.00	2.00	2.00	1.60
Program Technician	1.00	1.00	1.00	1.00
Property Management Coordinator	0.50	0.00	0.00	0.00
Secretary	1.00	1.00	1.00	0.00
<b>Total Full-Time Equivalents</b>	<b>34.75</b>	<b>33.25</b>	<b>30.25</b>	<b>22.74</b>

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## Development Services Department

### Program: Administration

#### Program Description:

Administration staff guide overall Department programs, functions and activities to ensure efficient delivery of development services including planning, zoning and land development administration, building safety reviews, nuisance and other general code enforcement actions, management of the Booth-Kelly facility, management of the Community Development Block Grant, housing and redevelopment activities, assistance with urban renewal and economic development activities managed by the City Manager's Office, and coordination of regional planning activities with Eugene, Lane County, Lane Council of Governments, affected state agencies and the City's management agreement with the Springfield Museum Board.

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#### Budget Highlights:

The staff provides overall administrative direction for all Departmental programs and services, develops the Departmental budget and monitors annual revenues and expenses, undertakes special projects and assignments from the City Manager, Mayor and Council, develops and monitors the Department's annual work program in coordination with the Public Works Department, and in concert with the annual Council Goals update.

The department actively participates in City issues as a member of the Executive Team and increases accountability for resources by seeking operational efficiencies. There is continuous improvement of coordination with the Public Works Department through management team-building and monitoring the preparation and implementation of division work plans.

The staff administers the City's Management Agreement with the Springfield Museum Board, maintains close communication with planning and development counterparts in Lane County and the City of Eugene, reviews and coordinates all Department agenda items docketed for City Council consideration. The department provides senior level advice and counsel to the Planning Commission, maintaining a diligent role with regional planning activities including those related to the Metro Plan, including regional transportation and public facilities planning and funding.

Staff continue to direct utilization and enhancements to the Accela Automation permit tracking system to integrate permit review between Planning, Building and Public Works functions to improve operational efficiency and customer service and provide supervision for the Accela position for the Development Services Department. Staff provide supervision for the Laserfiche scanning position for the Development Services and Public Works Departments.

#### Service Level Changes:

The administration section of Development Services no longer has FTE attached to it. A portion of the director for the new combined department is budgeted in Administration. No service impacts anticipated in FY13.

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**Program Performance Indicator:**

<b>Council Goals</b>	<b>Key Processes</b>	<b>Measurement Methods</b>	<b>FY12 Target</b>	<b>FY12 Actual</b>	<b>FY13 Target</b>
<b>Financially Sound and Stable Government</b>	Positive and Supportive Work Environment	Employee Survey - % recommended working for City (Ques. #51)	75	75	75
		Employee Survey - % timely decision making (Ques. #46)	75	75	75
		Employee Survey - % appropriate workload (Ques. #15)	75	75	75
		Employee Survey- % overall positive rating	75	75	75
		Annual reviews current	95	95	95

## Development Services Department

### **Program: Community Development Block Grant (CDBG) and Home Investment Partnership (HOME)**

#### **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, public safety, transportation, and parks. Provide code enforcement in designated neighborhoods. Assist low-income Springfield residents with housing rehabilitation loans, grants, neighborhood improvements, social services, and access to housing. Provide assistance to Community Development projects. Provide assistance to downtown 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. (The City's HOME Program is funded by a HUD grant made available through the Eugene-Springfield Consortium.)

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#### **Budget Highlights:**

These programs will receive allocations of approximately \$452,736 in CDBG funds and \$294,915 in HOME funding in Federal FY12, which will assisted 14,720 low-income persons with social services by allocating \$90,750 of CDBG through the Human Services Commission and will provide approximately \$67,910 to the Intergovernmental Human Services Commission to be re-allocated among area service providers in FY13. It will also provide approximately \$14,745 in HOME funding to four area Community Housing Development Organizations and a new elevator system was installed at the Full Access and Oregon Supported Living facility.

The two agencies provide employment training and life skills to persons with developmental disabilities The Springfield Home Ownership Program (SHOP) will assist approximately 10 low-income households with down-payment assistance for the purchase of their first home. With help from CDBG, the neighborhood playground at Mt. Vernon School was made fully accessible with upgraded apparatus and by installing wheelchair friendly groundcover. It assisted 104 households with emergency home repairs, assisted 12 very low-income homeowners with exterior maintenance issues through the CHORE program.

Other assisted programs are the Afiya Apartments, which opened in Downtown, providing affordable rental housing for persons with severe developmental disabilities. Volunteers in Medicine relocated their low-cost medical clinic to mid- Springfield with assistance from the CDBG program. And the agencies assisted 11 households with Springfield Home Ownership Program loans and will continue to provide down payment assistance in FY13, collaborated with Habitat for Humanity to produce four affordable home ownership units in East Springfield at Meyer Estates.

**Service Level Changes:**

In FY13 staff assigned to Community Development Block Grant will be reduced by 1.0 FTE. In the Federal funding year 2012 the City will experience a drastic reduction in the Community Development Block Grant and HOME Investment Partnership funds. The CDBG will be reduced 18% from the previous allocation and the HOME funds were reduced 27% from the entitlement in FY12. The reduction is a combined \$215,302. The reduction of funding will impact the ability to fund staff and provide services to the citizens of Springfield.

**Program Performance Indicator:**

Council Goal	Key Processes	Measurement Methods	FY12 Target	FY12 Actual	FY13 Target
Encourage Community and Economic Development and Revitalization	Opportunities for affordable and decent housing are increased	Construction and rehabilitation of affordable housing units by partnering with non-profit organizations is supported	5	3	2
		Housing stock is preserved through owner-occupied rehabilitation programs - 550 household target goal for 2010-2015	120	116	120
		Non-profit programs to assist special needs populations are supported	100%	100%	100%
	Opportunities for home ownership are increased)	Homeownership assistance to first time buyers is provided (target is limited by amount of funding allocated to the program)	11	12	11
Preserve Hometown Feel, Livability and Environmental Quality	Opportunities to provide facilities and services that help low-and moderate-income persons achieve dignity, well being, and self-sufficiency	Partner with non-profits to access services and facilities for special needs populations (e.g.-disabled, homeless, children, victims of domestic violence)	13,000	14,720	13,000
		Provide funding for capital improvements to facilities that help low and moderate income persons achieve dignity, well being and self sufficiency goal for 2010-2015 five facilities	1	2	1
		Downtown revitalization is supported through use of targeted CDBG funds to stimulate economic development and eliminate slums and blight	N/A	N/A	N/A
	Revitalization of low-income neighborhoods is supported	Vertical Housing Tax Credit zones are established to incentivize redevelopment in Downtown and Glenwood	VHTZ Established for the Downtown Area, Glenwood N/A	VHTZ Established for the Downtown Area, Glenwood N/A	VHTZ Established for the Downtown Area, Glenwood N/A

## Development Services Department

### Program: Community Planning & Revitalization

#### Program Description:

Program responsibilities in the Community Planning & Revitalization Section include: 1) preparation of Comprehensive Plan updates and provision of assistance in the implementation of the Metro Plan, refinement plans, special projects, and federal and state mandates; 2) administration of the Community Development Block Grant and the HOME Investments Partnerships programs; 3) coordination of regional and metropolitan-wide planning, transportation, housing and social service programs with Eugene, Lane County and other governments and service providers; 4) preparation of reports and option scenarios as directed by Council; 5) assistance to other divisions and departments in evaluating and implementing State and Federal laws applicable to buildable lands, housing, natural resources and hazards, TransPlan and the Public Facilities and Services Plan.

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#### Budget Highlights:

The 2007 legislative action that required adoption of the Springfield Urban Growth Boundary (UGB) and Springfield 2030 Refinement Plan Residential Land Use and Housing Element created a new comprehensive planning context and planning mandate for the City at a time when resources for planning activities are increasingly scarce. Within these resource constraints, the Comprehensive Planning Program will continue to make incremental progress toward establishing a new comprehensive plan for Springfield and working with Metro planning partners to revise the Metro Plan to address the existence of two UGBs and greater jurisdictional planning autonomy.

In FY2013, staff anticipates completing the Springfield 2030 Refinement Plan Economic Development Element and Urbanization Element and forwarding decision packages to the elected officials for adoption. These Council decisions are highly significant to Springfield's future growth and vitality, as they will establish an expansion of the Springfield Urban Growth Boundary to provide a sufficient land base to accommodate economic development for the planning period 2010-2030 in response to the Commercial and Industrial lands study and citizen involvement. In addition, work will continue on a parcel-specific Springfield 2030 Refinement Plan Diagram incorporating all existing refinement plan diagrams that will establish for the first time, detailed and specific land use designations for all lands within Springfield's Urban Growth Boundary.

The Glenwood Refinement Plan Project will begin in FY13, building on the strong groundwork laid during Phase One of the Project, to prepare the Glenwood Refinement Plan Phase Two amendments for Glenwood Boulevard, Glenwood interior industrial areas, and the Glenwood residential core neighborhood. In addition, as Glenwood Refinement Plan implementation and development projects are advanced, staff will provide leadership and development coordination to bring projects to fruition through project planning assistance, preparation of annexation

agreements, establishment of an Oregon Vertical Housing Zone, and plan review for affordable housing projects.

This program also provides 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 FY13 on the preparation and adoption of amendments to the Downtown Refinement Plan, Springfield Development Code and Springfield Municipal Code to implement the Downtown District Urban Design and Parking Management Plans. In addition, staff will continue to provide liaison support for the NEDCO-initiated Main Street Program committees to facilitate and encourage the development of grass roots Downtown business-organization revitalization activities and initiatives.

**Service Level Changes:** In FY13 staff assigned to Community Planning and Revitalization will be reduced by 2.0 FTE. Comprehensive planning project timelines are extended as staff levels and funds for contractual services dollars are decreased. If the adoption of the expanded UGB or other significant planning action is challenged the City may incur potentially significant legal expenses.

**Program Performance Indicator:**

Council Goals	Key Processes	Measurement Methods	FY12 Target	FY12 Actual	FY13 Target
Financially Sound and Stable Government	Adequate supply of land is planned and zoned to meet short-term and long-term commercial, industrial, residential, public and open space needs	Sufficient land is planned and zoned to accommodate 5,980 new dwelling units to accommodate growth between 2010-2030 (average 299 per year)	100%	100%	100%
		Sufficient land is planned and zoned to provide 13,440 new jobs between 2010-2030 (average 672 per year) short-term and long-term supply	100%	80%	100%
		New employment land uses are monitored to track consistency with Economic Development Strategy/Economic Opportunities Analysis Goals and Targets	N/A	N/A	25%0
		Housing mix of new development is monitored annually to track achievements of 2030 target 60% single family dwelling-40% multifamily dwellings	N/A	N/A	50%

**Continued:**

	Land is used efficiently to support optimal utilization of public infrastructure and transit investments	Density of new development is monitored to track progress toward 2030 overall density target of 7.9 dwelling units per net acre	N/A	N/A	50%
		Employment in transit nodes is increased. New jobs within 1/4 mile of EmX Stations	N/A	N/A	N/A
		Housing near transit is increased: Dwelling units within 1/4 mile of the EmX	N/A	N/A	N/A
<b>Encourage Community and Economic Development and Revitalization</b>	Target areas are planned and zoned for redevelopment	Glenwood Refinement Plan is updated and adopted	100%	60%	80%
		Downtown district Plan & Implementation Strategy is adopted	100%	100%	100%
		Downtown District Implementation Strategy is fully implemented	40%	25%	50%

## Development Services Department

### Program: Community Services

#### Program Description:

Staff in the Community Services Division: 1) provide services designated to facilitate economic growth and neighborhood stability; 2) provide reasonable safeguards to life, health, property and the public welfare through building permit administration 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; 5) provide prompt, courteous and effective responses to City Code, Development Code and Building Safety Code citizen requests and/or complaints; 6) coordinate community concerns and public welfare through the investigation and issuance of appropriate business licenses; 7) manage the daily operation and revenue/expenses of the Booth-Kelly Center; 8) manages City-owned property to protect and enhance the City's investment and, where possible, utilize properties to maximize the City's return.

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#### Budget Highlights:

The FY12 highlights show a wide variety of services provided by Community Services. Building staff issued over 397 construction permits with an associated building valuation of \$33,044,407. This includes approximately 139 commercial/industrial permits and 65 new single family residential units. The Building Inspectors conducted 14,041 field inspections to determine compliance with the State Building Code. And Code Enforcement responded to more than 4,500 inquiries for enforcement of Nuisance Code, Land Use, Building Safety and Sign Code requirements.

Contractors using the new Accela citizen access on-line feature submitted 1561 permits for electrical, plumbing, and, mechanical work.

Community Services continued to maintain City's "same day" field inspection response time and the State's mandated maximum 10 day residential plan review turnaround time.

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. There has been an effort to expand and make more user-friendly the Community Services Division/Building Safety website. This site also offers a variety of links to other websites of interest to property owners and to the construction community, including on-line accessibility of the Oregon Specialty Codes and Business Licensing information and forms. A webpage on available City leased spaces, Code Enforcement information and Complaint Forms has been created and implemented.

The Building Code Specialty Fund, which was created to fund building permit and inspection services from revenue received from construction permits, continues without financial support from the General Fund.

Business Licensing doubled the number of licenses issued and revenue generated this year after extensive overhaul of the program. Over 859 City Business licenses have been issued with associated revenue of \$88,266.

There was a successful renewal of two leased spaces and the leasing of two vacant tenant spaces at the Booth Kelly Center. Expenditures at the Springfield Depot, The Carter Building and the Booth Kelly Center have been stabilized and staff has given closer scrutiny on managing the facilities and leases. The redevelopment of the Booth Kelly Center has been selected as one of the projects for the Sustainable Cities Initiative.

**Service Level Changes:** In response to a shortfall in revenues and reserves in the Building Codes fund and a reduction in all building and construction activity All Building Safety Staff funded 25% or more by the dedicated Building Codes fund will be reduced to 0.80 from 1.0 FTE in FY13. In addition an Electrical Inspector position and Plans Examiner were eliminated in mid-year FY12.

**Program Performance Indicator:**

Council Goals	Key Processes	Measurement Methods	FY12 Target	FY12 Actual	FY13 Target
Preserve Public Safety	Development Code/Municipal Code standards enforced	% of complaints resolved within 40 days	74	74	74
		% of complaints resulting in a citation	15	15	15
		% of citizen complaints responded to within 3 working days	100	99	100
	Building permit applications processed in a timely manner	% of Commercial and Industrial applications decided with 30 days of submittal	90	90	90
		% of residential applications approved within 10 days of submittal	90	90	90
		% of express residential permits completed within 1 day	80	80	80
		% of inspections completed within 24 hours of request	95	95	95
Preserve Hometown Feel, Livability and Environmental Quality	Citizen request/Inquiries are given timely attention	% of E-permits issued within 24 hours	99	99	99

## Development Services Department

### Program: Urban Planning

#### Program Description:

Staff in the Urban Planning Section: 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 jurisdiction; 3) prepare, amend and maintain the development code; 4) process administrative, quasi-judicial and legislative zoning and land use applications; 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 program; 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 and policies of the community.

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#### Budget Highlights:

The Urban Planning Division worked throughout the year with the Public Works Development Review Section to adopt code changes developed with a Joint Work Team of development community representatives to streamline the development process and implement efficiency improvements. Urban Planning also worked with the Community Planning & Revitalization section to pool resources and staff to carry the shared workload of House Bill 3337, Glenwood and Downtown Refinement planning efforts.

There will be an effort by Urban Planning staff to continue the high-level front counter staffing to assist owners, consultants and lenders in identifying and developing new projects in the recovering market, and to continue to cultivate new development and major projects that provide a community benefit and generate new jobs.

Staff worked with and assisted Public Works with developing System Development Charges stimulus package designed to increase development activity levels and capture major new development opportunities.

For FY13, staff intend 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.

#### Service Level Changes:

A reduction of 2.0 FTE assigned to Urban Planning in FY13.. Reduced staffing levels in the Urban and Community Planning and Revitalization Divisions based upon General Fund reductions may impact service levels. If the level of planning application and land use activity increases in response to market conditions and recent stimulus techniques, there may be the 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.

**Program Performance Indicator:**

Council Goals	Key Processes	Measurement Methods	FY12 Target	FY12 Actual	FY13 Target
Encourage Community and Economic Development and Revitalization	Opportunities for affordable and decent housing are increased	Development review processes are streamlined to facilitate development of affordable housing and higher density housing	N/A	N/A	N/A
Preserve Hometown Feel, Livability and Environmental Quality	Development Applications processed in a timely manner	Type I application-% of applications processed within DSD target (30 days)	100	100	90
		Type II Applications-% of decisions issued within Council target (75 days)	100	100	90
		Type II Applications - % of applications ready for decisions within DSD target (60 days)	90	90	80
		Type III Applications - % of complete applications scheduled for hearing within 60 days	90	90	80
	Citizen Requests are Given Timely Attention	% of front counter requests responded to within 24 hours	99	99	90
		% of phone calls returned by end of the day	99	99	80
		% of phone calls returned within 24 hours	99	99	90
		% of e-mail requests responded to within 24 hours	99	99	90

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# Public Works Department

## Departmental Programs

- Administration
- Drainage/Stormwater
- Facilities & Equipment Preservation and Project Management
- Regional/Local Wastewater
- Special Projects
- Streets
- Technical Services
- Transportation

## Department Description

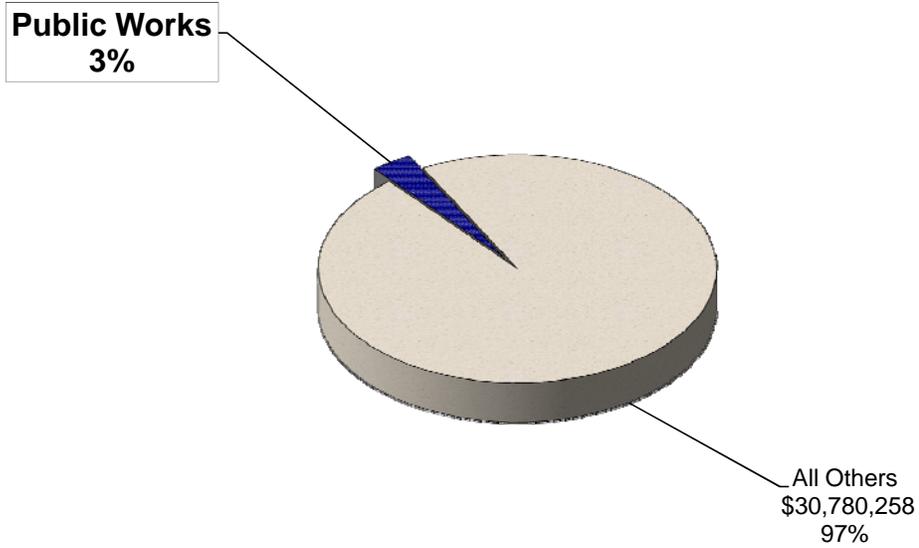
The Public Works Department plans, designs, constructs, operates, and maintains public improvements, facilities and equipment owned by the City and the public. The Department provides professional and technical support to other City departments. In addition to the Administration section of the Department, services are provided through four divisions: Engineering and Transportation Services, Environmental Services, Maintenance, 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 also manages long-term access to the City's public ways and monitors the revenue sources that are critical to the fulfillment of the Public Works mission. The Engineering and Transportation Services Division is responsible for the planning, design and construction of public improvements, as well as establishing and operating an efficient and safe multi-modal transportation system. The Technical Services Division provides land surveying and develops and maintains geospatial information and automated mapping and facilities management systems. 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 Public Works efforts to manage and regulate activities affecting surface waters to protect water quality and comply with Federal clean water regulations. The Maintenance Division is responsible for maintaining the City's infrastructure, including streets, sewers, drainageways, public properties, vehicles, equipment, and buildings.

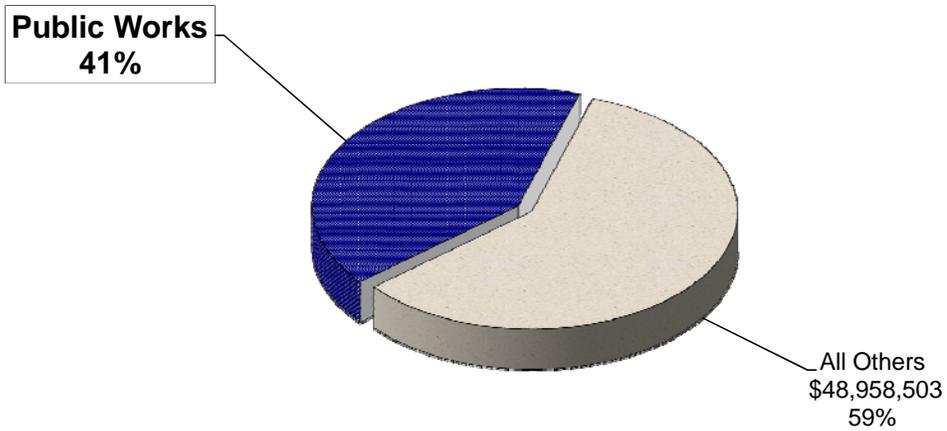
## Mission

The Public Works Department provides physical facilities, a physical environment, and environmental stewardship to enable the community to implement its plans and to meet its goals. The Department cooperates with other public agencies and with private entities to ensure high quality facilities and services for Springfield citizens at optimum costs of construction, operation, and maintenance.

<b>FY13 OPERATING BUDGET - General Fund</b>	<b>\$ 31,815,125</b>
<b>Public Works: \$ 1,034,867</b>	



<b>FY13 OPERATING BUDGET - All Funds</b>	<b>\$ 82,890,043</b>
<b>Public Works: \$ 33,931,540</b>	



## Public Works Department

### Financial Summary

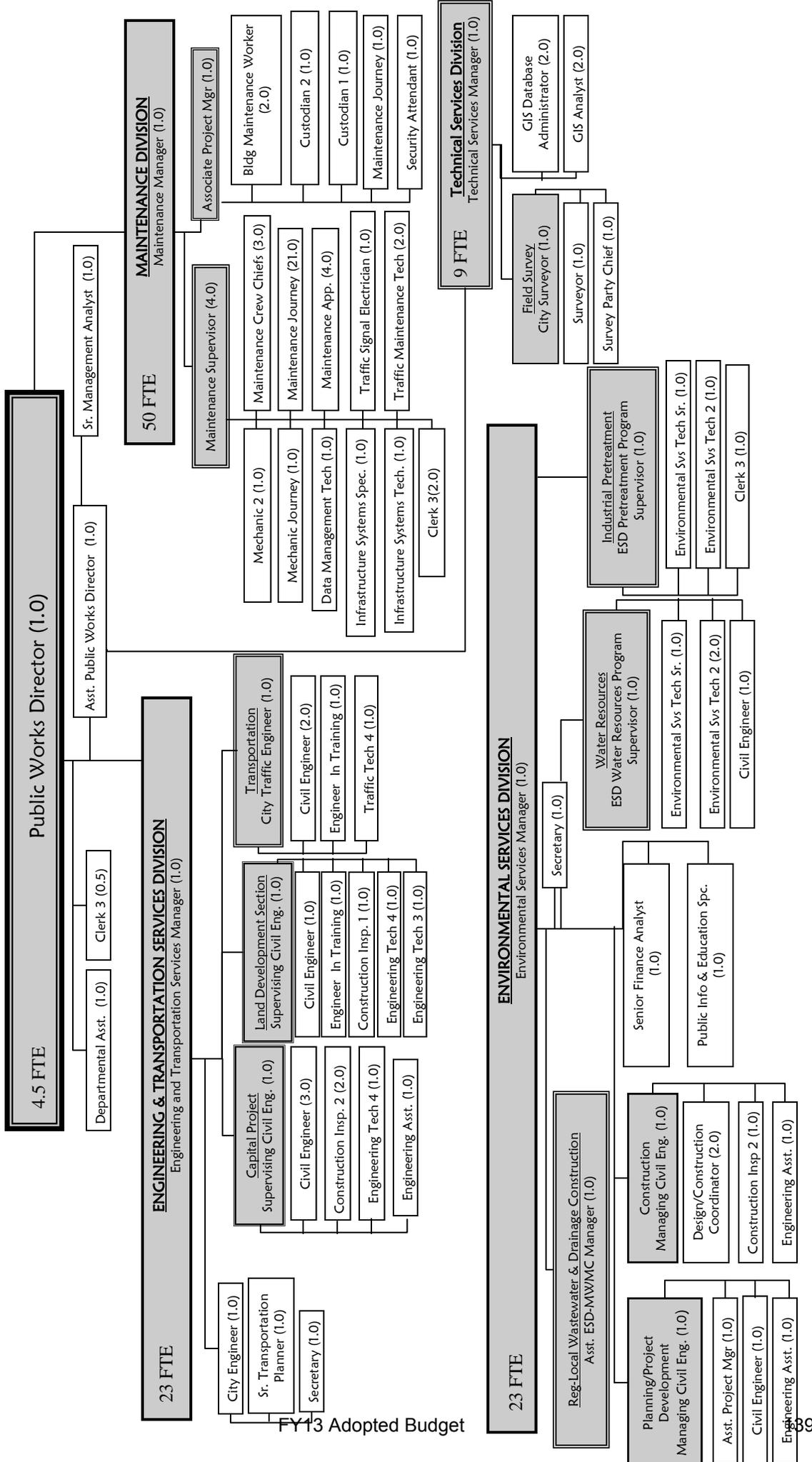
	FY10 Actual	FY11 Actual	FY12* Amended	FY13 Adopted
<b>Expenditures by Category:</b>				
Personal Services	\$ 9,677,271	\$ 9,915,267	\$ 10,163,468	\$ 10,532,027
Materials and Services	16,675,651	17,378,662	20,705,288	21,107,035
Capital Outlay	811,845	379,353	2,147,015	2,292,478
<b>Total</b>	<b>\$ 27,164,767</b>	<b>\$ 27,673,283</b>	<b>\$ 33,015,771</b>	<b>\$ 33,931,540</b>
<b>Expenditures by Fund:</b>				
General	\$ 937,190	\$ 983,523	\$ 1,014,232	\$ 1,034,867
Building	-	-	-	21,840
Booth-Kelly	22,657	19,817	16,317	17,231
Drainage Operating	3,489,587	3,710,425	4,356,151	4,552,057
Police Building Bond Capital	189,430	-	-	-
Regional Fiber Consortium	88,347	54,440	47,300	46,100
Regional Wastewater	13,367,418	13,626,348	15,656,477	16,059,161
Regional Wastewater Capital	345,717	331,959	2,032,335	2,436,307
SDC Administration	469,802	381,182	503,862	494,382
SDC Local Storm Improvement	90,370	49,551	57,568	23,778
SDC Storm Drainage Reimbursement	4,306	27,436	21,035	16,344
SDC Local Wastewater Improvement	53,136	36,935	99,886	48,324
SDC Local Wastewater Reimbursement	82,865	73,870	182,226	105,440
SDC Regional Wastewater Improvement	360	1,132	4,000	3,500
SDC Regional Wastewater Reimburse.	3,705	1,177	7,500	4,000
SDC Transportation Improvement	168,984	229,620	70,079	177,451
SDC Transportation Reimbursement	40,088	39,605	41,246	48,677
Sewer Operation	2,756,153	2,743,389	3,135,010	3,362,045
Special Revenue	84,560	528,763	155,000	-
Street	4,501,840	4,739,934	4,927,175	5,045,981
Transient Room Tax	38,908	33,512	46,469	48,820
Vehicle and Equipment	429,343	60,665	641,903	385,235
<b>Total</b>	<b>\$ 27,164,767</b>	<b>\$ 27,673,283</b>	<b>\$ 33,015,771</b>	<b>\$ 33,931,540</b>

<b>Public Works Department - Continued</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12* Amended</b>	<b>FY13 Adopted</b>
<b>Expenditures by Sub-Program:</b>				
<b>Public Works Administration</b>	\$ 1,217,772	\$ 1,052,251	\$ 1,088,310	\$ 1,240,304
<b>Drainage/Stormwater:</b>				
Drainage Engineering Services	1,007,575	940,176	1,010,157	1,051,161
Drainage Planning Services	659,449	761,774	1,020,514	1,014,900
Subsurface Drainage Maintenance	683,625	531,364	721,276	748,121
Surface Drainage Maintenance	779,075	819,497	855,812	880,009
<b>Facility and Equipment Preservation</b>				
Building Maintenance	587,137	613,270	629,879	649,198
Project Management	290,493	583,858	215,922	59,461
Vehicle and Equipment Maintenance	240,388	234,855	258,418	265,864
<b>Regional/Local Wastewater</b>				
Local Wastewater Services	224,180	250,607	474,573	429,311
Industrial Pretreatment	355,948	352,457	390,365	387,257
Regional Wastewater Administration	2,853,929	2,581,955	3,577,868	3,615,784
Regional Wastewater Operations	10,500,605	11,024,405	13,733,663	14,496,064
Sewer Engineering Services	981,842	812,721	943,498	924,940
Sewer Maintenance	1,493,462	1,391,492	1,592,524	1,603,521
<b>Special Projects</b>	41,104	42,976	57,201	57,176
<b>Streets</b>				
Street Engineering Services	741,685	589,830	565,415	535,331
Street Landscaping	449,566	525,162	545,818	563,583
Street Maintenance	1,321,372	1,354,172	1,779,178	1,629,764
<b>Technical Services</b>				
GIS	626,817	559,586	815,868	920,421
Survey	2,317	441,368	540,877	452,796
<b>Transportation</b>				
Bicycle Facilities	56,267	49,281	46,416	52,195
Traffic Control Maint/Construction	809,178	832,283	880,876	923,465
Transport Planning and Operations	931,514	968,423	904,217	1,015,981
Transport Power and Light	309,469	359,519	367,126	414,933
<b>Total</b>	<b>\$ 27,164,767</b>	<b>\$ 27,673,283</b>	<b>\$ 33,015,771</b>	<b>\$ 33,931,540</b>

\* Amended as of June 4, 2012

# Public Works Department

Total FTE: 107.81



## Public Works Department

### FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY10	Adopted FY11	Adopted FY12	Adopted FY13
General	9.86	10.33	10.23	9.85
Booth-Kelly	0.15	0.15	0.15	0.15
Building Code	0.00	0.00	0.00	0.20
Drainage Operating	30.64	32.77	30.51	30.49
Police Building Bond Capital Project	0.35	0.00	0.00	0.00
Regional Wastewater	18.55	15.60	15.80	14.95
SDC Administration	3.51	3.55	3.65	3.07
Sewer Operations	21.29	20.58	19.64	19.45
Street	36.35	32.67	30.17	29.30
Transient Room Tax	0.30	0.35	0.35	0.35
<b>Total Full-Time Equivalents</b>	<b>121.00</b>	<b>116.00</b>	<b>110.50</b>	<b>107.81</b>

### Position Summary

Job Title/Classification:	Adopted FY10	Adopted FY11	Adopted FY12	Adopted FY13
Administrative Specialist	0.00	0.00	0.00	3.49
Asst. City Engineer/Asst Engineer Mgr	1.00	1.00	0.00	0.00
Assistant ESD/MWMC Manager	1.00	1.00	1.00	1.00
Assistant Public Works Director	1.00	1.00	1.00	0.64
Assistant Project Manager	1.00	1.00	1.00	1.00
Associate Project Manager	1.00	1.00	1.00	1.00
Building Maintenance Worker	2.00	2.00	2.00	2.00
City Engineer	1.00	1.00	1.00	1.00
City Surveyor	1.00	1.00	1.00	1.00
Civil Engineer	9.00	9.00	8.00	9.00
Civil Engineer, Manager	0.00	0.00	0.00	2.00
Civil Engineer, Supervising	4.00	4.00	4.00	2.00
Clerk 2	2.00	1.00	1.00	0.00
Clerk 3	1.50	2.50	2.50	2.00
Construction Inspector 1	1.00	1.00	1.00	1.00
Construction Inspector 2	3.00	3.00	3.00	3.00
Custodian 1	2.00	2.00	1.00	1.00
Custodian 2	1.00	1.00	1.00	1.00
Data Entry Technician	1.00	1.00	1.00	0.00
Data Management Technician	1.00	1.00	1.00	1.00
Departmental Assistant	1.00	1.00	1.00	1.00
Design & Construction Coordinator	2.00	1.00	2.00	2.00

<b>Public Works</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Adopted</b>
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<b>Job Title/Classification, Continued:</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>
Engineer In Training	4.00	3.00	2.00	1.00
Engineering Assistant	4.00	4.00	4.00	3.00
Engineering Technician 3	1.00	1.00	1.00	1.00
Engineering Technician 4	3.00	2.00	2.00	2.00
Engineering & Trans. Manager	0.00	0.00	0.00	1.00
Environmental Services Manager	1.00	1.00	1.00	1.00
Environmental Services Supervisor	3.00	3.00	3.00	2.00
Environmental Services Technician Sr	2.00	2.00	2.00	2.00
Environmental Services Technician 2	3.00	3.00	3.00	3.00
GIS Analyst	1.00	1.00	1.00	2.00
GIS Database Administrator	1.00	1.00	1.00	2.00
GIS Supervisor	1.00	0.00	0.00	0.00
GIS Technician	2.00	2.00	2.00	0.00
Infrastructure Systems Specailist	0.00	0.00	0.00	1.00
Infrastructure Systems Tech	0.00	0.00	0.00	1.00
Maintenance Crew Chief	3.00	3.00	3.00	3.00
Maintenance Journey/Apprentice	27.00	27.00	27.00	26.00
Maintenance Manager	1.00	1.00	1.00	1.00
Maintenance Supervisor	5.00	5.00	4.00	4.00
Management Analyst, Senior	1.00	1.00	1.00	2.00
Mechanic 2	1.00	1.00	1.00	1.00
Mechanic Journey	1.00	1.00	1.00	1.00
Planner 3	1.00	1.00	1.00	1.00
Public Information & Education Spc.	1.00	1.00	1.00	1.00
Public Works Director	1.00	1.00	1.00	0.68
Secretary	3.00	2.50	2.00	0.00
Security Attendant	1.00	1.00	1.00	1.00
Stormwater Facilities Planner	0.50	0.00	0.00	0.00
Survey Party Chief	2.00	2.00	2.00	1.00
Surveyor	1.00	1.00	1.00	1.00
Technical Services Manager	0.00	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	1.00	0.00	0.00
Traffic Technician 2	1.00	0.00	0.00	0.00
Traffic Technician 4	1.00	1.00	1.00	1.00
Transportation Manager	1.00	1.00	1.00	0.00
<b>Total Full-Time Equivalents</b>	<b>121.00</b>	<b>116.00</b>	<b>110.50</b>	<b>107.81</b>

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# Public Works Department

## Program: Administration

### Program Description:

The Public Works Administration program supports achievement of City Council goals and targets by planning, coordinating, directing and evaluating the resources and efforts of the Public Works Department, as well as coordination of special projects and involvement in broader activities with City-wide impact. The program also manages on-going activities such as policy support for the City Council, implementation of special charges and assessments, the Public Works legislative agenda, franchise agreements and other agreements for long-term uses of public rights-of-way, as well as acquisition of public rights-of-way. This program also funds centralized Department costs, such as telephone and other utilities, insurance and City-wide pool car services, which are not easily associated with operating programs. The Administration program manages a wide variety of Public Works - related revenue streams, and monitors and coordinates Department work plans to assure integration with the City's Strategic Plan and success in efforts to accomplish City Council objectives.

### Budget Highlights:

As the economy slowly recovers, the Administration section of the Public Works budget has decrease, 5.4%, mainly due to reallocations in personal service to Development Services Administration programs. On a department-wide all funds basis, total spending is proposed to increase by 2.6%, with increases in personal services due to compensation increases and holding flat or decreases in materials and services. The Street Fund remains stressed, and staff continues to actively promote solutions.

### Service Level Changes:

During FY12 one position in the administration unit has remained vacant but is planned to be filled in the last quarter of FY12. This change has allowed additional flexibility in managing budget targets and will continue that target into the FY13 budget.

### Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY11 Actual	FY12 Target	FY13 Target
<b>Provide Financially Responsible and Innovative Government Service</b>	Plan, budget, and manage enterprise funds that support infrastructure and overhead: obtain funding	Infrastructure Enterprise Funds Meet Operating & Capital Requirements	New 91% Avg	100%	100%
<b>Foster an Environment that Values Diversity and Inclusion</b>	Proactively solicit goods and services from a diverse group of vendors	Percent of proposers on Public Works solicitation that Self-identify as MWESB. Percent of awards to firms on State MWESB list	New	10%	15%

## 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.

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#### Budget Highlights:

In FY13, 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 (SWFMP) will be a major focus of the program's FY13 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 and the Over-Under Channel Pipe Replacement in FY13.

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 FY13 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 FY12 the storm drainage program began benefitting from the intergovernmental agreement and partnership with Lane County, which provides payment for stormwater permit activities in the urbanizable area outside the City limits.

The City's Phase II NPDES, Municipal Separate Stormwater System (MS4) permit expired on December 31, 2011. The City submitted a timely permit renewal application to the DEQ in order to comply with its permit requirements. As such, the current permit continues in effect while the application is under review by the DEQ. There are several possible impacts to the City's

renewed permit as the EPA is considering establishing water quality-based effluent limitations and waste load allocations in NPDES permits. Such requirements would significantly impact Springfield's program and necessitate additional resources in future years.

The Maintenance 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, and maintenance and vegetation control in 29 water quality facilities and the public and private bioswales.

**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. This staff reduction will continue to challenge staff to meet work load requirements, particularly if development activity begin to increase, and will continue to result in some capital projects being deferred.

**Program Performance Indicator:**

<b>Effectiveness Areas</b>	<b>Key Processes</b>	<b>Measurement Methods</b>	<b>FY11 Actual</b>	<b>FY12 Target</b>	<b>FY13 Target</b>
<b>Encourage Economic Development and Revitalization through Community Partnerships</b>	Plan and design for community growth	Infrastructure Needed for Growth is Identified & Planned (Streets, Wastewater and Drainage Systems)(Plans completed)	67%	100%	95%
<b>Maintain and Improve Infrastructure and Facilities</b>	Perform Budgeted Maintenance Activities	Planned Infrastructure Maintenance is Performed (Stormwater, Wastewater, Streets)	100%	100%	100%
	Preserve physical assets, streets, sewers, storm drainage and building facilities	Preservation Projects are completed on schedule.	78%	85%	85%
<b>Promote and Enhance Our Hometown Feel while Focusing on Livability and Environmental Quality</b>	Manage stormwater to keep rivers and streams healthy and clean	Percent of current year Stormwater Management Plan activities in compliance with the six minimum measures.	100%	100%	100%

## Public Works Department

### Program: Facilities & Equipment Preservation and Project Management

#### Program Description:

The Facilities and Equipment Preservation program maintains 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. The Project Management program oversees planning, design and construction of new, expanded or rehabilitated City facilities, and management of City participation in complex development projects.

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#### Budget Highlights:

The Council's goal is to dedicate \$500,000 in annual preservation maintenance and building systems reserves. The FY12 and the proposed FY13 budgets dedicate approximately \$260K, which is not sufficient to attend to the growing list of backlog building maintenance and preservation projects. Additionally, \$80k of the \$260K continues to fund a 1.0 FTE Building Maintenance Worker, thus only \$180K 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. At proposed budget levels the City will continue to fall behind in meeting identified preservation needs. As a result, the 5-year Work Plan is used by Building Maintenance staff to triage among the high priority preventive maintenance and preservation needs across all City facilities. Projects proposed for completion in FY13 will include paving restoration at Fire Station #3, elevator modernization at City Hall and a new roof for the Springfield Depot.

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 Maintenance 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 be researched in FY13.

#### 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.

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.

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**Program Performance Indicator:**

Effectiveness Areas	Key Processes	Measurement Methods	FY11 Actual	FY12 Target	FY13 Target
<b>Maintain and Improve Infrastructure and Facilities</b>	Build new physical assets (buildings and infrastructure)	Capital Projects are Constructed to Meet Expanding Needs	73%	85%	85%

## 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.

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#### Budget Highlights:

On an all funds basis, the program's proposed budget for FY13 represents a 3.7% increase over FY12. This figure includes the regional wastewater program, which incorporates the entire regional water pollution control facility budget. In FY13, 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.

In addition efforts to manage wet weather flows will continue to target the conveyance system, including the private laterals that connect individual users to the public conveyance system now that projects contemplated by the 2001 Wet Weather Flow Management Plan have been completed.

The National Pollutant Discharge Elimination System (NPDES) permit for the regional Water Pollution Control Facility (WPCF) expired December 31, 2006, but has been administratively

continued by the Department of Environmental Quality (DEQ). It is expected the DEQ will renew the permit in calendar year 2012, which will require considerable staff time to engage in the process with DEQ.

DEQ revised the Human Health Water Quality Standards for toxic pollutants. In October 2011, EPA approved Oregon's revised water quality standards, giving Oregon the nation's most stringent standards for toxic pollutants. In December of 2011, the Oregon DEQ proposed to EPA an Oregon preferred alternative to the EPA's current sanitary sewer overflow (SSO) prohibition. The Oregon method, as proposed for addressing wet weather flow management and SSOs, would include a mandatory CMOM program in future NPDES permits. The EPA's initial response to Oregon's alternative was one of rejection. However, EPA has stated they will consider a pilot program to demonstrate the effectiveness of Oregon's approach. Discussions are ongoing between DEQ and the EPA with a possible resolution in 2012.

Reuse/recycled water opportunities will continue to be aggressively pursued to achieve thermal load reduction. The Industrial Pretreatment Programs of Springfield and Eugene continue to work on an evaluation and revisions to the "local limits," which are the regulations that establish permit limits for some industrial dischargers.

In the local wastewater subprograms FY13 activities will continue to focus on implementation of Springfield's Wastewater Master Plan. Major wastewater projects included in the FY13 Capital Budget include: on-going pipe rehabilitation in Sanitary Basin 22; construction of a parallel trunk sewer with the 10<sup>th</sup> & N Street Sewer Upgrade project; design and construction of the 58<sup>th</sup> 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 this plan, the first two phases will be completed in FY13 to 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.

In FY13, Maintenance Services will continue to focus on flow monitoring as part of the collection system rehabilitation program, including closed circuit television inspection, smoke testing, and conducting private lateral inspections in Basin 22 as part of a pilot project to look for inflow and infiltration coming from private laterals. There will be continued maintenance of 240 miles of wastewater lines, including pipeline repairs, high velocity cleaning, TV inspection, manhole repair, manhole inspection, 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 FY13 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:**

<b>Effectiveness Areas</b>	<b>Key Processes</b>	<b>Measurement Methods</b>	<b>FY11 Actual</b>	<b>FY12 Target</b>	<b>FY13 Target</b>
<b>Encourage Economic Development and Revitalization through Community Partnerships</b>	Plan and design for community growth	Infrastructure Needed for Growth is Identified & Planned (Streets, Wastewater, and Drainage systems)	67%	95%	95%
<b>Maintain and Improve Infrastructure and Facilities</b>	Perform Budgeted Maintenance Activities	Planned Infrastructure Maintenance is Performed (Stormwater, Wastewater, Streets)	100%	100%	100%
	Preserve physical assets, streets, sewers, storm drainage and building facilities	Preservation Projects are completed on schedule.	78%	85%	85%
<b>Promote and Enhance Our Hometown Feel while Focusing on Livability and Environmental Quality</b>	Provide safe and efficient conveyance of wastewater to the Water Pollution Control Facility	Wastewater infrastructure systems meet regulatory performance requirements. Reportable sanitary sewer overflows	0	0	0
	Reduce solid waste, pollutants and poor environmental conditions in the community	Trash is Reduced and Community Recycling is Increased	95% 473 tons	100% 498 tons	100% 600 Tons

## Public Works Department

### Program: Special Projects

#### Program Description:

The Special Projects program supports community-wide projects funded from the Transient Room Tax and appropriate expenditures from the Street Operations Fund, Sewer Operations 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 events.

#### Budget Highlights:

The Special Projects program provides street sweeping, barricades, event coordination and logistics support to the Veteran's Day Parade, Spring Clean-Up program, holiday decorations, holiday parade, other community festivals, and special events. To meet General Fund reductions, in mid-year FY12 funding was eliminated. This reduction is sustained through FY13. Funding for the Spring Clean-Up activity will be funded through the Street Operations Fund and Drainage Operating Fund.

#### Service Level Changes:

Although funding options are changing in FY13, no service level changes are anticipated.

#### Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY11 Target	FY11 Actual	FY12 Target
<b>Promote and Enhance Our Hometown Feel while Focusing on Livability and Environmental Quality</b>	Reduce solid waste, pollutants and poor environmental conditions in the community	Trash is Reduced and Community Recycling is Increased	95% 473 tons	100% 498 tons	100% 600 Tons

## 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.

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#### Budget Highlights:

Fuel tax and Systems Development Charge (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 FY13 spending has decreased 5.4% 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. The economic downturn of the last few years has caused a sharp decrease in development activity and associated SDC revenues, resulting in the need to significantly reduce planned projects and expenditures in the Transportation SDC funds in FY12.

In order to stabilize the Street fund in FY12, a Right-of-way Use Fee was imposed upon the Stormwater and Wastewater Operating Funds. This new Fee is anticipated to generate \$360,000 in 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 \$195,000 occurred in FY12. An additional transfer of \$100,000 is planned in FY13 if the fund remains stable. The majority of the SDC capital spending is limited to projects that are already underway or will be used to leverage grant opportunities.

The 2010 Street Conditions report documents that surface condition slipped for all City Improved streets from 77% Fair or Better level in 2008 to 56.4% Fair or Better. Staff will conduct a new street condition survey in FY13 and present the results to Council. The City Council has endorsed an 85% target for improved streets to be maintained in a fair or better condition. This has serious financial implications as there is a rapid growing preservation and operational need that the City is unable to fund.

Construction of the Gateway/Beltline Intersection Add Lanes project was completed in FY12. This \$10M project, which is funded by a variety of intergovernmental and developer contributions, is the first phase of the overall project intended to improve traffic flow at this intersection in coordination with improvements to I-5. Construction on this project began in FY10 under an intergovernmental agreement with ODOT.

**Service Level Changes:**

Service levels will remain essentially unchanged in FY13. 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. Current staffing levels will result in delays for reviewing development applications, supporting land use planning activities, and conducting basic maintenance and needed updates of engineering codes and standard specifications. The FY13 budget continues partial funding for sidewalk repair, street grading, local residential crack sealing and for summer seasonal staff to address a growing backlog of needed landscape maintenance and to help meet the increasing landscape service demands such as the MLK Parkway. While there are some signs that the economy is finally beginning to rebound, these service inadequacies will be compounded once economic activity resumes.

**Program Performance Indicator:**

<b>Effectiveness Areas</b>	<b>Key Processes</b>	<b>Measurement Methods</b>	<b>FY11 Actual</b>	<b>FY12 Target</b>	<b>FY13 Target</b>
<b>Encourage Economic Development and Revitalization through Community Partnerships</b>	Plan and design for community growth	Infrastructure Needed for Growth is Identified & Planned (Streets, Wastewater, and Drainage systems)	67%	95%	95%
	Perform Budgeted Maintenance Activities	Planned Infrastructure Maintenance is Performed (Stormwater, Wastewater, Streets)	100%	100%	100%
<b>Maintain and Improve Infrastructure and Facilities</b>	Preserve physical assets, streets, sewers, storm drainage and building facilities	Preservation Projects are completed on schedule.	78%	85%	85%

## Public Works Department

### Program: Technical Services

#### Program Description:

The program focuses on locating, documenting and managing data concerning the facilities, structures (both public and private), 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.

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#### Budget Highlights:

By taking advantage of the opportunity to reprioritize some revenue bond proceeds the program is able to replace failing systems (including the replacement of hardware and software and the migration of existing data holdings) and reduce risks associated with the City's larger geospatial and infrastructure management systems and completing facilities information integration. Due to midyear budget adjustments to fund the Asset Management System Replacement Project, on an all funds basis program expenditures are proposed to increase by 6.4% in FY13, with personnel services increasing 8.7% and materials and supplies decreasing 4.5% in FY13. The capital increase of \$350,000 in FY13 results from the Asset Management Replacement System project Phase II implementation. Program resources will also remain dedicated to supporting the capital improvement program with Land Surveying services, providing continued support of projects of high importance to the City such as the Glenwood Refinement Plan, downtown redevelopment, and adoption of the 2030 Plan.

#### Service Level Changes:

No significant service level changes are planned in the FY13 budget except those associated with the Asset Management System replacement. GIS program funding from the General Fund has decreased by 26% of budget, while services, particularly GIS services, dedicated to General Fund support have increased to help offset work underway in the IT department to assist with the replacement of regional public safety and law enforcement systems. Additionally, a vacant GIS technician position will be replaced with a GIS Database Administrator position, which will both support the Asset Management Replacement System project and provide some ongoing support for the Development Services building, permitting and land use planning application, by replacement of the Business Application Technician FY12 vacancy, and FY13 elimination.

**Program Performance Indicator:**

Effectiveness Areas	Key Processes	Measurement Methods	FY11 Actual	FY12 Target	FY13 Target
<b>Encourage Economic Development and Revitalization through Community Partnerships</b>	Plan and design for community growth	Infrastructure Needed for Growth is Identified & Planned (Streets, Wastewater, and Drainage systems)	67%	95%	95%

# 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 operations activities develop the capacity, safety, and efficiency of the City's transportation system as the City grows and system demand needs change. Traffic control maintenance and construction activities provide traffic control devices that are visible, informative, and effective in promoting traffic safety among all modes of transportation, including signals, signs, and striping, to comply with State and National standards. Transportation power and light activities provide electricity and maintenance for traffic control devices and street lights, for adequacy to reduce nighttime crashes, improve safety and comfort, and maximize transportation safety and efficiency. Bicycle and pedestrian facilities support a safe, interconnected and convenient system for bicyclists and pedestrians to make use of alternative modes of transportation.

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### 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. Through a recent FY12 implemented Right of Way fee on Stormwater and Wastewater funds has allowed a slight increase in available operating funds. On an all funds basis, the Transportation program operating spending increases by 9.5% in FY13. 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 local gas taxes and other Street Fund revenue sources, so that those funds can be used for road 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 FY13 once the Plan is complete.

Focus will remain on a wide variety of major transportation projects and programs in FY13. 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 at reduced levels based on sustained budget reductions.

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 planned path viaduct under the new I-5 Willamette River Bridge to the Franklin Boulevard/Glenwood Boulevard intersection;
- 3) Continue to work with ODOT to implement pedestrian crossing improvements as identified in the Main Street Pedestrian Study;
- 4) Assess the Downtown Access and Circulation Study findings regarding opportunities and constraints to successful conversion of Main Street and S. 'A' to two way traffic operations in the Downtown area and propose next steps;
- 5) Investigate municipal street light reductions as cost saving measure;
- 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 state mandated green house gas reduction (GHG) scenario planning;
- 8) Work with LTD on the EmX bus rapid transit alternatives assessment for Main Street and McVey Highway; and
- 9) Continue to implement 2009's MUTCD requirements related to pavement markings and street signage (e.g., retroreflectivity).

**Service Level Changes:**

Reduced staffing levels and contractual service budgets are proposed to be carried forward in 2013. 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. Should development activity resume at historic levels further delays will result.

**Program Performance Indicator:**

Effectiveness Areas	Key Processes	Measurement Methods	FY11 Actual	FY12 Target	FY13 Target
<b>Maintain and Improve Infrastructure and Facilities</b>	Provide a safe and efficient transportation system	% of out of service signalized intersections repaired within 48 hours after reporting.	New	90%	90%

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# CAPITAL BUDGET

## Introduction

The FY13 Capital Budget, which follows, is based on the City's long-range Capital Improvement Program (CIP), A Community Reinvestment Plan, and 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 growing investment in fixed assets. These cost estimates, in turn, are derived from long-term facilities master plans designed to anticipate City needs over a 20-year horizon. The City's fixed assets include streets, sidewalks, traffic signs and signals, streetlights, 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 improvement 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 that 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, assessments, loans, revenue bonds, sewer and drainage user fees, 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 if they pass through the City's accounts; in some cases, project costs are paid directly by the granting entity. 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 FY13 Capital Budget.

The proposed FY13 Capital Budget of \$49.2 million is nearly \$4 million less than the adopted FY12 Capital Budget. This year's MWMC budget continues to represent less than half of the Capital Budget total as work winds down on the extensive Regional Water Pollution Control Facility improvement effort with a substantial number of projects completed in the past few years. The Capital Budget includes \$10 million in stormwater revenue bonds sold in October 2010 to fund several necessary rehabilitation and water quality projects throughout the City's stormwater collection system. The primary projects funded through the bond sale are the Mill Race Restoration Project and related projects that are required to meet the City's obligations to preserve the benefits of the Mill Race project once the Mill Race is restored.

A source of concern in FY13 is the projection of a continual decrease in funding for street preservation projects. State and local fuel tax revenues continue to decline because of the

current 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 fees to maintain and enhance the level of preservation for those systems, the City no longer has the authority to increase its local fuel tax. While the State Legislature approved an increase in the State fuel tax that became effective on January 1, 2011, the City does not expect that the increased State revenue will be sufficient to reverse the trend of overall declining revenues to support the City's transportation system.

In 2011, the City Council approved a new revenue source for capital activities in the transportation system: Right-of-Way Use Fee for the Local Wastewater and Stormwater Utilities. This right of way use fee of three percent of gross revenues will aid in funding ongoing operations and maintenance of the transportation system and may provide some limited funding for preservation activity.

## **Major Projects**

The following are examples of major capital projects included in the Capital Budget:

- ◆ Wastewater System – An approximate \$8.3 million local contribution for wastewater system replacement, repair and new construction is included in accordance with the City's Wastewater Master Plan. Funding for these projects was secured with the sale of \$22.8 million in wastewater bonds in FY09, as well as revenue generated through user fees. These projects are part of an ongoing program to rehabilitate the wastewater collection system to control the infiltration and inflow of rain and ground water, as well as provide additional system capacity to handle high wet-weather flows. This funding is spread over six different projects that will replace/rehabilitate approximately 5,000 linear feet of wastewater pipes, construct approximately 10,600 feet of new wastewater pipes, and begin design for upgrading two pump stations.
- ◆ 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 and construction on the first phase began. Construction of the first phase allowed for the decommissioning in 2011 of the Lucerne Meadows Pump Station, which was due for major upgrades. Construction of the second phase is anticipated in FY13 and will allow two additional pump stations to be decommissioned. Funding for the project was secured by revenue bonds in 2009.
- ◆ Franklin Boulevard Reconstruction – The project will construct modern urban standards improvements on Franklin Boulevard in Glenwood to support Glenwood redevelopment and provide safe and convenient facilities for transit, bicycles, pedestrians and autos. Glenwood redevelopment is a Council priority goal and upgrading and modernizing Franklin Boulevard is seen as a critical step to achieving this goal. The next activity in moving Franklin reconstruction forward will be to complete the required National Environmental Policy Act (NEPA) documentation, likely an Environmental Assessment (EA). The cost to complete an EA is approximately 80% funded with City Transportation SDC funds, Central Lane Metropolitan Planning Organization discretionary federal funds, and Springfield Economic Development Agency (SEDA) funds. Springfield continues to work on identifying gap funding

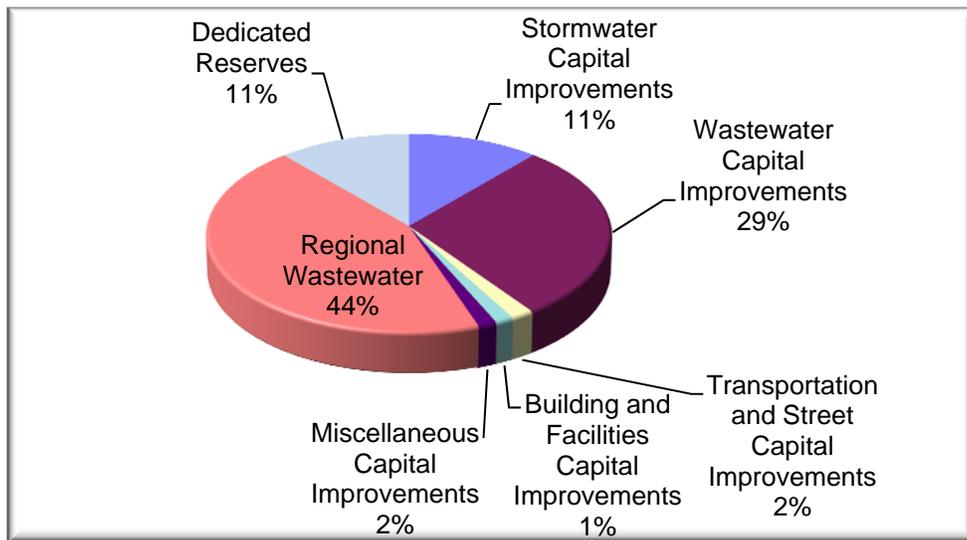
to complete the EA process and is now working with the Oregon Department of Transportation to begin the EA.

- ◆ Over-Under Channel Pipe Replacement – The Over-Under Channel is part of the City's stormwater system serving mid-Springfield from 5<sup>th</sup> to 28<sup>th</sup> 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 installed in the late 1950's and early 1960's. Staff has found that this pipe 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 to commence construction in FY13.

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.

**2012/2013 CAPITAL BUDGET  
Capital Projects By Category**

Stormwater Capital Improvements	\$ 5,556,280
Wastewater Capital Improvements	\$ 14,219,302
Transportation and Street Capital Improvements	\$ 857,527
Building and Facilities Capital Improvements	\$ 686,000
Miscellaneous Capital Improvements	\$ 697,000
Regional Wastewater	\$ 21,587,796
Dedicated Reserves	\$ <u>5,593,176</u>
	<b>Subtotal</b>
	\$ 49,197,081
SEDA	\$ 0
	<b>Total</b>
	\$ <b>49,197,081</b>



Funding for the City's Capital Budget comes from a number of the City's accounting funds, depending upon the nature of the project. The following table shows spending in the proposed Capital Budget by fund.

<b>Capital Projects by Fund</b>	
<b>Type</b>	<b>Amount</b>
Local Wastewater Capital Fund	\$ 14,072,302
Development Projects Fund	\$ 332,000
Drainage Capital Fund	\$ 4,723,151
<i>Drainage Capital Fund Dedicated Reserve</i>	\$ 4,554,500
Regional Wastewater Capital Bond Fund	\$ 14,904,846
Regional Wastewater Capital Fund	\$ 6,682,950
Street Capital Fund	\$ 149,000
SDC Local Storm Improvement Fund	\$ 1,164,129
<i>SDC Local Storm Improvement Dedicated Reserve</i>	\$ 149,176
SDC Local Storm Reimbursement Fund	\$ 46,000
SDC Local Wastewater Improvement Fund	\$ 127,000
SDC Local Wastewater Reimbursement Fund	\$ 254,000
SDC Regional Wastewater Improvement Fund	\$ 0
SDC Regional Wastewater Reimbursement Fund	\$ 0
SDC Transportation Reimbursement Fund	\$ 183,000
SDC Transportation Improvement Fund	\$ 696,527
<i>SDC Transportation Improvement Dedicated Reserve</i>	\$ 889,500
Booth-Kelly Fund	\$ 539,000
<b>Subtotal</b>	<b>\$ 49,467,081</b>
SEDA - Glenwood	\$ 0
SEDA - Downtown	\$ 0
<b>Total</b>	<b><u>\$ 49,467,081</u></b>

Four of the funds listed above have no capital expenditures budgeted for FY13. These are the SDC Regional Wastewater Reimbursement Fund, and SDC Regional Wastewater Improvement Fund, and the funds associated with SEDA. 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 newly designated dedicated reserves within three of the funds: Drainage Capital Fund Dedicated Reserve, SDC Local Storm Improvement Dedicated Reserve, and the SDC Transportation Improvement Dedicated Reserve. These three dedicated reserves contain funds that have been set aside for specific projects but that are not expected to be needed for those projects in FY13.

### **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 FY13 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 \$1.1 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 repair or replacement does not occur on a timely basis. Approximately \$4.9 million is budgeted for such projects. Projects such as the \$2,169,302 budgeted for rehabilitating wastewater pipes in Sanitary Sewer Basin 22 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 \$252,000 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 that 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

## 2012 - 2013 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
<b><u>Stormwater Capital Improvements</u></b>			
1. <u>South 59th St., Aster, &amp; Daisy Street Drainage</u>	SDC Local Storm Improvement Fund	440	\$208,334
	TOTAL		\$208,334
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. <u>Island Park</u>	Drainage Capital Fund	425	\$253,000
	SDC Local Storm Improvement Fund	440	\$243,084
	Dedicated Capital Fund Reserve	425R	\$1,400,000
	TOTAL		\$1,896,084
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. <u>Drainage Repair</u>	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. <u>Metro Waterways Study</u>	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. <u>Channel Improvement</u>	Drainage Capital Fund	425	\$505,000
	SDC Local Storm Improvement Fund	440	\$6,000
	SDC Local Storm Reimbursement Fund	441	\$15,000
	TOTAL		\$526,000
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. <u>Implement MS4 Permit Requirements</u>	Drainage Capital Fund	425	\$15,000
	SDC Local Storm Reimbursement Fund	441	\$15,000
	TOTAL		\$30,000
Description: Develop and implement programs and projects to comply with the National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer (MS4) Discharge permit.			

## CITY OF SPRINGFIELD

### 2012 - 2013 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
7. <u>Riparian Land Management/Acquisition</u>	Drainage Capital Fund	425	\$20,000
	SDC Local Storm Improvement Fund	440	\$240,319
	SDC Local Storm Reimbursement Fund	441	\$1,000
	TOTAL		\$261,319
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. <u>Stormwater Facilities Master Plan</u>	Drainage Capital Fund	425	\$96,318
	SDC Local Storm Improvement Fund	440	\$96,318
	TOTAL		\$192,636
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. <u>Booth Kelly Storm Water Drainage Plan Implementation</u>	Booth Kelly Fund	425	\$300,800
		618	\$50,000
	TOTAL		\$350,800
Description: Drainage master plan implementation for the Booth Kelly site.			
10. <u>Gray Creek Flow Enhancements</u>	SDC Local Storm Improvement Fund Reserve	440R	\$149,176
	TOTAL		\$149,176
Description: Design and construct Channel improvements to relieve flooding in Gray Creek and to provide capacity for anticipated flows from future developments.			
11. <u>Glenwood Blvd. Drainage Improvements</u>	SDC Local Storm Improvement Fund	425	\$50,000
	TOTAL		\$50,000
Description: The Implementation Plan included in the adopted McKenzie River Oxbow Natural Area Master Plan calls for additional studies to be completed to facilitate the Plan's recommended improvements. This project will provide the necessary studies.			
12. <u>Millrace Study/Design</u>	Drainage Capital Fund	425	\$65,000
		425	\$538,000
	TOTAL		\$603,000
Description: Continuation of the design and construction of new flow control requirements for the Millrace, mandated by federal and state regulators.			
13. <u>Channel 6</u>	Drainage Capital Fund	425	\$482,000
	SDC Local Storm Improvement Fund	440	\$18,000
	TOTAL		\$500,000
Description: Improvements to the existing storm drainage pipes and channel, a proposed by-pass pipe, and construction of a new regional detention facility.			
14. <u>Fire Station Washrack</u>	Drainage Capital Fund	425	\$9,033
	TOTAL		\$9,033
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

## 2012 - 2013 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
15. <u>Mill Race Stormwater Facility</u>	Drainage Capital Fund	425	\$500,000
	SDC Local Storm Improvement Fund	440	\$81,074
	Dedicated Capital Fund Reserve	425R	\$1,254,500
	TOTAL		\$1,835,574
Description: Stormwater treatment facility as part of the Mill Race Restoration Project located on land immediately north of the present Mill Pond.			
16. <u>Jasper-Natron</u>	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. <u>Over/Under Channel</u>	Drainage Capital Fund	425	\$1,053,000
	TOTAL		\$1,053,000
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. <u>Cedar Creek (Intake Reconstruction)</u>	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. <u>Lower Mill Race</u>	Drainage Capital Fund	425	\$185,000
	Dedicated Capital Fund Reserve	425R	\$900,000
	TOTAL		\$1,085,000
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. <u>Channel 6 FIRM Update</u>	Drainage Capital Fund	425	\$20,000
	TOTAL		\$20,000
Description: Using consulting services, prepare a scope document for a new flood plain study to update the Flood Insurance Rate Map (FIRM) for SCS Channel 6 from 10th Street to the I-5 Channel to incorporate numerous construction changes that have occurred along SCS Channel 6 in the past 40 years.			
21. <u>Mill Race FIRM Update</u>	Drainage Capital Fund	425	\$20,000
	TOTAL		\$20,000
Description: Using consulting services, prepare a scope document for a new flood plain study to update the Flood Insurance Rate Map (FIRM) for the Springfield Mill Race from the inlet at Clearwater Park to the outlet at Island Park to incorporate construction changes.			
22. <u>42nd Street Dike Study</u>	Drainage Capital Fund	425	\$50,000
	TOTAL		\$50,000
Description: Conduct a study of the condition of the High Banks Road (42nd Street) Dike to identify any structural or non-structural deficiencies and to evaluate the potential for obtaining federal accreditation of this Dike as a flood control facility under the National Flood Insurance Program and for compliance with the National Levee Safety Program.			
<b>Total Stormwater Improvements</b>			<b>\$10,529,956</b>

# CITY OF SPRINGFIELD

## 2012 - 2013 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
 <b><u>Wastewater Capital Improvements</u></b>			
1. <u>Sanitary Sewer Rehab Basin 22</u>	Local Wastewater Capital Fund	409	\$2,169,302
	TOTAL		<u>\$2,169,302</u>
Description: The 2008 Wastewater Master Plan Identified Sanitary Sewer Basin #22 as a primary source of Infiltration and Inflow (I/I), and thus a priority for rehabilitation. This basin has been identified as a high risk for sanitary sewer overflows.			
2. <u>10th and "N" Street Upgrade</u>	Local Wastewater Capital Fund	409	\$3,550,000
	TOTAL		<u>\$3,550,000</u>
Description: Construct approximately 6,500 linear feet of 24 inch wastewater pipe parallel to the existing 24 inch 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. <u>58th Street Flow Control Facility</u>	Local Wastewater Capital Fund	409	\$2,125,000
	TOTAL		<u>\$2,125,000</u>
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. <u>Wastewater Master Plan Update</u>	Local Wastewater Capital Fund	409	\$43,000
	SDC Local Wastewater Improvement Fund	443	<u>\$42,000</u>
	TOTAL		<u>\$85,000</u>
Description: Provides funding for planned 5 year review and update of the 2008 Wastewater Master Plan.			
5. <u>Jasper Road Trunk Sewer</u>	Local Wastewater Capital Fund	409	\$5,015,000
	TOTAL		<u>\$5,015,000</u>
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. <u>Sanitary Sewer Repair</u>	SDC Local Wastewater Reimbursement Fund	442	\$200,000
	TOTAL		<u>\$200,000</u>
Description: This project involves the contracted repair or replacement of sanitary sewers other than those being rehabilitated under the formal Wet Weather Flow Management Plan being done in cooperation with MWMC.			
7. <u>Hayden Lo Pump Station</u>	Local Wastewater Capital Fund	409	\$200,000
	TOTAL		<u>\$200,000</u>
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. <u>River Glen Pump Station</u>	Local Wastewater Capital Fund	409	\$250,000
	TOTAL		<u>\$250,000</u>
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

## 2012 - 2013 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
9. <u>Franklin Boulevard Sewer Ext.</u>	Local Wastewater Capital Fund	409	\$625,000
	TOTAL		\$625,000
<p>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.</p>			
<b>Total Wastewater Improvements</b>			<b>\$14,219,302</b>
<b><u>Transportation and Street Capital Improvements</u></b>			
1. <u>Transportation Demand Project</u>	SDC Transportation Improvement Fund	447	\$5,000
	TOTAL		\$5,000
<p>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.</p>			
2. <u>Thurston Road Overlay</u>	SDC Transportation Reimbursement Fund	434	\$53,000
	TOTAL		\$53,000
<p>Description: Overlay Thurston Road from 69th Street east to the City limits. Some locations may require more extensive base repair due to deteriorated condition.</p>			
3. <u>A Street Overlay</u>	SDC Transportation Reimbursement Fund	446	\$83,000
	TOTAL		\$83,000
<p>Description: Overlay A Street from Mill to 5th Street.</p>			
4. <u>Traffic Control Projects</u>	SDC Transportation Reimbursement Fund	446	\$0
	SDC Transportation Improvement Fund	447	\$150,000
	TOTAL		\$150,000
<p>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.</p>			
5. <u>Gateway Area Traffic Improvements</u>	SDC Transportation Improvement Fund	447R	\$534,500
	TOTAL		\$534,500
<p>Description: Transportation improvements at various locations in the Gateway area to increase capacity, relieve congestion, and improve safety</p>			
6. <u>Intelligent Transport System</u>	SDC Transportation Improvement Fund	447	\$41,000
	SDC Transportation Reimbursement Fund	446	\$25,000
	TOTAL		\$66,000
<p>Description: Installation of various traffic control and information and data collection systems such as signal interconnect equipment, detection and count loops, incident management and traffic conditions signing, traffic responsive signal systems and software, and traveler information systems. Funds will also be used as match for state and federal grants for ITS projects.</p>			

# CITY OF SPRINGFIELD

## 2012 - 2013 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
7. <u>Beltline/Gateway Intersection</u>	SDC Transportation Improvement Fund	447	\$35,000
		447R	\$355,000
	TOTAL		\$390,000
Description: Intersection improvements at Gateway/Beltline and surrounding intersections, including construction of a couplet and purchase of right-of-way. CIP project funding contributes to overall project estimate of \$30 million. Presently Phase 1 improvements are being constructed.			
8. <u>Transportation System Plan</u>	Development Projects Fund	420	\$35,000
	SDC Transportation Improvement Fund	447	\$16,000
	TOTAL		\$51,000
Description: The Transportation System Plan will identify needs and priorities within Springfield's transportation system. Once complete this plan will also provide information for updating the Transportation SDCs.			
9. <u>Franklin NEPA</u>	SDC Transportation Improvement Fund	420	\$50,000
		447	\$210,027
	TOTAL		\$260,027
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.			
10. <u>MUTCD Compliance</u>	SDC Transportation Reimbursement Fund	446	\$40,000
	TOTAL		\$40,000
Description: Replace and revise signs, markings, traffic signals, beacons and other work to conform to the pending update of the Manual on Uniform Traffic Control Devices (MUTCD) as supplemented by Oregon Administrative Rules (OAR)			
11. <u>ITS - Gateway/Beltline</u>	Development Projects Fund	447	\$4,500
	TOTAL		\$4,500
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. <u>Glenwood Boulevard Bridge Repairs</u>	Development Projects Fund	447	\$5,000
	TOTAL		\$5,000
Description: The City owns the Glenwood Boulevard Bridge over the Union Pacific Railroad tracks. Staff has determined that the joints between the bridge deck and the adjoining pavement are insufficient to protect the bridge deck and pavement from damage due to thermal expansion and contraction.			
13. <u>South Bank Viaduct Extension</u>	Street Capital Fund	434	\$75,000
	SDC Transportation Improvement Fund	447	\$5,000
	TOTAL		\$80,000
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.			

# CITY OF SPRINGFIELD

## 2012 - 2013 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
14. <u>Street Light Pole Test, Treat &amp; Replace</u>	Development Projects Fund	447	\$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.			
<b>Total Transportation and Street Improvements</b>			<b>\$1,747,027</b>
 <b><u>Building and Facilities Capital Improvements</u></b>			
1. <u>Building Preservation</u>	Building Preservation Fund	420	\$180,000
	TOTAL		\$180,000
Description: Perform preservation, maintenance and repair projects on City-owned buildings, including City Hall, Fire Stations, Museum, Justice Center, and Maintenance Facilities. Projects can include the repair, renovation or replacement of structural, mechanical, electrical, and plumbing systems. Other projects can include painting, roofing, lighting, alarm and elevator projects as well as repair and/or upgrades to aesthetic and architectural elements.			
2. <u>City Building Maintenance</u>	Development Projects Fund	420	\$17,000
	TOTAL		\$17,000
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.			
3. <u>Booth Kelly Internal Structural Improvements</u>	Booth Kelly Fund	618	\$429,000
	TOTAL		\$429,000
Description: Structural repair and improvements to the Booth-Kelly Center buildings.			
4. <u>Booth Kelly Building Removal</u>	Booth Kelly Fund	618	\$60,000
	TOTAL		\$60,000
Description: Remove a small building at the Booth Kelly site. This project is related to the Mill Race Restoration Project.			
<b>Total Building and Facilities Improvements</b>			<b>\$686,000</b>

# CITY OF SPRINGFIELD

## 2012 - 2013 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
 <b><u>Miscellaneous Capital Improvements</u></b>			
1. <u>City Participation in Private Projects</u>			
	SDC Transportation Reimbursement Fund	446	\$35,000
	SDC Local Wastewater Reimbursement Fund	442	\$33,000
	SDC Local Storm Reimbursement Fund	441	\$15,000
	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	\$33,000
	SDC Local Storm Improvement Fund	440	\$33,000
	TOTAL		\$252,000
Description: City cost participation in public improvements constructed in private developments under the City's Construction Permit process. To respond to known and potential private development projects, it is necessary to budget \$100,000 each fiscal year in each infrastructure program area, i.e. Transportation, Local Wastewater and Stormwater, and the programmed funds for FY11 are only those necessary to meet that need. Currently other programmed funds are not yet tied to specific projects.			
2. <u>Special Projects</u>	Development Projects Fund	420	\$50,000
	TOTAL		\$50,000
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. <u>Topographic ReMapping</u>			
	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. <u>Asset Management</u>	Development Projects Fund	447	\$165,000
		425	\$41,000
		409	\$41,000
	TOTAL		\$247,000
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.			
<b>Total Miscellaneous Improvements</b>			<b>\$697,000</b>

# CITY OF SPRINGFIELD

## 2012 - 2013 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
<b>Regional Wastewater Program</b>			
1. <u>Facilities Plan Engineering Services</u>	Regional Wastewater Capital Bond Fund	412	\$70,000
	TOTAL		\$70,000
Description: Engineering services for analysis, interpretation, cost estimating and assistance related to the 2004 MWMC Facilities Plan..			
2. <u>Effluent Reuse Phase 1</u>	Regional Wastewater Capital Bond Fund	412	\$1,000,923
	Regional Wastewater Capital Fund	433	\$1,611,985
	TOTAL		\$2,612,908
Description: Design and construction of a level 4 reuse facility, including disinfection, pumping, piping and distribution system for up to 2.5 million gallons per day flow. Reuse will reduce thermal load to the Willamette River.			
3. <u>Influent PS/Willakenzie PS/Headworks</u>	Regional Wastewater Capital Bond Fund	412	\$222,000
	TOTAL		\$222,000
Description: This project provides influent pumping improvements and headworks expansion required to accommodate the 2025 peak wet weather flow of 277 mgd.			
4. <u>2010 MWMC Facilities Plan</u>	Regional Wastewater Capital Fund	433	\$80,571
	TOTAL		\$80,571
Description: Review of the Facilities Plan assumptions and costs. Consideration of new regulations, information, and technology to modify plan.			
5. <u>Digestion Capacity Increase</u>	Regional Wastewater Capital Bond Fund	412	\$441,669
	TOTAL		\$441,669
Description: Installation of a fourth conventional high rate digester for continued and expanded production of Class B biosolids.			
6. <u>Odorous Air Treatment II</u>	Regional Wastewater Capital Bond Fund	412	\$230,000
	TOTAL		\$230,000
Description: Provide covers over new Gravity Sludge Thickeners (primary sludge thickeners) and convey odorous air to biofilters. Expand biofilters to accommodate the additional needed odor control.			
7. <u>Primary Sludge Thickening</u>	Regional Wastewater Capital Fund	433	\$1,084,729
	TOTAL		\$1,084,729
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.			

# CITY OF SPRINGFIELD

## 2012 - 2013 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
8. <u>Parallel Primary/Secondary Treat</u>	Regional Wastewater Capital Bond Fund TOTAL	412	\$1,213,687 <hr/> \$1,213,687
Description: Piping, pumping, and flow split boxes to enable primary and secondary treatment to be operated in parallel. Includes funds for landscaping in disturbed areas of the plant.			
9. <u>Biosolids Force Main Rehab</u>	Regional Wastewater Capital Bond Fund TOTAL	412	\$1,350,000 <hr/> \$1,350,000
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. <u>Sodium Hypochlorite Conversion</u>	Regional Wastewater Capital Fund Regional Wastewater Capital Fund TOTAL	412 433	\$229,955 <hr/> \$2,977,000 <hr/> \$3,206,955
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. <u>Tertiary Filtration I</u>	Regional Wastewater Capital Bond Fund TOTAL	412	\$2,427,300 <hr/> \$2,427,300
Description: Filtration: includes infrastructure/support facilities for 30 mgd of filters; install filter cells sufficient for only 10 mgd.			
12. <u>Wet Weather Flow Management Plan (WWFMP)</u>	Regional Wastewater Capital Fund TOTAL	433	\$251,610 <hr/> \$251,610
Description: Updates to the WWFMP study are needed to monitor the performance of the Eugene/Springfield collection system improvements and confirm the recommended solution (i.e. - collection system rehabilitation, conveyance/pumping improvements and wastewater treatment plant upgrades).			
13. <u>Effluent Reuse Phase II</u>	Regional Wastewater Capital Bond Fund Regional Wastewater Capital Fund TOTAL	412 433	\$4,469,312 <hr/> \$677,055 <hr/> \$5,146,367
Description: Design and construction of a level 4 reuse facility, including disinfection, pumping, piping and distribution system for up to 2.5 million gallons per day flow. Reuse will reduce thermal load to the Willamette River.			
14. <u>Line Biosolids Lagoons Phase IV</u>	Regional Wastewater Capital Bond Fund TOTAL	412	\$3,250,000 <hr/> \$3,250,000
Description: Reline existing lagoons, Phase 4 at the Biosolids Management Facility (BMF).			
<b>Total Regional Wastewater Program</b>			<b>\$21,587,796</b>

**CITY OF SPRINGFIELD**

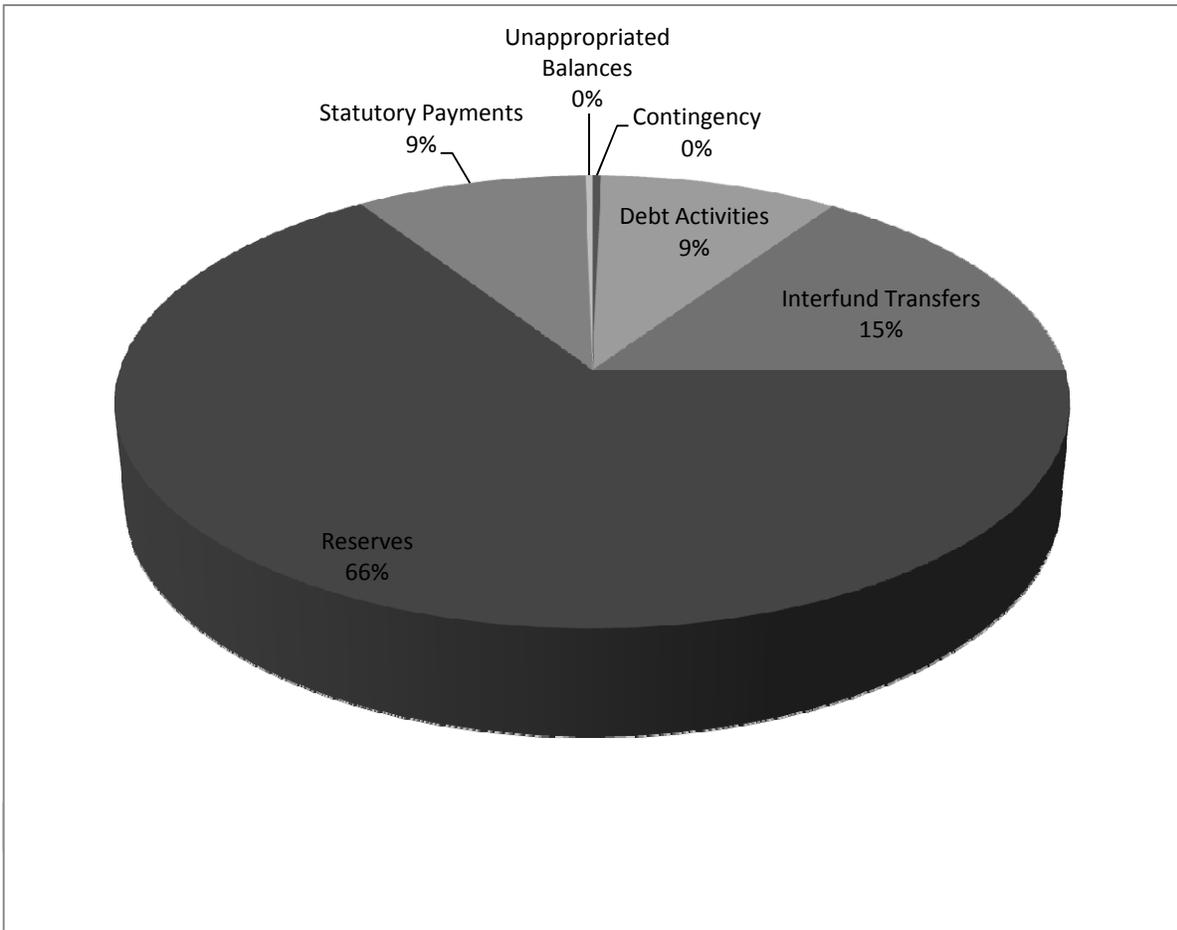
**2012 - 2013 CAPITAL BUDGET**

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
<b>SEDA Program - Carryover Projects to be Completed</b>			
1. <u>SEDA Property Purchases</u>		429	\$0
	TOTAL		<hr/> \$0
Description: Funding for property purchases within the Glenwood Urban Renewal District.			
2. <u>SEDA Property Purchases</u>		430	\$0
	TOTAL		<hr/> \$0
Description: Funding for property purchases within the Downtown Urban Renewal District.			
	<b>Total SEDA Program</b>		<hr/> <b>\$0</b>
	<b>TOTAL CAPITAL BUDGET</b>		<b>\$43,873,905</b>
	<b>TOTAL DEDICATED RESERVES</b>		<b>\$5,593,176</b>
	<b>TOTAL</b>		<hr/> <b>\$49,467,081</b>

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**FY13 Adopted Non-Departmental Budget**  
**All Non-Departmental Categories:**



<b>FY13 Non-Departmental</b>		
<b>Expenditure Category</b>	<b>Adopted</b>	<b>Percentage</b>
Contingency	\$ 600,000	0.3%
Debt Activities	16,393,046	9.3%
Interfund Transfers	27,179,666	15.4%
Reserves	116,296,066	65.8%
Statutory Payments	15,894,120	9.0%
Unappropriated Balances	<u>475,642</u>	<u>0.3%</u>
<b>Total</b>	<b><u>\$ 176,838,540</u></b>	<b><u>100.0%</u></b>

## **NON-DEPARTMENTAL Contingency**

Contingency appropriations are authorized by ORS 294.435 to provide a resource for occurrences or emergencies which cannot be foreseen at the time of budget preparation. Authorization by the City Council is required prior to the use of these funds. When authorization is granted, appropriations are transferred from the Contingency appropriation to the designated approved expenditure appropriation.

<b>Financial Summary - by Fund</b>	<b>FY13 Adopted</b>
General Fund	\$ 600,000
<b>Total Contingency</b>	<b>\$ 600,000</b>

## NON-DEPARTMENTAL Debt Activities

Debt service appropriations provide for the payment of principal and interest on bonds, certificate of participation, notes, and lines of credit. The debt service budget also recognizes the repayment of interfund loans.

The City's long-term debt is used to create or renovate capital infrastructure. The City does not borrow externally on a short-term basis to support operations. The City relies on property tax-supported bonds, revenue-backed general obligation bonds, or revenue for most long-term debt. General obligation bonds must be approved by the voters. Revenue backed general obligation bonds may be used in enterprise funds where fees and charges are used to service debt. Revenue bonds may be used to finance enterprise fund capital improvements if appropriate. Certain public improvements such as sidewalks, streets, and sewers are financed by assessments.

<b>Debt Payments</b>	<b>FY13 Adopted</b>
Bond Sinking Fund	\$ 3,295,157
Booth-Kelly Fund	919,315
General Fund	229,168
Regional Wastewater Debt Service Fund	7,710,025
Regional Wastewater Fung	1,136,590
SDC Administration Fund	375,616
Storm Drainage Operations Fund	706,775
Sewer Operations Fund	<u>2,020,400</u>
<b>Total Debt Payments - Principal and Interest</b>	<b><u>\$ 16,393,046</u></b>

## NON-DEPARTMENTAL Interfund Transfers and Loans

Interfund transfers are authorized by ORS 294.352 and ORS 294.361 and represent transfers of resources between funds for the repayment of costs incurred by one fund on behalf of another, or represent transfer of equity between funds.

Interfund loans are authorized by ORS 294.460 and represent loans made from one fund to another. Oregon Local Budget Law requires that loans appropriated for operating purposes be paid back in the following fiscal year, while capital loans must be repaid within five years.

### Financial Summary of Transfers and Loans - All Funds

From General Fund		
To Steet Fund	378,000	
To Jail Operations Fund	448,309	
<b>Subtotal</b>	<b>\$ 826,309</b>	<b>\$ 826,309</b>
From Street Fund		
To Street Capital Fund	\$ 100,000	
<b>Subtotal</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>
From General Fund		
To Street Capital Fund	\$ 40,000	
<b>Subtotal</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>
From Transient Room Tax Fund		
To General Fund	\$ 517,000	
<b>Subtotal</b>	<b>\$ 517,000</b>	<b>\$ 517,000</b>
From Police Local Option Levy Fund		
To Jail Operations Fund	\$ 1,823,306	
<b>Subtotal</b>	<b>\$ 1,823,306</b>	<b>\$ 1,823,306</b>
From Bancroft Redemption Fund		
To Developmnet Projects Fund	\$ 50,000	
<b>Subtotal</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>
From Regional WW Bond Capital Project Fund		
To Regional Wastewater Fund	\$ 4,100,000	
<b>Subtotal</b>	<b>\$ 4,100,000</b>	<b>\$ 4,100,000</b>

<b>Financial Summary of Transfers and Loans - Continued</b>		
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From Development Assessment Capital Fund		
To Bancroft Redemption	\$ 15,885	
<b>Subtotal</b>		<b>\$ 15,885</b>
From Development Projects Fund		
To General Fund	\$ 87,000	
Loan to SEDA - Downtown	200,000	
Loan to SEDA - Glenwood	<u>350,000</u>	
<b>Subtotal</b>		<b>\$ 637,000</b>
From SDC Storm Improvement Fund		
To Bond Sinking Fund	\$ <u>25,649</u>	
<b>Subtotal</b>		<b>\$ 25,649</b>
From SDC Sanitary Improvement Fund		
To Bond Sinking Fund	\$ <u>45,662</u>	
<b>Subtotal</b>		<b>\$ 45,662</b>
From SDC Regional Wastewater Reimbursement Fund		
To Regional Wastewater Fund	\$ <u>16,524</u>	
<b>Subtotal</b>		<b>\$ 16,524</b>
From SDC Regional Wastewater Improvement Fund		
To Regional Wastewater Debt Service Fund	\$ <u>1,200,000</u>	
<b>Subtotal</b>		<b>\$ 1,200,000</b>
From SDC Transportation Reimbursement Fund		
To Bond Sinking Fund	\$ <u>10,374</u>	
<b>Subtotal</b>		<b>\$ 10,374</b>
From Sanitary Sewer Operations Fund		
To Sanitary Sewer Capital Fund	\$ <u>2,953,000</u>	
<b>Subtotal</b>		<b>\$ 2,953,000</b>
From Regional Wastewater Fund		
To Regional Wastewater Debt Service Fund	\$ 6,510,025	
To Regional Wastewater Capital Fund	<u>6,843,339</u>	
<b>Subtotal</b>		<b>\$ 13,353,364</b>

<b>Financial Summary of Transfers and Loans - Continued</b>
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From Drainage Operating Fund		
To Drainage Capital Fund	\$ 925,000	
<b>Subtotal</b>		<b>\$ 925,000</b>
From Insurance Fund		
To General Fund	\$ 346,975	
To Street Fund	10,501	
	9,149	
To Sanitary Sewer Operations Fund	8,968	
To Drainage Operating Fund	8,968	
<b>Subtotal</b>		<b>\$ 375,593</b>
From Vehicle and Equipment Fund		
To General Fund	\$ 165,000	
<b>Subtotal</b>		<b>\$ 165,000</b>
<b>Total Interfund Transfers and Loans**</b>		<b><u>\$27,179,666</u></b>

\*\*Includes operating transfers

**NON-DEPARTMENTAL  
Miscellaneous Fiscal Transactions**

Miscellaneous fiscal transactions are accounts that represent specific bond or district debt expense other than debt service (such as bond sale expense or bond insurance). These expenditures are fund-specific and not department-specific, and therefore are identified as non-departmental costs.

<b>Financial Summary of Miscellaneous Fiscal Transactions</b>	<b>FY13 Adopted</b>
<b>Regional Wastewater Revenue Bond Capital Project Fund</b>	
Miscellaneous Fiscal Transactions	\$ -
<b>Total Miscellaneous Fiscal Transactions</b>	<b>\$ -</b>

## 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	\$ 7,194,924	
<b>Subtotal</b>		<b>\$ 7,194,924</b>
Street Fund		
Non-Dedicated	\$ 252,773	
Dedicated		
Bicycle Reserve	4,924	
<b>Subtotal</b>		<b>\$ 257,697</b>
Jail Operations Fund		
Non-Dedicated	\$ -	
<b>Subtotal</b>		<b>\$ -</b>
Special Revenue Fund		
Dedicated		
Reserve	\$ 9,500	
Police Forfeit Reserve	235,061	
Gifts & Memory Reserve	112,724	
Police Forefeits Post 1/1/02 Reserve	73,992	
<b>Subtotal</b>		<b>\$ 431,277</b>
Transient Room Tax Fund		
Dedicated		
Tourism Promotion Reserve	\$ 160,677	
<b>Subtotal</b>		<b>\$ 160,677</b>
Community Development Fund		
Dedicated		
CDBG Reserve	\$ 142,552	
<b>Subtotal</b>		<b>\$ 142,552</b>

<b>Financial Summary of Reserves - Continued</b>
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Building Code Fund		
Dedicated		
Operating Reserve	\$ -	
<b>Subtotal</b>		<b>\$ -</b>
Fire Local Option Levy		
Dedicated		
Operating Reserve	\$ 514,120	
<b>Subtotal</b>		<b>\$ 514,120</b>
Police and Court Local Option Levy		
Dedicated		
Operating Reserve	\$ 1,453,772	
<b>Subtotal</b>		<b>\$ 1,453,772</b>
Bancroft Redemption Fund		
Non-Dedicated	\$ 93,479	
<b>Subtotal</b>		<b>\$ 93,479</b>
Sewer Capital Projects Fund		
Non-Dedicated	\$ 3,063,519	
<b>Subtotal</b>		<b>\$ 3,063,519</b>
Regional Wastewater Revenue Bonds Capital Projects Fund		
Dedicated		
Capital Reserve	\$ 1,666,411	
MWMC 2008 Bond Reserve	4,000,000	
<b>Subtotal</b>		<b>\$ 5,666,411</b>
Development Assessment Capital Fund		
Dedicated		
Assessment Service Reserve	\$ 292,862	
Assessments Finance Reserve	783,423	
<b>Subtotal</b>		<b>\$ 1,076,285</b>
Development Projects Fund		
Non-Dedicated	\$ 2,150,750	
Dedicated		
Building Preservation Reserve	3,895	
Capital/Ed Reserve	21,597	
Corporate Way Pond Rehab Reserve	35,200	
SDC Facilities Reserve	6,703	
<b>Subtotal</b>		<b>\$ 2,218,145</b>

<b>Financial Summary of Reserves - Continued</b>
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Drainage Capital Fund		
Non-Dedicated	\$	4,253,726
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
<b>Subtotal</b>		<b>\$ 9,516,276</b>
Regional Wastewater Capital Fund		
Dedicated		
Capital Reserve	\$	41,590,027
Equipment Replacement Reserve		11,003,869
<b>Subtotal</b>		<b>\$ 52,593,896</b>
Street Capital Fund		
Non-Dedicated	\$	66,055
Dedicated		
South 42nd St., Main-Jasper Road		170,896
<b>Subtotal</b>		<b>\$ 236,951</b>
SDC Storm Improvement Fund		
Dedicated		
SDC Reserve	\$	352,485
Grey Creek Reserve		149,176
<b>Subtotal</b>		<b>\$ 501,661</b>
SDC Storm Reimbursement Fund		
Dedicated		
SDC Reserve	\$	39,228
<b>Subtotal</b>		<b>\$ 39,228</b>
SDC Sanitary Reimbursement Fund		
Dedicated		
SDC Reserve	\$	903,460
<b>Subtotal</b>		<b>\$ 903,460</b>
SDC Sanitary Improvement Fund		
Dedicated		
SDC Reserve	\$	292,333
<b>Subtotal</b>		<b>\$ 292,333</b>

<b>Financial Summary of Reserves - Continued</b>
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SDC Regional Wastewater Reimbursement Fund		
Dedicated		
SDC Reserve	\$ 137,596	
<b>Subtotal</b>		<b>\$ 137,596</b>
SDC Regional Wastewater Improvement Fund		
Dedicated		
Improvement SDC Reserve	\$ 998,474	
<b>Subtotal</b>		<b>\$ 998,474</b>
SDC Transportation Reimbursement Fund		
Dedicated		
<b>Subtotal</b>	\$ 13,862	<b>\$ 13,862</b>
SDC Transportation Improvement Fund		
Dedicated		
SDC Reserve	\$ 6,953	
Beltline Gateway Inter Reserve	355,000	
Gateway Traffic Improvement Reserve	534,500	
<b>Subtotal</b>		<b>\$ 896,453</b>
Sewer Operations Fund		
Non-Dedicated		
	\$ 1,619,292	
Dedicated		
Local Wastewater 2009 Bond Reserve	1,713,531	
SRF Loan Reserve	73,218	
<b>Subtotal</b>		<b>\$ 3,406,041</b>
Regional Wastewater Fund		
Non-Dedicated		
	\$ 6,543,161	
Dedicated		
SRF Loan Reserve	641,891	
MWMC 06 Bond Reserve	4,100,000	
<b>Subtotal</b>		<b>\$ 11,285,052</b>
Ambulance Fund		
Non-Dedicated		
	\$ -	
<b>Subtotal</b>		<b>\$ -</b>
Drainage Operating Fund		
Non-Dedicated		
	\$ 2,280,185	
<b>Subtotal</b>		<b>\$ 2,280,185</b>

<b>Financial Summary of Reserves - Continued</b>
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Booth-Kelly Fund Non-Dedicated	\$ 442,094	
<b>Subtotal</b>		<b>\$ 442,094</b>
Regional Fiber Consortium Fund Non-Dedicated	\$ 45,833	
<b>Subtotal</b>		<b>\$ 45,833</b>
Insurance Fund Dedicated		
Benefits Reserve	\$ 2,051,543	
Insurance Reserve	998,523	
Workers Compensation Reserve	548,149	
<b>Subtotal</b>		<b>\$ 3,598,215</b>
Vehicle and Equipment Fund Dedicated		
Equipment Replacement Reserve	\$ 68,775	
Lease Payments	-	
MS Enterprise Charge Reserve	178,746	
Telephone Lease Reserve	174,960	
Computer Equipment Reserves:	537,098	
Vehicle and Equipment Reserves:	5,794,217	
<b>Subtotal</b>		<b>\$ 6,753,796</b>
SDC Administration Fund Dedicated	\$ 81,802	
<b>Subtotal</b>		<b>\$ 81,802</b>
<b>Total Reserves</b>		<b><u>116,296,066</u></b>
<b>Summary by Type of Reserve:</b>		
Non-Dedicated	\$ 28,005,791	
Dedicated	88,290,275	
<b>Total Reserves *</b>		<b><u>\$116,296,066</u></b>

\* The FY13 Adopted Reserves reflects a decrease of \$4,689,984 or -14% less than FY12 Adopted Non-Dedicated reserves.

## 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	FY13 Adopted
<b>Insurance Fund</b>	
<b>Contractual</b>	
Property/Casualty Premium	\$ 665,000
Workers' Compensation Premium	216,000
Premium Taxes	31,000
Workers' Compensation Claims	274,998
<b>Subtotal</b>	<b>\$ 1,186,998</b>
<b>Pass -Through</b>	
Dental Premium	\$ 629,700
Disability Premium	160,975
FICA Payments	2,278,905
Wells Fargo Police Retirement	1,886,884
Pre-Retirement Life Premium	11,429
Mandatory Life	1,365
PERS Pension Expenditure	2,561,292
Basic Life	68,672
Pacific Source Medical	7,107,900
<b>Subtotal</b>	<b>\$ 14,707,122</b>
<b>Total Insurance Fund Statutory Payments</b>	<b>\$ 15,894,120</b>

**NON-DEPARTMENTAL  
Unappropriated Balances**

Unappropriated ending fund balance accounts represent the estimated resources which remain undesignated for current or future appropriation. This account provides for cash flow requirements during the fiscal year. This estimate appears in the budget for balancing purposes only. These funds cannot be expended without specific authorization by the City Council.

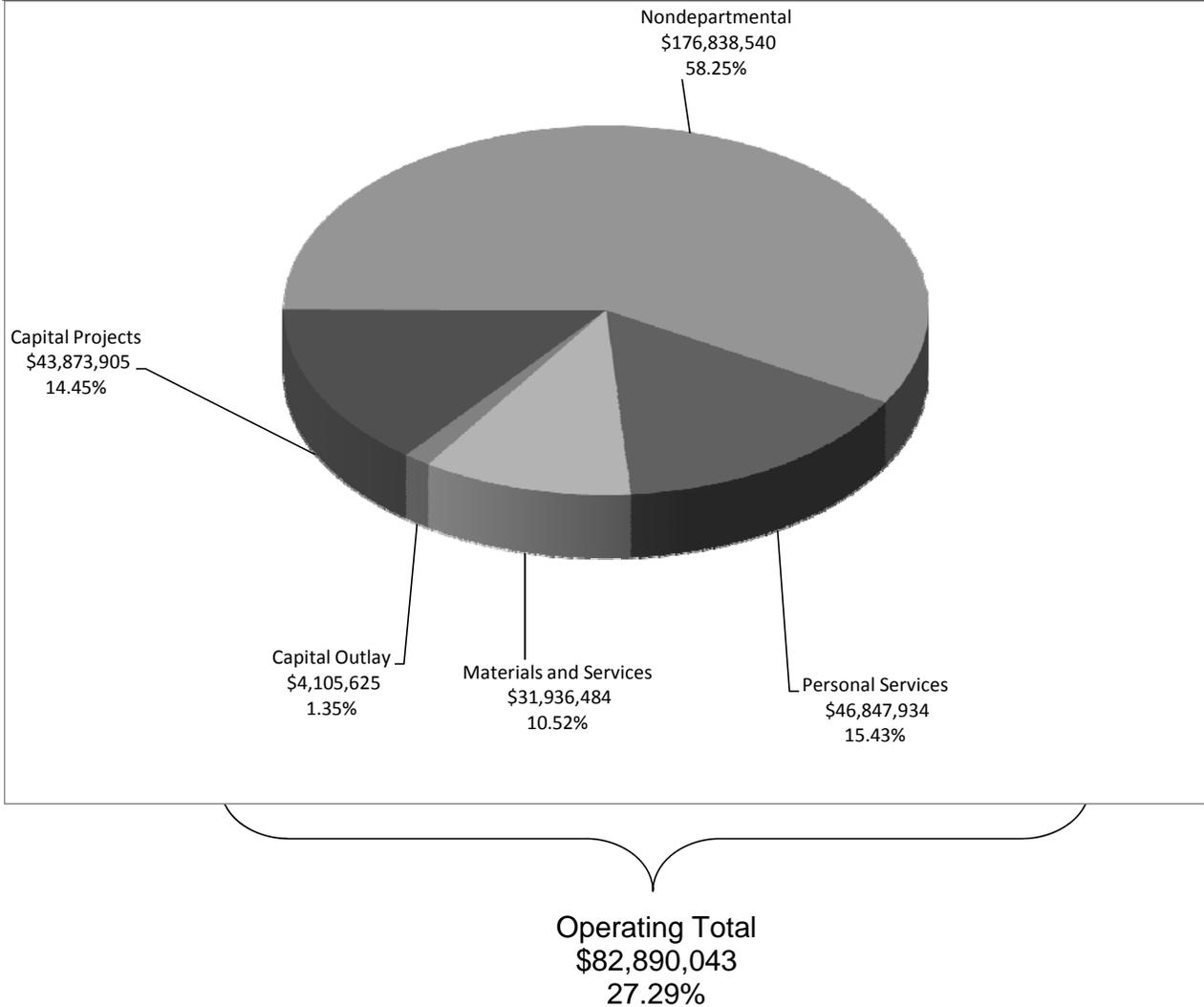
<b>Financial Summary of Unappropriated Balances - All Funds</b>	<b>FY13 Adopted</b>
<b>Bond Sinking Fund</b>	
Unappropriated Balance	\$ 475,642
<b>Total Unappropriated Balance</b>	<b>\$ 475,642</b>

## FY13 Adopted Budget - By Fund Type Resources and Requirements Summary

Fund	FTE	Resources	Department Operating	Capital Projects	Non-Departmental
<b>General Fund</b>					
<b>Total General Fund</b>	<b>209.20</b>	<b>\$ 40,665,526</b>	<b>\$ 31,815,125</b>	<b>\$ -</b>	<b>\$ 8,850,401</b>
<b>Special Revenue Funds</b>					
Street Fund	29.75	\$ 5,468,502	\$ 5,110,805	\$ -	\$ 357,697
Jail Operations Fund	18.10	2,743,976	2,743,976	-	-
Special Revenue Fund	0.95	1,200,265	728,988	-	471,277
Transient Room Tax Fund	1.95	1,094,143	416,466	-	677,677
Community Development Fund	3.38	812,585	670,033	-	142,552
Building Fund Fund	6.90	926,607	926,607	-	-
Fire Local Option Levy Fund	9.00	2,070,882	1,556,762	-	514,120
Police Local Option Levy Fund	22.23	6,041,991	2,764,913	-	3,277,078
<b>Total Special Revenue Funds</b>	<b>92.26</b>	<b>\$ 20,358,951</b>	<b>\$ 14,918,550</b>	<b>\$ -</b>	<b>\$ 5,440,401</b>
<b>Debt Service Funds</b>					
Bancroft Redemption Fund	0.13	\$ 159,364	\$ 15,885	\$ -	\$ 143,479
Bond Sinking Fund	-	3,770,799	-	-	3,770,799
Regional Wastewater Debt Service Fund	-	7,710,025	-	-	7,710,025
<b>Total Debt Service Funds</b>	<b>0.13</b>	<b>\$ 11,640,188</b>	<b>\$ 15,885</b>	<b>\$ -</b>	<b>\$ 11,624,303</b>
<b>Capital Projects Funds</b>					
Sewer Capital Project Fund	-	\$ 17,135,821	\$ -	\$ 14,072,302	\$ 3,063,519
Reg. Wastewater Rev. Bond Cap. Proj. Fund	-	24,671,257	-	14,904,846	9,766,411
Development Assessment Fund	0.67	1,166,862	74,692	-	1,092,170
Development Projects Fund	-	3,187,145	-	332,000	2,855,145
Drainage Capital Fund Fund	-	14,239,427	-	4,723,151	9,516,276
Regional Wastewater Capital Fund	-	61,713,153	2,436,307	6,682,950	52,593,896
Street Capital Fund	-	527,951	-	291,000	236,951
SDC Storm Improvement Fund	-	1,715,217	23,778	1,164,129	527,310
SDC Storm Drainage Reimb Fund	-	101,572	16,344	46,000	39,228
SDC Sanitary Reimbursement Fund	-	1,262,900	105,440	254,000	903,460
SDC Sanitary Improvement Fund	-	513,319	48,324	127,000	337,995
SDC Regional Wastewater Reimbursement Fund	-	158,120	4,000	-	154,120
SDC Regional Wastewater Improvement Fund	-	2,201,974	3,500	-	2,198,474
SDC Transportation Reimbursement Fund	-	308,913	48,677	236,000	24,236
SDC Transportation Improvement Fund	-	1,575,431	177,451	501,527	896,453
<b>Total Capital Projects Funds</b>	<b>0.67</b>	<b>\$ 130,479,062</b>	<b>\$ 2,938,513</b>	<b>\$ 43,334,905</b>	<b>\$ 84,205,644</b>
<b>Enterprise Funds</b>					
Sewer Operations Fund	19.72	\$ 11,773,431	\$ 3,393,990	\$ -	\$ 8,379,441
Regional Wastewater Fund	15.83	41,948,221	16,173,215	-	25,775,006
Ambulance Fund	32.05	5,051,045	5,051,045	-	-
Drainage Operating Fund	30.98	8,522,005	4,610,045	-	3,911,960
Booth-Kelly Fund	0.90	2,443,770	543,361	539,000	1,361,409
Regional Fiber Consortium Fund	-	91,933	46,100	-	45,833
<b>Total Enterprise Funds</b>	<b>99.48</b>	<b>\$ 69,830,405</b>	<b>\$ 29,817,756</b>	<b>\$ 539,000</b>	<b>\$ 39,473,649</b>
<b>Internal Service Funds</b>					
Insurance Fund	3.15	\$ 20,681,779	\$ 813,851	\$ -	\$ 19,867,928
Vehicle and Equipment Fund	-	9,294,147	1,999,735	-	7,294,412
SDC Administration Fund	3.60	652,430	570,628	-	81,802
<b>Total Internal Service Funds</b>	<b>6.75</b>	<b>\$ 30,628,356</b>	<b>\$ 3,384,214</b>	<b>\$ -</b>	<b>\$ 27,244,142</b>
<b>Total Amount of Budget</b>	<b>408.49</b>	<b>\$ 303,602,488</b>	<b>\$ 82,890,043</b>	<b>\$ 43,873,905</b>	<b>\$ 176,838,540</b>

**FY13 Adopted Budget  
Summary—Total Requirements:**

**\$303,602,488**



Requirements Category	FY13 Adopted	Percentage of Total
Operating:		
Personal Services	\$ 46,847,934	15.43%
Materials and Services	31,936,484	10.52%
Capital Outlay	4,105,625	1.35%
<b>Total Operating</b>	<b>\$ 82,890,043</b>	<b>27.30%</b>
<b>Capital Projects</b>	<b>\$ 43,873,905</b>	<b>14.45%</b>
<b>Nondepartmental</b>	<b>176,838,540</b>	<b>58.25%</b>
<b>Total</b>	<b>\$ 303,602,488</b>	<b>100.00%</b>

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

<b>Fund Number</b>	<b>Fund Name</b>	<b>FY12 Adopted</b>	<b>FY13 Adopted</b>	<b>Change</b>
100	General Fund	212.30	209.20	-3.10
201	Street Fund	30.62	29.75	-0.87
202	Jail Operations Fund	18.10	18.10	0.00
204	Special Revenue Fund	4.15	0.95	-3.20
208	Transient Room Tax Fund	1.95	1.95	0.00
210	Community Development Fund	4.31	3.38	-0.93
224	Building Fund	10.15	6.90	-3.25
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	0.69	0.67	-0.02
611	Sewer Operations Fund	19.91	19.72	-0.19
612	Regional Wastewater Fund	16.68	15.83	-0.85
615	Ambulance Fund	33.05	32.05	-1.00
617	Drainage Operating Fund	30.99	30.98	-0.01
618	Booth-Kelly Fund	0.38	0.90	0.53
707	Insurance Fund	2.75	3.15	0.40
719	SDC Administration	4.57	3.60	-0.97
<b>Total Full-Time Equivalents</b>		<b>421.96</b>	<b>408.49</b>	<b>-13.47</b>

**TOTAL CITY EMPLOYEES - FY09 through FY12  
Full-Time Equivalents (FTE) by Department All Funds**

<b>Total FTE by Department</b>	<b>Adopted FY10</b>	<b>Adopted FY11</b>	<b>Adopted FY12</b>	<b>Adopted FY13</b>	<b>Change</b>
City Manager's Office	8.00	8.00	7.00	7.00	0.00
Development Services	34.75	33.25	30.25	22.74	-7.51
Finance	10.30	10.30	9.80	9.50	-0.30
Fire and Life Safety	108.00	106.00	103.00	101.00	-2.00
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	8.55	8.85	8.84	-0.01
Library	13.20	13.40	12.40	12.60	0.20
Police	123.00	126.00	124.17	123.00	-1.17
Public Works	121.00	116.00	110.50	107.81	-2.69
<b>Total Full-Time Equivalents</b>	<b>442.80</b>	<b>437.50</b>	<b>421.96</b>	<b>408.49</b>	<b>-13.47</b>

**TOTAL CITY EMPLOYEES - FY09 through FY12  
Full-Time Equivalents (FTE) by Department General Func**

<b>Total FTE by Department</b>	<b>Adopted FY10</b>	<b>Adopted FY11</b>	<b>Adopted FY12</b>	<b>Adopted FY13</b>	<b>Change</b>
City Manager's Office	7.40	7.40	6.40	6.40	0.00
Development Services	14.81	14.71	13.22	10.22	-3.00
Finance	7.98	7.98	7.43	7.27	-0.16
Fire and Life Safety	63.95	62.95	60.95	59.95	-1.00
Human Resources	3.05	3.25	3.25	2.85	-0.40
Information Technology	10.00	10.00	10.00	10.00	0.00
Legal/Judicial Services	6.54	7.04	6.62	6.61	0.00
Library	12.56	12.81	11.81	11.90	0.09
Police	84.37	84.24	82.40	84.15	1.75
Public Works	9.86	10.33	10.23	9.85	-0.38
<b>Total Full-Time Equivalents</b>	<b>220.52</b>	<b>220.71</b>	<b>212.30</b>	<b>209.20</b>	<b>-3.10</b>

**TOTAL BUDGET SUMMARY — FY10 through FY13  
Resources Only**

<b>Resources, All Fund Types</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12* Amended</b>	<b>FY13 Adopted</b>
<b>Revenues, Summary Level</b>				
Taxes (Current and Delinquent)	\$ 27,605,561	\$ 27,716,200	\$ 27,735,893	\$ 29,077,921
Licenses, Permits and Fees	3,682,141	3,488,137	3,891,381	3,402,768
Intergovernmental	10,536,396	9,600,505	11,028,689	8,184,951
Charges for Service	50,558,443	53,602,910	54,265,306	55,122,835
Fines and Forfeitures	1,443,684	1,809,533	1,981,012	1,751,198
Use of Money and Property	2,934,763	2,951,252	2,782,447	2,212,225
Special Assessments	11,693	1,200,625	23,500	26,000
Miscellaneous Receipts	428,947	1,248,267	1,228,539	893,659
Other Financing Sources	44,820,182	51,621,896	51,436,765	45,440,361
<b>Total Current Revenues</b>	<b>\$ 142,021,810</b>	<b>\$ 153,239,325</b>	<b>\$ 154,373,532</b>	<b>\$ 146,111,918</b>
<b>Beginning Cash</b>	<b>\$ 174,804,289</b>	<b>\$ 145,570,507</b>	<b>\$ 161,484,827</b>	<b>\$ 157,490,570</b>
<b>Total Resources, All Sources</b>	<b>\$ 316,826,100</b>	<b>\$ 298,809,832</b>	<b>\$ 315,858,359</b>	<b>\$ 303,602,488</b>

\* Amended as of Jun 4, 2012

## GENERAL FUND REVENUE DETAIL - FY10 through FY13

Revenue - All Sources, By Revenue Type and Account	FY10 Actual	FY11 Actual	FY12* Amended	FY13 Adopted
<b>Taxes</b>				
Current Taxes	\$ 16,472,084	\$ 16,616,637	\$ 16,680,219	\$ 17,612,000
Delinquent Taxes	456,995	522,563	475,000	525,044
<b>Total Taxes</b>	<b>\$ 16,929,080</b>	<b>\$ 17,139,200</b>	<b>\$ 17,155,219</b>	<b>\$ 18,137,044</b>
<b>Licenses and Permits</b>				
Sanipac Franchise	\$ 346,786	\$ 340,741	\$ 397,000	\$ 383,000
AT&T/Comcast Franchise	439,550	607,170	630,000	676,000
Qwest Franchise	276,463	255,612	273,000	233,000
NW Natural Gas	475,168	427,674	390,000	390,000
ROW Fee	-	191	-	-
ATG Right of Way	3,305	5,353	4,000	4,300
EPUD Right-of-Way Fees	6,627	8,598	5,500	8,500
Telecomm Licenses	-	2,665	-	-
Library Receipts	24,419	24,395	25,493	24,218
Library Photocopy Charges	1,023	1,453	1,500	1,400
Animal Licenses/Impound	27,640	23,570	25,000	30,000
Police Impound Fees	152,377	131,251	150,000	20,000
Offense Surcharge	8,653	-	-	-
Fire Code Permits	130,736	129,848	146,600	140,000
FLS Safety Systems Plan Review	24,416	5,828	12,000	8,000
FLS New Construction Sq Ft Fee	18,138	28,240	16,600	20,000
Planning Fees	256,871	110,385	187,500	146,250
Peer Review Riverbend	-	111	-	-
DSD Postage Fees	7,141	2,945	9,200	9,200
Building Fees	-	152	-	-
Technology Fee	61,271	46,671	63,535	47,000
Code Requirement Fees	76,489	106,990	102,000	140,000
<b>Total Licenses and Permits</b>	<b>\$ 2,337,074</b>	<b>\$ 2,259,845</b>	<b>\$ 2,438,928</b>	<b>\$ 2,280,868</b>
<b>Intergovernmental</b>				
Team Spgfld Bicycle Patrol	\$ -	\$ -	\$ 10,000	\$ 10,000
Urban Renewal District	-	-	298,127	-
Liquor Apportionment	655,036	683,323	700,000	720,000
Cigarette Apportionment	84,931	89,441	85,000	82,000
State Revenue Sharing	507,578	494,990	508,000	512,000
State Conflagration Funds	25,183	2,980	8,548	-
District 19 School Resource	135,316	136,521	160,000	102,000
Mohawk Banner Program	4,905	660	-	-
SUB in-Lieu-of-Tax	1,815,989	1,804,922	1,802,892	1,782,260
EWEB in-Lieu-of-Tax	521,104	526,482	501,000	520,000
Electric Co-Ops in-Lieu-of-Tax	9,602	10,423	9,600	10,000
McKenzie Village in-Lieu-of-Tax	-	28,509	10,000	15,000
SUB Construction	400	-	-	-
<b>Total Intergovernmental</b>	<b>\$ 3,760,045</b>	<b>\$ 3,778,249</b>	<b>\$ 4,093,167</b>	<b>\$ 3,753,260</b>

**GENERAL FUND REVENUE DETAIL - Continued**

<b>Revenue - All Sources, By Revenue Type and Account</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12* Amended</b>	<b>FY13 Adopted</b>
<b>Charges for Service</b>				
Internal Facility Rental	248,422	-	260,954	237,570
Internal Building Maintenance Chgs	271,947	303,449	303,449	302,418
Internal Contractual Services	-	40,000	-	-
Internal Vehicle Maintenance Chgs	166,422	151,327	151,327	164,769
ROW Fee Sanitary Sewer	-	-	200,000	208,000
ROW Fee Storm Drainage	-	-	160,000	170,000
Police Services U of O	20,217	17,829	20,000	20,000
Police Services District 19	-	-	3,000	-
Special Events Services	7,280	6,046	-	-
Police Alarm Monitoring	-	-	10,000	10,000
HR Training Revenue	-	263	-	-
Enterprise Zone Extension	116,960	-	-	-
Rainbow Fire Protection	1,053,222	1,073,206	1,117,852	1,105,402
Glenwood Fire Protection	161,474	155,683	166,318	165,164
Willakenzie Fire Protection	398,588	334,358	341,948	342,893
FLS Training Fees	4,592	-	-	-
MVA First Response	-	-	25,550	15,000
Fire License Facility Inspection	-	-	15,813	10,000
Willamalane Collection Fee	24,258	19,792	29,000	21,000
Library Services Pass-Through	6,300	-	4,300	4,515
Library Automation Fee	43,469	45,011	46,000	47,000
Internal Engineering Fee	1,271	726	25,000	-
Staff Reimbursement	119,929	139,006	22,000	78,717
<b>Total Charges for Service</b>	<b>\$ 2,644,350</b>	<b>\$ 2,286,697</b>	<b>\$ 2,902,511</b>	<b>\$ 2,902,448</b>
<b>Fines and Forfeitures</b>				
Municipal Court Revenues	\$ 1,365,740	\$ 1,567,131	\$ 1,934,620	\$ 1,710,000
Library Fines	28,264	26,859	44,492	39,598
Restitution	7,515	1,879	400	400
Federal Forfeitures	-	632	-	-
Unclaimed/Forfeited Property	6,236	11,530	-	-
<b>Total Fines and Forfeitures</b>	<b>\$ 1,407,755</b>	<b>\$ 1,608,031</b>	<b>\$ 1,979,512</b>	<b>\$ 1,749,998</b>
<b>Use of Money and Property</b>				
Interest Income	\$ 138,653	\$ 136,084	\$ 130,000	\$ 130,000
Variance in FMV of Investments	(72,014)	(54,649)	-	-
Unsegregated Tax Interest	(10,367)	(12,553)	-	-
County Assess Interest	7,995	6,023	20,000	10,000
Equipment Sales	346	-	1,000	-
Vehicle Sales	-	-	1,000	-
Property Sales	-	33,743	-	-
<b>Total Use of Money and Property</b>	<b>\$ 64,613</b>	<b>\$ 108,648</b>	<b>\$ 152,000</b>	<b>\$ 140,000</b>
<b>Miscellaneous Receipts</b>				
Claims Recovery	-	3,520	-	-
Cash Over/Short	421	2,647	-	-
Miscellaneous Receipts	44,091	71,866	114,471	40,000
PY Eng Rev	-	273	-	-
Testing	6,889	5,225	1,500	-
Muni. Court Interest on Delinquencies	95,740	143,568	95,000	111,159
<b>Total Miscellaneous Receipts</b>	<b>\$ 147,141</b>	<b>\$ 227,098</b>	<b>\$ 210,971</b>	<b>\$ 151,159</b>

**GENERAL FUND REVENUE DETAIL - Continued**

<b>Indirect Charges</b>				
Indirect Charges Fund 201	\$ 472,582	\$ 442,468	\$ 417,678	\$ 417,257
Indirect Charges Fund 202	257,760	241,200	241,200	247,970
Indirect Charges Fund 204	14,320	13,400	5,360	-
Indirect Charges Fund 208	-	-	-	15,070
Indirect Charges Fund 210	3,000	3,000	3,000	-
Indirect Charges Fund 224	170,837	146,864	136,948	113,573
Indirect Charges Fund 305	1,862	1,742	1,742	1,781
Indirect Charges Fund 419	9,880	9,246	9,246	9,179
Indirect Charges Fund 611	307,685	279,926	274,834	281,398
Indirect Charges Fund 612	278,751	209,040	276,720	322,103
Indirect Charges Fund 615	300,001	300,000	400,000	399,999
Indirect Charges Fund 617	482,285	445,173	425,986	432,783
Indirect Charges Fund 618	2,254	2,010	2,010	10,275
Indirect Charges Fund 719	68,067	61,908	67,000	48,361
<b>Total Indirect Charges</b>	<b>\$ 2,369,284</b>	<b>\$ 2,155,977</b>	<b>\$ 2,261,724</b>	<b>\$ 2,299,749</b>
<b>Interfund Transfers</b>				
Transfer From Fund 204	-	-	-	40,000
Transfer From Fund 208	366,267	427,091	416,667	517,000
Transfer From Fund 224	53,740	54,100	54,100	-
Transfer From Fund 305	300,000	300,000	-	-
Transfer From Fund 713	-	-	102,820	165,000
Transfer From Fund 420	66,467	77,064	83,000	87,000
Transfer From Fund 618	200,000	35,736	35,736	-
Transfer From Fund 707	309,215	247,215	713,618	346,975
<b>Total Interfund Transfers</b>	<b>\$ 1,295,689</b>	<b>\$ 1,141,206</b>	<b>\$ 1,405,941</b>	<b>\$ 1,155,975</b>
<b>Beginning Cash Balance</b>				
Beginning Cash Balance	\$ 7,361,246	\$ 7,808,672	\$ 7,551,136	\$ 8,095,025
<b>Total Beginning Cash Balance</b>	<b>\$ 7,361,246</b>	<b>\$ 7,808,672</b>	<b>\$ 7,551,136</b>	<b>\$ 8,095,025</b>
<b>GRAND TOTAL</b>	<b>\$ 38,316,276</b>	<b>\$ 38,513,623</b>	<b>\$ 40,151,109</b>	<b>\$ 40,665,526</b>

\* Amended as of June 4, 2012

## FY13 - ASSESSED VALUATION, LEVY & TAX REVENUE INFORMATION

	Rate Per \$1,000	Assessed Valuation	Levy	Net Tax Revenue
<b><u>General Fund</u></b>				
FY12 Assessed Valuation		\$ 3,883,712,564		
Plus: 3.0% Increase from Added Value		<u>116,511,377</u>		
FY13 Assessed Valuation (estimated)		\$ 4,000,223,941		
Less: Urban Renewal Excess (estimated)		<u>(26,360,676)</u>		
<b>Total Estimated Assessed Valuation net of Urban Renewal</b>		<b><u>\$ 3,973,863,265</u></b>		
City of Springfield Permanent Rate Levy	\$ 4.7403			
<b>Estimated Taxes Raised for FY13 (rate x AV/1000)</b>			<b>\$18,837,304</b>	
Less Allowances for Discounts, Delinquencies*:			<u>(1,225,304)</u>	
<b>Total Available General Fund Tax Revenue for Appropriation</b>				<b><u>\$17,612,000</u></b>
<b><u>Fire Local Option Levy Fund</u></b>				
City of Springfield Five-Year Tax Rate (FY12 - FY16)	\$ 0.3600			
<b>Estimated Taxes Raised for FY13 (rate x AV/1000)</b>			<b>\$ 1,440,081</b>	
Less Allowances for Discounts, Delinquencies*:			<u>(102,381)</u>	
<b>Total Available Tax Revenue for Appropriation</b>				<b><u>\$ 1,337,700</u></b>
<b><u>Police Local Option Levy Fund</u></b>				
City of Springfield Five-Year Tax Rate (FY09 - FY13)	\$ 1.0900			
<b>Estimated Taxes Raised for FY12 (rate x AV/1000)</b>			<b>\$ 4,360,244</b>	
Less Allowances for Discounts, Delinquencies*:			<u>(309,944)</u>	
<b>Total Available Tax Revenue for Appropriation</b>				<b><u>\$4,050,300</u></b>
<b><u>Bond Sinking Fund</u></b>				
Levy Required for General Obligation Bonds			<b>\$ 3,261,900</b>	
<b>Estimated Tax Rate (Levy/AV)</b>	<b>\$0.8154</b>			
Less Allowances for Discounts, Delinquencies*:			<u>(212,023)</u>	
<b>Total Available Bond Sinking Fund Tax Revenue for Appropriation</b>				<b><u>\$3,049,877</u></b>
<b>Est. Total Tax Rate and Tax Revenue Collection</b>		<b><u>\$7.0057</u></b>		

\* Current allowance for Discounts and Delinquencies: 6.5%

## FY13 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. For the Police Levy there was a one-year break (FY08) between the expiration of the old levy and the beginning of the new levy. In FY09, the new levy went into effect. 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	\$ 1,556,762	9.0 FTE
Fire levy dedicated reserve	<u>514,120</u>	
<b>Fire Services Local Option Levy Funding</b>	<b>\$ 2,070,882</b>	
Police Services operating costs	\$ 2,347,284	20.0 FTE
Police levy dedicated reserve	1,453,772	
Transfer to Jail Operations Fund	1,823,306	
Legal and Judicial services operating costs	<u>417,629</u>	2.23 FTE
<b>Police Services Local Option Levy Funding</b>	<b>\$ 6,041,991</b>	
<b>Total Funding Provided by Levies</b>	<b>\$ 7,802,147</b>	<b>31.23 FTE</b>
<b>Detail by Type of Costs Funded:</b>		
Departmental Operating costs	\$ 4,321,675	31.23 FTE
Inter-fund Transfers	1,823,306	
Dedicated Reserves	<u>1,967,892</u>	
<b>Total Funding Provided by Levies</b>	<b>\$ 8,112,873</b>	<b>31.23 FTE</b>

## Property Tax History

Effective July 1, 1997 Springfield began operating on a rate based system for its operating levies. From 1997 (FY98) through FY00 the rate essentially remained within the same values. In response to Measure 50, in FY99 the state assigned the City a new permanent rate of \$4.7403

## Overall City Levy Information: Historical and Current

The following are the actual levies (all funds) by the City of Springfield over the past five years, the FY12 revised estimate, and the estimated levy for FY13 (figures do not include allowances for discounts and delinquencies):

	Fiscal Year						
	Actual FY07	Actual FY08	Actual FY09	Actual FY10	Actual FY11	Estimated FY12	Projected FY13
Tax Base/Rate Levy*	\$ 14,216,261	\$ 15,233,858	\$ 15,461,263	\$ 16,472,084	\$ 16,616,637	\$ 17,200,000	\$ 17,612,000
Fire Local Option	1,083,635	1,293,389	1,316,104	1,395,770	1,408,752	1,316,800	1,337,700
Police Local Option	<u>1,988,507</u>	<u>N/A</u>	<u>3,586,384</u>	<u>3,805,284</u>	<u>3,838,848</u>	<u>3,987,000</u>	<u>4,050,300</u>
Subtotal	\$ 17,288,403	\$ 16,527,247	\$ 20,363,751	\$ 21,673,138	\$ 21,864,237	\$ 22,503,800	\$ 23,000,000
Bonds	<u>1,140,766</u>	<u>3,295,555</u>	<u>3,283,022</u>	<u>3,295,915</u>	<u>3,036,915</u>	<u>3,052,285</u>	<u>3,049,877</u>
<b>Total</b>	<b>\$ 18,429,169</b>	<b>\$ 19,822,802</b>	<b>\$ 23,656,773</b>	<b>\$ 24,969,053</b>	<b>\$ 24,901,152</b>	<b>\$ 25,556,085</b>	<b>\$ 26,049,877</b>
Assessed Value**	\$3,149,357,159	\$3,436,084,339	\$3,502,295,304	\$3,726,631,985	\$3,726,631,985	\$3,747,745,557	\$3,766,484,285
Rate for Operations	\$ 5.7603	\$ 5.1403	\$ 6.2303	\$ 6.2303	\$ 6.2886	\$ 6.2468	\$ 6.1903
Bonds	<u>0.3788</u>	<u>1.0192</u>	<u>.9978</u>	<u>.9439</u>	<u>.8622</u>	<u>0.8352</u>	<u>0.8154</u>
<b>Total Rate</b>	<b>\$ 6.1391</b>	<b>\$ 6.1595</b>	<b>\$ 7.2281</b>	<b>\$ 7.1742</b>	<b>\$ 7.1508</b>	<b>\$ 7.0820</b>	<b>\$ 7.0057</b>

\* tax rate levy is for general operations in the General Fund

\*\* not adjusted to remove Urban Renewal

A Fire Local Option Levy and a Police Local Option Levy were passed by the voters in November, 2002 for an effective date of July 1, 2003 (FY04). In 2006, the Fire Services Levy was renewed for four years (FY08-FY11) and again in 2010 for five years (FY12-FY16). The Police Services Levy was renewed for five years (FY09-FY13). There was a one-year break (FY08) between the expiration of the old levy and the beginning of the new levy. In FY09, the new Police Services levy went into effect. The Fire Levy is in effect for five years only—FY12 through FY16. The Police Levy is in effect for five years only (FY09-FY13). The levy funds are separated from all other taxes by separate reporting funds: Fire Local Option Levy Fund and Police Local Option Fund.

The assessed valuation which applies to all levies is calculated as follows:

	Assessed Valuation
<b>FY11 Assessed Valuation (AV)</b>	<b>\$3,883,712,564</b>
<b>Add Estimated 3.0% Increase in Value</b>	<b><u>116,511,377</u></b>
<b>Total City Assessed Valuation for all Levies</b>	<b><u>\$4,000,223,941</u></b>
<b>Less: Urban Renewal Growth</b>	<b><u>\$ (26,360,676)</u></b>
<b>Total City AV for Permanent Rate net of UR</b>	<b><u>\$3,973,863,265</u></b>

The following is a detailed explanation of how the individual levy revenues were calculated and the calculation for net tax revenues recorded in the FY12 Proposed Budget.

### Existing Tax Base/Rate Levy for General Operations

General Fund—100 General Operations	Rate Per Thousand	Levy	Net Tax Revenue
City of Springfield Permanent Tax Rate	\$4.7403		
<b>Estimated Taxes Raised for FY13 (rate x AV/1000)</b>		<b>\$ 18,837,304</b>	
Less Allowances for Discounts, Delinquencies: 6.5%		<u>(1,225,304)</u>	
<b>Total Available General Fund Tax Revenue for Appropriation</b>			<b><u>\$17,612,000</u></b>

### Local Option Levies Provided by Voter Approved Measures

Fire and Life Safety Local Option Levy	Rate Per Thousand	Levy	Net Tax Revenue
City of Springfield Four Year Tax Rate (FY12 – FY016)	\$0.3600		
<b>Estimated Taxes Raised for FY13 (rate x AV/1000)</b>		<b>\$1,440,081</b>	
Less Allowances for Discounts, Delinquencies: 6.50%		<u>(102,381)</u>	
<b>Total Available Tax Revenue for Appropriation</b>			<b><u>\$ 1,337,700</u></b>
Police Services Local Option Levy	Rate Per Thousand	Levy	Net Tax Revenue
City of Springfield Four Year Tax Rate (FY09 – FY13)	\$1.0900		
<b>Estimated Taxes Raised for FY13 (rate x AV/1000)</b>		<b>\$4,360,244</b>	
Less Allowances for Discounts, Delinquencies: 6.50%		<u>(309,944)</u>	
<b>Total Available Tax Revenue for Appropriation</b>			<b><u>\$4,050,308</u></b>

## Bond Sinking Fund

Bond Sinking Fund	Rate	Tax Levy
Levy Required for General Obligation Bonds		<b>\$ 3,261,900</b>
Estimated Tax Rate (Levy/AV)	\$0.8154	
Less Allowances for Discounts, Delinquencies: 6.70%		<u>(212,023)</u>
<b>Total Available Bond Sinking Fund Tax Revenue for Appropriation</b>		<b>\$ 3,049,877</b>

## Summation of Tax Revenues

General Operations	\$17,612,000
Fire Services	1,337,700
Police Services	<u>4,050,300</u>
Total Tax Revenues for Operations	\$23,000,000
Bond Sinking Fund	<u>3,049,877</u>
Total Collections	<u>\$26,049,877*</u>

\* Represents current tax rate for operations and does not include prior year discounts or delinquencies collected (\$678,044) nor any other taxation revenue source (such as Fuel Taxes, Transient Room Tax or 911 taxes totaling \$5,667,760). All General Fund tax sources total \$18,137,044.

## FY13 Tax Rates

The City of Springfield's revised property tax rate per thousand is \$7.0588, consisting of the following funding sources. (See above for details on the Bond Sinking Fund rate.)

Tax Levy for Operations:	
General Fund	\$4.7403
Fire Local Option Levy Fund	0.3600
Police Local Option Levy Fund	<u>1.0900</u>
<b>Rate for Operations</b>	<b>\$6.1903</b>
<b>Bond Sinking Fund (Est.)</b>	<b><u>\$0.8154</u></b>
<b>Total City Rate</b>	<b><u>\$7.0057</u></b>

<b>TAX AND ASSESSED VALUATION HISTORY</b> <b>By Budgeted Fiscal Year</b>
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Fiscal Year	Tax Rate	Assessed Value
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
FY03	5.1414	2,559,245,219

Note: FY12 (FY 2011 - 2012) begins July 1, 2011 and ends June 30, 2012.

## City Fund Types

The City of Springfield groups funds into two broad fund categories:

- **Governmental Funds**
- **Proprietary Funds**

Funds are further categorized into six generic fund types:

- General Fund
- Special Revenue Funds
- Debt Service Funds
- Capital Project Funds
- Enterprise Funds and
- Internal Service Funds

### ***Governmental Fund Category***

Governmental Funds are those through which most governmental functions of the City are financed and include the

- ***General Fund***
- ***Special Revenue Funds***
- ***Debt Service Funds*** and
- ***Capital Project Funds***

The financial measurement focus for governmental funds is on the determination of the change in spendable financial resources, rather than upon determination of net income.

- **General Fund**

The General Fund serves as the primary reporting vehicle for current government operations. The General Fund, by definition, accounts for all current financial resources not required by law or administrative action to be accounted for in another fund.

#### **General Fund**

Accounts for the general operations of the City including Library, Police, Fire, Public Works, Municipal Court, Planning, and the General Administrative business support activities.

- **Special Revenue Funds**

Special revenue funds account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditure for specific purposes.

#### **Building Code Fund**

Accounts for the cost of building permit and inspection services, through the dedicated revenues generated in providing these services. As a result of Senate Bill 587, revenues from building permit fees are required to be used only for the administration and enforcement of the State Building Code.

**Community Development Block Grant Fund (CDBG)**

Required by federal law to account for receipt and expenditure of Community Development Block Grant funds.

**Fire Local Option Levy Fund**

Accounts for the receipt of the local option levy passed in November, 2002 and effective for FY04 through FY07 to provide funding for enhanced fire services as well as houses the expenditures made for the increased services.

**Jail Operations Fund**

Established in FY08, the fund accounts for revenues and expenditures associated with the operations of the Springfield Jail.

**Police Local Option Levy Fund**

Accounts for the receipt of the local option levy passed in November, 2002 and effective for FY04 through FY07 to provide funding for enhanced police services as well as houses the expenditures made for the increased services.

**Riverbend Development Fund**

Established in FY03, this fund accounts for the revenues received and expenditures made on behalf of the long term project identified as the Riverbend Development Project.

**Special Revenue Fund**

Accounts for receipt of transient room taxes dedicated to the University of Oregon Hayward Field renovation, receipt of telephone tax dedicated to the 911 program and grant activities.

**Street Fund**

Required by state law for receipt and expenditure of state shared gas tax. One percent of gas tax is required to be spent on bicycle facilities.

**Transient Room Tax Fund**

Accounts for the receipt of transient room taxes, hotel and motel, and for expenditures that will enhance tourism.

- **Debt Service Funds**

Debt service funds account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**Bancroft Redemption Fund**

Accounts for assessment bond debt service payments; supported by property owners' principal and interest payments assessed in the past.

**Bond Sinking Fund**

Accounts for payments on City debt including general obligation bonds supported by property taxes.

**Regional Wastewater Debt Service Fund**

Established in FY08, this fund accounts for revenue bond payments supported by regional wastewater (MWMC) revenues.

- **Capital Project Funds**

Capital project funds account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds)

**Development Assessment Fund**

Accounts for the cost of local public improvements (supported by assessments to benefiting properties) to construct streets, storm sewers, sidewalks, street lighting, sewers and other public improvement projects.

**Development Projects Fund**

Accounts for the cost to construct streets, facilities and other public improvements; supported by system development charges, grants, contracts, and capital reserves. Projects funded by assessments are excluded from this fund and are accounted for in separate funds.

**Drainage Capital Project Fund**

Accounts for storm sewer (drainage) capital improvement costs supported by drainage system connection fees and by storm sewer user fees through transfers from the Drainage Operating Fund.

**G. O. Bond Capital Projects Fund**

Accounts for the cost of capital projects and improvements financed by general obligation (G.O.) bonds.

**Police Building Bond Capital Project Fund**

To account for costs to construct a new municipal building to house the Police Department, Municipal Court, City Prosecutor and a city jail. Financing will be provided by issuance of debt.

**Regional Wastewater Revenue Bond Capital Projects Fund**

Established in FY08, this fund accounts for regional wastewater (MWMC) capital projects funded by MWMC revenue bond receipts.

**Regional Wastewater Capital Fund**

Accounts for regional sewer capital improvement costs supported by sewer user fees, through transfers from the Regional Wastewater Operation Fund, and proceeds of debt issuance.

**SDC Local Storm Improvement Fund**

Established in July, 2005 (FY06), this fund accounts for capacity-increasing public storm drainage improvements supported by system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Local Wastewater Improvement Fund**

Established in July, 2005 (FY06), this fund accounts for local capacity-increasing public sanitary sewer improvements supported by system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Local Wastewater Reimbursement Fund**

Established in July, 2005 (FY06), this fund accounts for public sanitary sewer improvements supported by reimbursement system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Regional Wastewater Improvement Fund**

Established in July, 2005 (FY06), this fund accounts for regional (MWMC) capacity-increasing public sanitary sewer improvements supported by system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Regional Wastewater Reimbursement Fund**

Established in July, 2005 (FY06), this fund accounts for regional (MWMC) public sanitary sewer improvements supported by reimbursement system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Transportation Improvement Fund**

Established in July, 2005 (FY06), this fund accounts for local capacity-increasing public transportation improvements supported by system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Transportation Reimbursement Fund**

Established in July, 2005 (FY06), this fund accounts for public transportation improvements supported by reimbursement system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**Sewer Capital Projects Fund**

Accounts for sewer capital improvement costs supported by sewer connection fees and by sewer user fees through transfers from the Sewer Operating Fund.

**Street Capital Fund**

Established as of July, 2002 (FY03), this fund accounts for transportation capital improvement costs. Costs are supported by transfers from the Street Operating Fund.

***Proprietary Fund Category***

Proprietary Funds are used to account for the City's ongoing activities which are similar to those often found in the private sector and include

- ***Enterprise Funds*** and
- ***Internal Service Funds***

The focus of financial measurement for proprietary funds is on the determination of net income, financial position and changes in financial position.

- **Enterprise Funds**

Enterprise funds account for operations that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. An enterprise program is managed much like a business in that it is self-supporting in nature.

**Ambulance Fund** (formerly Emergency Medical Service Fund)

Accounts for the cost of emergency medical services, ambulance and medic supported by user fees and subscription memberships in the FireMed Program.

**Booth-Kelly Fund**

Accounts for the cost of the improvements and operating expenses of the Booth-Kelly Center; program supported through grants and revenue generated by the leasing of commercial space to local industry.

**Drainage Operating Fund**

Accounts for operations and maintenance costs of the local public storm drainage system supported by local storm drainage fees.

**Regional Fiber Consortium Fund**

Accounts for the financial affairs of the Regional Fiber Consortium. The Regional Fiber Consortium is an intergovernmental entity which manages the operation costs of the Fiber Consortium; supported by membership dues and franchise fees.

**Regional Wastewater Fund**

Accounts for the financial affairs of the Metropolitan Wastewater Management Commission (MWMC). The MWMC is an intergovernmental entity which manages the construction, operations and maintenance costs of the regional sewer system; supported by grants and regional sewer user fees.

**Sewer Operations Fund**

Accounts for operations and maintenance costs of local sanitary and storm sewer systems supported by local sewer user fees.

- **Internal Service Funds**

Internal service funds account for the financing of goods and services provided by one department to another department on a cost-reimbursement basis.

**Insurance Fund**

An internal service fund that accounts for risk management, property/casualty insurance premium, damage claim and employee benefit costs; supported by service charges to departmental operating budgets.

**Vehicle and Equipment Fund**

A sinking fund for the future replacement of vehicles and major equipment; supported by charges to departmental operating budgets.

**SDC Administration Fund**

Established in July, 2005 (FY06), this fund accounts for activities supporting setting methodologies for, calculation, planning and accounting for System Development Charges. Financing is provided by administrative fees charged on SDCs and administrative fees charged to SDC Capital Projects funds.

## DESCRIPTION OF FUNDS

A fund is a separate budgeting and accounting entity with balancing appropriations and estimated revenues. All of the City's funds are briefly described below:

**Ambulance Fund (615):**

Accounts for the cost of emergency medical services, ambulance and medic supported by user fees and subscription memberships in the FireMed Program.

**Bancroft Redemption Fund (305):**

Accounts for assessment bond debt service payments; supported by property owners' principal and interest payments assessed in the past.

**Bond Sinking Fund (306):**

Accounts for payments on City debt including general obligation bonds supported by property taxes.

**Booth-Kelly Fund (618):**

Accounts for the cost of the improvements and operating expenses of the Booth-Kelly Center; program supported through grants and revenue generated by the leasing of commercial space to local industry.

**Building Code Fund (224):**

Accounts for the cost of building permit and inspection services, through the dedicated revenues generated in providing these services. As a result of Senate Bill 587, revenues from building permit fees are required to be used only for the administration and enforcement of the State Building Code.

**Community Development Block Grant Fund (CDBG) (210):**

Required by federal law to account for receipt and expenditure of Community Development Block Grant funds.

**Development Assessment Fund (419):**

Accounts for the cost of local public improvements (supported by assessments to benefiting properties) to construct streets, storm sewers, sidewalks, street lighting, sewers and other public improvement projects.

**Development Projects Fund (420):**

The fund is used to account for costs of constructing and improving city-owned buildings and for infrastructure projects with shared funding. Financing is provided by pre-1991 system development charges, grants, contracts, intergovernmental revenues and other non-recurring revenues.

**Drainage Capital Projects Fund (425):**

Accounts for storm sewer (drainage) capital improvement costs supported by stormsewer connection fees and by storm sewer user fees through transfers from the Drainage Operating Fund.

**Drainage Operating Fund (617):**

Accounts for operations and maintenance costs of local stormsewer (drainage) systems supported by stormsewer user fees.

**Fire and Life Safety Local Option Levy Fund (235):**

Accounts for the receipt of the local option levy passed in November, 2002 and effective for FY04 through FY07 to provide funding for enhanced fire services as well as houses the expenditures made for the increased services.

**General Fund (100):**

Accounts for the general operations of the City including Library, Police, Fire, Public Works, Municipal Court, Planning, Building and General Administrative business support activities.

**G.O. Bond Capital Projects Fund (427):**

Accounts for the cost of capital projects and improvements financed by general obligation (G.O.) bonds. A \$12.7 million general obligation bond measure was passed by the voters on November 7, 1995.

**Insurance Fund (707):**

An internal service fund that accounts for risk management, property/casualty insurance premium, damage claim and employee benefit costs; supported by service charges to departmental operating budgets.

**Jail Operations Fund (202):**

Established in FY08, this fund accounts for revenues and expenditures associated with the operations of the Springfield Jail.

**Police Building Bond Capital Project Fund (428):**

The fund is used to account for costs of constructing a Justice Center. Financing consists of bond proceeds.

**Police Local Option Levy Fund (236):**

Accounts for the receipt of the local option levy passed in November, 2002 and effective for FY04 through FY07 to provide funding for enhanced police services as well as houses the expenditures made for the increased services.

**Regional Fiber Consortium Fund (629):**

Accounts for the financial affairs of the Regional Fiber Consortium. The Regional Fiber Consortium is an intergovernmental entity which manages the operation costs of the Fiber Consortium; supported by membership dues and franchise fees.

**Regional Wastewater Fund (612):**

Accounts for the financial affairs of the Metropolitan Wastewater Management Commission (MWMC). The MWMC is an intergovernmental entity which manages the construction, operations and maintenance costs of the regional sanitary sewer system; supported by grants and regional sanitary sewer user fees.

**Regional Wastewater Capital Fund (433):**

Accounts for regional sanitary sewer capital improvement costs supported by sewer user fees, other user fees, reimbursement system development charges (SDCs) and County Service District contributions through transfers from the Regional Wastewater Operation Fund.

**Regional Wastewater Debt Service Fund (312):**

Established in FY08, the fund accounts for revenue bond payments supported by regional wastewater (MWMC) revenues.

**Regional Wastewater Revenue Bond Capital Projects Fund (412):**

Established in FY08, this fund accounts for regional wastewater (MWMC) capital projects funded by MWMC revenue bond receipts.

**SDC Administration Fund (719):**

An internal service fund that accounts for activities supporting setting methodologies for, calculating, planning, and accounting for System Development Charges. Financing is provided by administrative fees charged on SDCs and administrative fees charged to SDC Capital Projects funds.

**SDC Local Storm Improvement Fund (440):**

Established in July, 2005 (FY06), this fund accounts for capacity-increasing public storm drainage improvements supported by system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Storm Drainage Reimbursement Fund (441):**

Established in July, 2009 (FY10), this fund accounts for public storm drainage improvements supported by reimbursement system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Local Wastewater Reimbursement Fund (442):**

Established in July, 2005 (FY06), this fund accounts for public sanitary sewer improvements supported by reimbursement system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Local Wastewater Improvement Fund (443):**

Established in July, 2005 (FY06), this fund accounts for local capacity-increasing public sanitary sewer improvements supported by system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Regional Wastewater Reimbursement Fund (444):**

Established in July, 2005 (FY06), this fund accounts for regional (MWMC) public sanitary sewer improvements supported by reimbursement system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Regional Wastewater Improvement Fund (445):**

Established in July, 2005 (FY06), this fund accounts for regional (MWMC) capacity-increasing public sanitary sewer improvements supported by system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Transportation Reimbursement Fund (446):**

Established in July, 2005 (FY06), this fund accounts for public transportation improvements supported by reimbursement system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Transportation Improvement Fund (447):**

Established in July, 2005 (FY06), this fund accounts for local capacity-increasing public transportation improvements supported by system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**Sewer Capital Projects Fund (409):**

Accounts for sanitary sewer capital improvement costs supported by sanitary sewer connection fees and by sanitary sewer user fees through transfers from the Sewer Operations Fund.

**Sewer Operations Fund (611):**

Accounts for operations and maintenance costs of local sanitary sewer systems supported by local sewer user fees.

**Special Revenue Fund (204):**

Accounts for receipt of transient room taxes dedicated to the University of Oregon Hayward Field renovation, receipt of telephone tax dedicated to the 911 program and Development Services Department's grants.

**Street Fund (201):**

Required by state law for receipt and expenditure of state shared gas tax. One percent of gas tax is required to be spent on bicycle facilities.

**Street Capital Fund (434):**

Accounts for transportation capital improvement costs. Costs are supported by transfers from the Street Operating Fund.

**Transient Room Tax Fund (208):**

Accounts for the receipt of transient room taxes, hotel and motel, and for expenditures that will enhance tourism.

**Vehicle and Equipment Fund (713):**

A sinking fund for the future replacement of vehicles and major equipment; supported by charges to departmental operating budgets.

## DESCRIPTIONS OF BUDGET TERMS

### **Ad Valorem Tax**

- A tax based on the assessed value of a property.

### **Adopted Budget**

- Financial plan which forms the basis and limits for appropriations and is adopted by the City Council.

### **Appropriation**

- Legal authorization granted by the City Council for spending a specific amount of money for a specific purpose during a specific period of time.

### **Assessed Valuation (AV)**

- The value set on taxable property as a basis for levying property taxes.

### **Assessment**

- Any fee, charge or assessment that does not exceed the actual cost incurred by a unit of government for design, construction, and financing of local improvements such as street paving, sidewalks, and sewers.

### **Assets**

- Resources having a monetary value and that are owned or held by an entity.

### **Beginning Cash Balance**

- Includes unexpended resources from the previous years. A portion of these resources will appear in the Reserve balances of City funds. Reserves are dedicated and non-dedicated. The non-dedicated reserves portion is the amount available to fund City operations. For the General Fund and in some of the Special Revenue funds, reserves must fund operations until the first receipt of taxes, which may be as late as six months into the fiscal year.

### **Bond or Bond Issue**

- A certificate of debt guaranteeing payment of the original investment plus interest on specific dates.

### **Budget Committee**

- Fiscal planning board of the City consisting of City Council members plus an equal number of lay members appointed by the Council.

### **Budget Document**

- A written report showing a government's comprehensive financial plan for a specified period, usually one year, which includes both the capital and operating budgets.

### **Budget Message**

- Written explanation of the budget and the City's financial priorities for the next fiscal year; prepared by the City Manager

### **Budget Officer**

- Person appointed by the City Council to assemble the budget; for the City of Springfield the City Manager serves in this role.

### **Budget Review Team**

- Team consisting of the City Manager, Assistant City Manager, Finance Director and the Budget Manager.

### **Capital Budget**

- The City's budget for projects, major repairs, and improvements or additions to the City's fixed assets (streets, sidewalks, traffic signals, sewers, drainage and buildings.)

### **Capital Improvement**

- A term defined in ORS 310.410(10) to include land, structures, facilities, machinery, equipment, or furnishings having a useful life longer than one year.

### **Capital Improvement Program (CIP)**

- A major budgeting and planning tool through which needed capital projects are identified, evaluated, priced and discussed with the general public and the Budget Committee.

### **Capital Outlay**

- City policy requires the use of capital outlay for capital items with a cost of \$5,000 or more. It also allows, but does not require, the use of capital outlay for capital items which cost less than \$5,000.

### **Capital Projects**

- Major repairs, improvements or additions to the City's fixed assets, including rental property. (Streets, sidewalks, traffic signals, sewers, drainage and buildings, etc.)

### **Cash Basis**

- A basis of accounting under which transactions are recognized only when cash changes hands.

### **Cash Carryover**

- Cash that is remaining after subtracting prior year's actual expenditures from prior year's total resources. Cash carryover is classified as revenue. Referred to as Beginning Cash Balance.

### **Charges for Service**

- Includes a wide variety of fees charged for services provided to the public and other agencies.

### **Comprehensive Annual Financial Report (CAFR)**

- The annual audited results of the City's financial position and activity.

### **Contingency**

- A special appropriation set aside for unforeseen and unplanned expenses. Contingencies may not be spent without approval by resolution of the City Council.

### **Debt Service**

- The payment of general long-term debt, consisting of principal and interest.

### **Electors**

- A qualified voter who has the right to vote for the adoption of any measure.

### **Encumbrance**

- A contractual commitment for which the payment is contingent upon the future delivery of specified goods or services.

### **Encumbrance Cash Balance**

- A cash carryover which is used as a resource to provide funds for prior year items which are re-budgeted in the new fiscal year.

### **Ending Working Capital**

- Funds which allow the City to meet current cash flow requirements, shortfalls in revenue, or unexpected demands until tax revenue are available.

### **Enterprise Funds**

- Funds that are usually self-supporting and are operated and financed in a manner that is similar to private business enterprises. Enterprise funds are usually financed through some type of user charges.

### **Executive Team**

- The team consisting of the department executive directors, the Assistant City Manager and the City Manager.

### **Fines and Forfeitures Revenue**

- Includes fines charged for traffic citations, library fines and fines for City Code violations.

### **Fiscal Year**

- Twelve month period from July 1 to June 30 of the following year.

### **Fixed Assets**

- Assets with a long-term character such as land, buildings, streets and major equipment.

### **Full time Equivalent (FTE)**

- A full-time position is one that is 40 hours per week for the entire fiscal year and is designated as 1.0 FTE.

### **Fund**

- A budgetary and accounting entity with balancing revenues and appropriations.

### **Fund Balance**

- The difference between a fund's *resources* and its *requirements*. In budget years, the resources must equal requirements. In actual years, the difference between resources and requirements is the fund balance's Ending Working Capital.

### **Generally Accepted Accounting Procedures (GAAP)**

- Standards established by the American Institute of Certified Public Accountants for the conduct and reporting of financial audits.

### **General Government Tax Rate**

- A category of tax rate defined by State of Oregon Ballot Measure 5. It includes revenues raised to fund general government operations, such as cities, counties and special districts. The total rate of tax for all entities on this category is limited to \$10 per \$1,000 of real market value.

### **General Obligation Bonds**

- Form of debt that is backed by the taxing power of the City of Springfield. General obligation bonds are issued to provide the capital needed to build structures and improvements that will be used by the entire community.

### **Governing Body**

- City Council, board of trustees, board of directors, or other governing board of a local government.

### **HOME**

- A grant supported program with the purpose of developing viable urban communities by providing decent, safe and affordable housing for persons of low income.

### **Impact Fees**

- Fees charged to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development (e.g., parks or sidewalks). See also System Development Charges.

### **Infrastructure**

- Public domain fixed assets such as roads, bridges, streets and sidewalks and similar assets that are immovable and of value only to the government unit.

### **Indirect Charges**

- Administrative costs that are incurred in the General Fund to support the operations of other funds. These charges are shown as a reimbursement revenue to the General Fund and an expense in all other funds.

### **Interfund Transfers**

- Appropriation category used in the City's budget resolution which includes amounts distributed from one fund to pay for services provided by another fund. Transfers from the other funds appear as non departmental expenditures called "Interfund Transfers".

### **Intergovernmental Revenue**

- Includes grants from federal, state and local governments as well as state cigarette and liquor taxes.

### **Issue Papers**

- Summary of departments requests for funding of services that are in addition to those services that have historically been funded through the base budget.

### **Levy**

- Gross amount of property taxes imposed on taxable property. The net amount received by a government will be less than the gross levy as a result of delinquent or uncollectable payments or early payment discounts. Budgets are developed on the basis of the projected amount of property taxes receivable.

### **Licenses and Permits Revenue**

- Includes revenues collected per City ordinance and state law including the collection of fees and franchises.

### **Line Item Budget**

- The traditional form of budget, where Adopted appropriations are based on individual objects of expense within a department or division.

### **Long Range Financial Projections**

- A multi-year financial projection of revenues and expenditures for the General Fund that is an integral part of the City of Springfield's strategic planning and budget process. These projections enable the Council, Budget Committee and the City staff to evaluate the impact of service level changes, as well as to anticipate the effects of revenue and expenditure trends.

### **Limited Tax General Obligation Bond**

- A bond that is secured by the pledge of a government's taxing authority that is limited as to the rate or amount.

### **Local Budget Law**

- Oregon Revised Statutes (ORS) dictates local budgeting practices. ORS Chapter 294 contains Local Budget Law provisions.

### **Local Option Levy**

- Under Measure 50, local governments and special districts were given the ability to ask voters for temporary authority to increase taxes through approval of a local option levy. The maximum length of time for a local option levy is 10 years, depending on the purpose of the levy. A local option levy must be approved by a majority of voters at a general election occurring in an even-numbered year, or at any election with at least a 50 % voter turnout.

### **Materials and Services**

- An object classification which includes contractual and other services, consumable materials and supplies, and other operating costs.

### **Measure 5**

- On November 6, 1990, voters of Oregon passed Measure 5, a property tax limitation. Under M5, the combined property tax rate was split into a portion for schools and one for general governments (cities, counties, special districts). The combined rate limit for schools is \$5 per \$1,000 of real market value and the rate for general governments is \$10 per \$1,000 of real market value. These rates are not comparable to the tax rates under Measure 50 because those tax rates are applied to a lower assessed value. See *Assessed Valuation*.

### **Measure 50**

- On May 20, 1997, the voters of Oregon passed Measure 50, which fundamentally changed the Oregon property tax system. Under M50, each jurisdiction was assigned a permanent tax rate limit. In addition the assessed value of each property was reduced in Fiscal Year 1998 and future increases in assessed value were capped. See Assessed Valuation and Permanent Tax Rate.

### **Millage**

- An increment of taxation measured in units of one-tenth of one cent or 0.001 of one dollar. Millage is the rate used in calculating taxes based upon the value of property, expressed in mills per dollar of assessed value.

### **Miscellaneous Receipts**

- Includes the total revenue from assessments.

### **Miscellaneous Revenue**

- Includes a variety of miscellaneous revenues received by the City, the most significant being Special Assessments. In the budget document, miscellaneous revenues are more detailed in the "Combined Statement of Revenues, Expenditures and Changes in Fund Balance Statement". (See Financial Summaries and Statistics section of this document.)

### **Modified Accrual**

- Basis of accounting in which expenditures, other than accrued interest on general long-term debt, are recorded at the time liabilities are incurred and revenues are recorded when received, except for material and/or available revenues that should be accrued to reflect taxes levied or revenue earned.

### **Non-Department Budget**

- The part of the budget summarizing expenditures or reductions to reserve accounts that are not associated with, nor under the authority of, a department budget, including interfund transfers, reserves, contingency, unappropriated fund balance, debt service payments, miscellaneous fiscal transactions, and statutory payments. See Non Department Expenditure.

### **Non-Department Expenditure**

- Non department identified expenditures of a fund that are not associated with, nor under the authority of, a department budget, including debt service, interfund transfers, contingency, reserves, balance available and unappropriated fund balance.

### **Non-Operating Budget**

- Part of the budget composed of the Insurance Fund and fiscal transactions (interfund transfers, reserves, contingency, unappropriated fund balance, insurance premiums and debt service payments.)

### **Objective**

- The course of action to obtain a stated goal.

### **Operating Budget**

- The day to day departmental and program operating costs of the City. Includes expenditures for personal services, materials and services and capital outlay only.

### **Overlapping Tax Rate**

- The tax rate paid to several governments, such as a city, county and school district.

### **Permanent Tax Rate**

- Under Measure 50, each school district, local government and special district was assigned a permanent tax rate limit in FY98. This permanent tax rate applies to property taxes for operations. The City of Springfield's permanent tax rate is \$4.7403 per \$1,000 of assessed value.

### **Personal Services**

- Object classification for costs of employees, including salary, overtime, taxes and benefits.

### **Property Tax**

- A tax assessed equally against the assessed value of all taxable property within a government's boundaries. The first receipt of property taxes usually occurs in November or December of each year.

### **Proposed Budget**

- A financial and operating program prepared by the City Manager and submitted to the public and the Budget Committee for review.

### **Real Market Value**

- The real market value of a property was defined under Measure 50 to be the amount of cash that could reasonably be expected to be paid by an informed buyer to an informed seller, each acting without compulsion in an arm's length transaction occurring as of the assessment date for the tax year.

### **Reserves**

- An accumulation of funds for a specific future purpose. Reserves may only be spent by resolution of the City Council.

### **Resolution**

- A special or temporary order of a legislative body requiring City Council action.

### **Revenue**

- Funds received by the City from either tax or non-tax sources.

### **Special Assessment**

- Charges imposed against property in a particular locality because that property receives a special benefit by virtue of some public improvement, separate and apart from the general benefit accruing to the public at large. Special assessments must be apportioned according to the value of the benefit received, rather than the cost of improvement and may not exceed the value of such benefit.

### **Special Assessment Bond**

- A bond issue payable from the payments on special assessments imposed against properties that have been specially benefited by the construction of public improvements, such as sidewalks or sewer systems.

### **Supplemental Budget**

- Appropriations established to meet needs not anticipated at the time the budget was originally adopted. A supplemental budget may not increase the tax levy.

### **System Development Charge (SDC)**

- Designed to finance the construction, extension, or enlargement of a park, street, storm sewer or sewerage or disposal system. SDC's are imposed by a governmental unit as a condition to issuance of any occupancy permit or imposed by a governmental unit at such other time as, by ordinance, it may determine.

### **Tax**

- Compulsory charges levied by a government for the purpose of raising revenue. Taxes are used to pay for services or improvements provided for the general public benefit.

### **Tax Levy**

- The total amount of property taxes needed to pay for General Fund operations and for principal and interest on bonds.

### **Tax Rate**

- The amount of tax stated in terms of a unit of the tax base, for example \$6.00 per \$1,000 of assessed value of taxable property.

### **Tax Revenue**

- Includes property taxes, local fuel taxes, 911 taxes, and hotel and motel room taxes.

### **Tax Roll**

- The official list showing the amount of taxes levied against each property. The Lane County Department of Assessment and Taxation compiles and maintains the tax roll for the City of Springfield.

### **Unappropriated Balance**

- An amount set aside as cash working capital for the next year's budget. Funds designated as unappropriated may not be spent within the current year.

### **Use of Money and Property Revenue**

- Includes a variety of revenues including interest on the City's investments and assessments.

### **User Fees**

- Charges or fees established to recover part or all of the costs incurred in the provision of services by a government; based on the philosophy that the recipient of the benefit should pay for the services. Also called charges for service.

## BUDGET ACRONYMS AND ABBREVIATIONS

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

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

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

<b>SOPP</b>	Standard Operating Procedure Policy
<b>SRF</b>	State Revolving Fund
<b>SUB</b>	Springfield Utility Board
<b>TCV</b>	True Cash Value
<b>TDD</b>	Telecommunications Device for the Deaf
<b>UB or UEFB</b>	Unappropriated Balance / Unappropriated Ending Fund Balance

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**Resolution No. 2012-09**

**A RESOLUTION ADOPTING THE FISCAL YEAR 2012/13 SPRINGFIELD CITY BUDGET, MAKING APPROPRIATIONS, AND LEVYING A PROPERTY TAX.**

WHEREAS, starting on April 24, 2012, and ending on May 8, 2012, the Budget Committee met and reviewed the proposed 2012/13 City budget; and

WHEREAS, on May 8, 2012, the Budget Committee recommended approval of the 2012/13 City budget for Council adoption; and

WHEREAS, on June 18, 2012, the City Council held a public hearing on the approved budget.

WHEREAS, the City Council of the City of Springfield finds that Adopting the Budget and Making Appropriations is necessary under ORS 294.305 to 294.565.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SPRINGFIELD, A Municipal Corporation of the State of Oregon, as follows:**

Section 1. The City budget for the City of Springfield for the fiscal year beginning July 1, 2012, and ending June 30, 2013, as approved by the City of Springfield Budget Committee in the total amount of \$303,602,488 is hereby adopted.

Section 2. The adopted appropriations, for the fiscal year beginning July 1, 2012, and ending June 30, 2013, as set forth in Exhibit "A" is hereby adopted.

**City of Springfield Fiscal Year 2012/13 Appropriations (All Funds)**

Personal Services	\$ 46,847,934
Materials and Services	31,936,484
Capital Outlay	4,105,625
Capital Projects	43,873,905
Contingency	600,000
Un-appropriated Ending Fund Balance	475,642
Reserves	116,296,066
Inter-fund Transfers	27,179,666
Debt Service	16,393,046
Special Payments/Statutory Payments	15,894,120
<b>TOTAL APPROPRIATIONS – ALL FUNDS</b>	<b>\$ 303,602,488</b>

Section 3. BE IT RESOLVED that the City Council of the City of Springfield hereby imposes the taxes provided for in the adopted budget at the permanent tax rate of \$4.7403 per thousand of assessed value for operations, a rate of \$0.36 for the voter approved four year Local Option operating levy for fire operations, a rate of \$1.09 for the voter approved four year Local Option operating levy for police, court and jail operations; and in the amount of \$3,261,900 for bonds; and that these taxes are hereby imposed and categorized for tax year 2012/13 upon the assessed value of all taxable property within the district.

Funds	Subject to the General Government Limitation	Excluded from the Limitation
General Fund	\$ 4.7403/\$1,000	
Fire Local Option Levy	\$ 0.3600/\$1,000	
Police Local Option Levy	\$ 1.0900/\$1,000	
Bond Sinking Fund		\$ 3,261,900

Section 4. The City Manager of the City of Springfield is authorized and directed to certify the levy, as authorized by law, with Lane County, Oregon Assessor and the Lane County, Oregon Clerk, and will file a copy of the adopted budget with the Department of Revenue, State of Oregon.

Section 5. That the list of fund titles and numbers set forth in attached Exhibit "B " is hereby Adopted, and any fund numbers and fund titles in conflict herewith are hereby repealed.

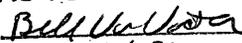
Section 6. This resolution shall take effect upon adoption by the Council and approval by the Mayor.

Adopted by the Common Council of the City of Springfield this 18th day of June, 2012, by a vote of 6 for and 0 against.

  
\_\_\_\_\_  
Mayor – Christine L. Lundberg

ATTEST:

  
\_\_\_\_\_  
City Recorder – Amy Sowa

**REVIEWED & APPROVED**  
**AS TO FORM**  
  
DATE: 6/5/12  
OFFICE OF CITY ATTORNEY

**LEGAL APPROPRIATIONS LEVEL**

	<u>Dollar Amount</u>	
	<u>General Fund - 100</u>	
<b>Department Operating</b>		
City Manager's Office	\$	1,233,042
Legal and Judicial		1,403,959
Human Resources		391,064
Finance		853,351
Information Technology		1,400,217
Fire and Life Safety		10,012,741
Police		12,946,918
Library		1,382,053
Development & Public Works		2,191,780
<b>Total Department Operating</b>	\$	<b>31,815,125</b>
<b>Non-Departmental</b>		
Transfers	\$	826,309
Debt Service		229,168
Contingency		600,000
Reserves		7,194,924
<b>Total Non-Departmental</b>	\$	<b>8,850,401</b>
<b>Total General Fund</b>	\$	<b>40,665,526</b>

	<u>Dollar Amount</u>	
	<u>Street Fund - 201</u>	
<b>Department Operating</b>		
Development & Public Works	\$	5,110,805
<b>Non-Departmental</b>		
Transfers	\$	100,000
Reserves		257,697
<b>Total Non-Departmental</b>	\$	<b>357,697</b>
<b>Total Street Fund</b>	\$	<b>5,468,502</b>

	<u>Dollar Amount</u>	
	<u>Jail Operations Fund - 202</u>	
<b>Department Operating</b>		
Police	\$	2,743,976
<b>Non-Departmental</b>		
Reserves	\$	-
<b>Total Jail Operations Fund</b>	\$	<b>2,743,976</b>

Dollar Amount

Special Revenue Fund - 204

<b>Department Operating</b>		
City Manager's Office	\$	39,000
Fire and Life Safety		44,000
Police		606,345
Library		39,643
<b>Total Department Operating</b>	<b>\$</b>	<b>728,988</b>
<b>Non-Departmental</b>		
Transfers	\$	40,000
Reserves		431,277
<b>Total Non-Departmental</b>	<b>\$</b>	<b>471,277</b>
<b>Total Special Revenue Fund</b>	<b>\$</b>	<b>1,200,265</b>

Transient Room Tax Fund - 208

<b>Department Operating</b>		
City Manager's Office	\$	239,019
Library		64,912
Development & Public Works		112,535
<b>Total Department Operating</b>	<b>\$</b>	<b>416,466</b>
<b>Non-Departmental</b>		
Transfers	\$	517,000
Reserves		160,677
<b>Total Non-Departmental</b>	<b>\$</b>	<b>677,677</b>
<b>Total Transient Room Tax Fund</b>	<b>\$</b>	<b>1,094,143</b>

Community Development Fund - 210

<b>Department Operating</b>		
Finance	\$	22,832
Development & Public Works		647,201
<b>Total Department Operating</b>	<b>\$</b>	<b>670,033</b>
<b>Non-Departmental</b>		
Reserves	\$	142,552
<b>Total Community Development Fund</b>	<b>\$</b>	<b>812,585</b>

		<u>Dollar Amount</u>
<b><u>Building Code Fund - 224</u></b>		
<b>Department Operating</b>		
Development & Public Works	\$	926,607
<b>Non -Departmental</b>		
Reserves	\$	-
<b>Total Building Fund</b>	<b>\$</b>	<b>926,607</b>

<b><u>Fire Local Option Levy Fund - 235</u></b>		
<b>Department Operating</b>		
Fire and Life Safety	\$	1,556,762
<b>Non -Departmental</b>		
Reserves	\$	514,120
<b>Total Fire Local Option Levy Fund</b>	<b>\$</b>	<b>2,070,882</b>

<b><u>Police Local Option Levy Fund - 236</u></b>		
<b>Department Operating</b>		
Legal and Judicial Services	\$	417,629
Police		2,347,284
<b>Total Department Operating</b>	<b>\$</b>	<b>2,764,913</b>
<b>Non -Departmental</b>		
Transfers	\$	1,823,306
Reserves		1,453,772
<b>Total Non-Departmental</b>	<b>\$</b>	<b>3,277,078</b>
<b>Total Police Local Option Levy Fund</b>	<b>\$</b>	<b>6,041,991</b>

<b><u>Bancroft Redemption Fund - 305</u></b>		
<b>Department Operating</b>		
Finance	\$	15,885
<b>Non -Departmental</b>		
Transfers	\$	50,000
Reserves		93,479
<b>Total Non-Departmental</b>	<b>\$</b>	<b>143,479</b>
<b>Total Bancroft Redemption Fund</b>	<b>\$</b>	<b>159,364</b>

	<u>Dollar Amount</u>	
<b><u>Bond Sinking Fund - 306</u></b>		
<b>Non-Departmental</b>		
Debt Service	\$	3,295,157
Unappropriated Ending Fund Balance		475,642
<b>Total Non-Departmental</b>	<b>\$</b>	<b>3,770,799</b>
<b>Total Bond Sinking Fund</b>	<b>\$</b>	<b>3,770,799</b>

<b><u>Regional Wastewater Debt Service Fund - 312</u></b>		
<b>Non -Departmental</b>		
Debt Service	\$	7,710,025
<b>Total Regional Wastewater Debt Service Fund</b>	<b>\$</b>	<b>7,710,025</b>

<b><u>Sanitary Sewer Capital Projects Fund - 409</u></b>		
<b>Total Development &amp; Public Works Capital Projects</b>	<b>\$</b>	<b>14,072,302</b>
<b>Non -Departmental</b>		
Reserves	\$	3,063,519
<b>Total Sewer Capital Projects Fund</b>	<b>\$</b>	<b>17,135,821</b>

<b><u>Reg. Wastewater Revenue Bond Cap. Projects Fund - 412</u></b>		
<b>Total Development &amp; Public Works Capital Projects</b>	<b>\$</b>	<b>14,904,846</b>
<b>Non-Departmental</b>		
Transfers	\$	4,100,000
Reserves		5,666,411
<b>Total Non-Departmental</b>	<b>\$</b>	<b>9,766,411</b>
<b>Total Reg. WW Rev. Bond Cap. Projects Fund</b>	<b>\$</b>	<b>24,671,257</b>

<b><u>Development Assessment Fund - 419</u></b>		
<b>Department Operating</b>		
Finance	\$	74,692
<b>Non-Departmental</b>		
Transfers	\$	15,885
Reserves		1,076,285
<b>Total Non-Departmental</b>	<b>\$</b>	<b>1,092,170</b>
<b>Total Development Assessment Fund</b>	<b>\$</b>	<b>1,166,862</b>

Dollar Amount

Development Projects Fund - 420

<b>Capital Projects</b>		
City Manager's Office	\$	50,000
Development & Public Works		282,000
<b>Total Capital Projects</b>	<b>\$</b>	<b>332,000</b>
<b>Non-Departmental</b>		
Transfers	\$	637,000
Reserves		2,218,145
<b>Total Non-Departmental</b>	<b>\$</b>	<b>2,855,145</b>
<hr/>		
<b>Total Development Projects Fund</b>	<b>\$</b>	<b>3,187,145</b>
<hr/>		

Storm Drainage Capital Fund - 425

<b>Total Development &amp; Public Works Capital Projects</b>	<b>\$</b>	<b>4,723,151</b>
<b>Non-Departmental</b>		
Reserves	\$	9,516,276
<hr/>		
<b>Total Drainage Capital Fund</b>	<b>\$</b>	<b>14,239,427</b>
<hr/>		

Regional Wastewater Capital Fund - 433

<b>Department Operating</b>		
Development & Public Works	\$	2,436,307
<b>Total Development &amp; Public Works Capital Projects</b>	<b>\$</b>	<b>6,682,950</b>
<b>Non-Departmental</b>		
Reserves	\$	52,593,896
<hr/>		
<b>Total Regional Wastewater Capital Fund</b>	<b>\$</b>	<b>61,713,153</b>
<hr/>		

Street Capital Fund - 434

<b>Total Development &amp; Public Works Capital Projects</b>	<b>\$</b>	<b>291,000</b>
<b>Non-Departmental</b>		
Reserves	\$	236,951
<hr/>		
<b>Total Street Capital Fund</b>	<b>\$</b>	<b>527,951</b>
<hr/>		

Dollar Amount

SDC Storm Drainage Improvement Fund - 440

<b>Department Operating</b>		
Development & Public Works	\$	23,778
<hr/>		
<b>Total Development &amp; Public Works Capital Projects</b>	\$	<b>1,164,129</b>
<hr/>		
<b>Non-Departmental</b>		
Transfers	\$	25,649
Reserves		501,661
<hr/>		
<b>Total Non-Departmental</b>	\$	<b>527,310</b>
<hr/>		
<b>Total SDC Local Storm Improvement Fund</b>	\$	<b>1,715,217</b>
<hr/>		

SDC Storm Drainage Reimbursement Fund - 441

<b>Department Operating</b>		
Development & Public Works	\$	16,344
<hr/>		
<b>Total Development &amp; Public Works Capital Projects</b>	\$	<b>46,000</b>
<hr/>		
<b>Non-Departmental</b>		
Reserves	\$	39,228
<hr/>		
<b>Total SDC Local Wastewater Reimb. Fund</b>	\$	<b>101,572</b>
<hr/>		

SDC Sanitary Sewer Reimbursement Fund - 442

<b>Department Operating</b>		
Development & Public Works	\$	105,440
<hr/>		
<b>Total Development &amp; Public Works Capital Projects</b>	\$	<b>254,000</b>
<hr/>		
<b>Non-Departmental</b>		
Reserves	\$	903,460
<hr/>		
<b>Total SDC Local Wastewater Reimb. Fund</b>	\$	<b>1,262,900</b>
<hr/>		

Dollar Amount

SDC Sanitary Sewer Improvement Fund - 443

<b>Department Operating</b>		
Development & Public Works	\$	48,324
<b>Total Development &amp; Public Works Capital Projects</b>	\$	<b>127,000</b>
<b>Non-Departmental</b>		
Transfers	\$	45,662
Reserves		292,333
<b>Total Non-Departmental</b>	\$	<b>337,995</b>
<b>Total SDC Local Wastewater Improve. Fund</b>	\$	<b>513,319</b>

SDC Regional Wastewater Reimbursement Fund - 444

<b>Department Operating</b>		
Development & Public Works	\$	4,000
<b>Non-Departmental</b>		
Transfers	\$	16,524
Reserves		137,596
<b>Total Non-Departmental</b>	\$	<b>154,120</b>
<b>Total SDC Regional Wastewater Reimb. Fund</b>	\$	<b>158,120</b>

SDC Regional Wastewater Improvement Fund - 445

<b>Department Operating</b>		
Development & Public Works	\$	3,500
<b>Non-Departmental</b>		
Transfers	\$	1,200,000
Reserves		998,474
<b>Total Non-Departmental</b>	\$	<b>2,198,474</b>
<b>Total SDC Regional Wastewater Improve. Fund</b>	\$	<b>2,201,974</b>

Dollar Amount

SDC Transportation Reimbursement Fund - 446

<b>Department Operating</b>		
Development & Public Works	\$	48,677
<b>Total Development &amp; Public Works Capital Projects</b>	<b>\$</b>	<b>236,000</b>
<b>Non-Departmental</b>		
Transfers	\$	10,374
Reserves		13,862
<b>Total Non-Departmental</b>	<b>\$</b>	<b>24,236</b>
<b>Total SDC Transportation Reimbursement Fund</b>	<b>\$</b>	<b>308,913</b>

SDC Transportation Improvement Fund - 447

<b>Department Operating</b>		
Development & Public Works	\$	177,451
<b>Total Development &amp; Public Works Capital Projects</b>	<b>\$</b>	<b>501,527</b>
<b>Non-Departmental</b>		
Reserves	\$	896,453
<b>Total SDC Transportation Improvement Fund</b>	<b>\$</b>	<b>1,575,431</b>

Sanitary Sewer Operations Fund - 611

<b>Department Operating</b>		
Finance	\$	11,427
Development & Public Works		3,382,563
<b>Total Department Operating</b>	<b>\$</b>	<b>3,393,990</b>
<b>Non-Departmental</b>		
Transfers	\$	2,953,000
Debt Service		2,020,400
Reserves		3,406,041
<b>Total Non-Departmental</b>	<b>\$</b>	<b>8,379,441</b>
<b>Total Sewer Operations Fund</b>	<b>\$</b>	<b>11,773,431</b>

	<u>Dollar Amount</u>	
<b><u>Regional Wastewater Fund - 612</u></b>		
<b>Department Operating</b>		
Finance	\$	114,054
Development & Public Works		16,059,161
<b>Total Department Operating</b>	<b>\$</b>	<b>16,173,215</b>
<b>Non-Departmental</b>		
Transfers	\$	13,353,364
Debt Service		1,136,590
Reserves		11,285,052
<b>Total Non-Departmental</b>	<b>\$</b>	<b>25,775,006</b>
<b>Total Regional Wastewater Fund</b>	<b>\$</b>	<b>41,948,221</b>

<b><u>Ambulance Fund - 615</u></b>		
<b>Department Operating</b>		
Fire and Life Safety	\$	5,051,045
<b>Non-Departmental</b>		
Reserves	\$	-
<b>Total Ambulance Fund</b>	<b>\$</b>	<b>5,051,045</b>

<b><u>Storm Drainage Operating Fund - 617</u></b>		
<b>Department Operating</b>		
Finance	\$	11,427
Development & Public Works		4,598,618
<b>Total Department Operating</b>	<b>\$</b>	<b>4,610,045</b>
<b>Non-Departmental</b>		
Transfers	\$	925,000
Debt Service		706,775
Reserves		2,280,185
<b>Total Non-Departmental</b>	<b>\$</b>	<b>3,911,960</b>
<b>Total Drainage Operating Fund</b>	<b>\$</b>	<b>8,522,005</b>

	<u>Dollar Amount</u>	
<b><u>Booth-Kelly Fund - 618</u></b>		
<b>Department Operating</b>		
Development & Public Works	\$	543,361
<b>Total Development &amp; Public Works Capital Projects</b>	\$	539,000
<b>Non-Departmental</b>		
Debt Service	\$	919,315
Reserves		442,094
<b>Total Non-Departmental</b>	\$	1,361,409
<b>Total Booth-Kelly Fund</b>	\$	2,443,770

<b><u>Regional Fiber Consortium - 629</u></b>		
<b>Department Operating</b>		
Development & Public Works	\$	46,100
<b>Non-Departmental</b>		
Reserves	\$	45,833
<b>Total Regional Fiber Consortium Fund</b>	\$	91,933

<b><u>Insurance Fund - 707</u></b>		
<b>Department Operating</b>		
Human Resources	\$	813,851
<b>Non-Departmental</b>		
Transfers	\$	375,593
Special Payments/Miscellaneous Fiscal Transactions		15,894,120
Reserves		3,598,215
<b>Total Non-Departmental</b>	\$	19,867,928
<b>Total Insurance Fund</b>	\$	20,681,779

Dollar Amount

Vehicle and Equipment Fund - 713

<b>Department Operating</b>		
Human Resources	\$	10,000
Finance		5,600
Information Technology		135,000
Fire and Life Safety		1,155,900
Police		306,500
Library		1,500
Development & Public Works		385,235
<b>Total Department Operating</b>	<b>\$</b>	<b>1,999,735</b>
<b>Non-Departmental</b>		
Transfers	\$	165,000
Debt Service		375,616
Reserves		6,753,796
<b>Total Non-Departmental</b>	<b>\$</b>	<b>7,294,412</b>
<b>Total Vehicle and Equipment Fund</b>	<b>\$</b>	<b>9,294,147</b>

SDC Administration Fund - 719

<b>Department Operating</b>		
Finance	\$	17,281
Development & Public Works		553,347
<b>Total Department Operating</b>	<b>\$</b>	<b>570,628</b>
<b>Non-Departmental</b>		
Reserves	\$	81,802
<b>Total SDC Administration Fund</b>	<b>\$</b>	<b>652,430</b>
<b>TOTAL RESOLUTION</b>	<b>\$</b>	<b>303,602,488</b>



## City of Springfield Funds

<b>Fund Number</b>	<b>Fund Title</b>	<b>Budget Funds</b>	<b>Non Budget Funds</b>
100	General Fund	Reporting Fund	
150	GAAP General Fund		Non Reporting Fund
201	Street Fund	Reporting Fund	
202	Jail Operations Fund	Reporting Fund	
204	Special Revenue Fund	Reporting Fund	
208	Transient Room Tax Fund	Reporting Fund	
210	Community Development Fund	Reporting Fund	
214	Housing Rehab Revolving Fund		Non Reporting Fund
222	Riverbend Development Fund	Reporting Fund	
224	Building Code Fund	Reporting Fund	
229	SEDA Glenwood General Fund		Non Reporting Fund
230	SEDA Downtown General Fund		Non Reporting Fund
235	Fire Local Option Levy Fund	Reporting Fund	
236	Police Local Option Levy Fund	Reporting Fund	
251	GAAP Street Fund		Non Reporting Fund
253	GAAP Museum Fund		Non Reporting Fund
254	GAAP Special Revenue Fund		Non Reporting Fund
258	GAAP Transient Room Tax Fund		Non Reporting Fund
260	GAAP Community Development Fund		Non Reporting Fund
264	GAAP Housing Rehab Revolving Fund		Non Reporting Fund
272	GAAP River Bend Fund		Non Reporting Fund
274	GAAP Building Code Fund		Non Reporting Fund
279	GAAP Regional Fiber Consortium Fund		Non Reporting Fund
285	GAAP Fire Levy		Non Reporting Fund
286	GAAP Police Levy		Non Reporting Fund
305	Bancroft Redemption Fund	Reporting Fund	
306	Bond Sinking Fund	Reporting Fund	
312	Regional Wastewater Debt Service Fund	Reporting Fund	
355	GAAP Bancroft Fund		Non Reporting Fund
356	GAAP Bond Sinking Fund		Non Reporting Fund
409	Sanitary Sewer Capital Fund	Reporting Fund	
412	Regional Wastewater Revenue Bond Capital Projects Fund	Reporting Fund	
419	Development Assessment Capital Fund	Reporting Fund	
420	Development Projects Fund	Reporting Fund	
425	Storm Drainage Capital Fund	Reporting Fund	
427	G. O. Bond Capital Projects Fund	Reporting Fund	
428	Police Building Bond Capital Fund	Reporting Fund	
429	SEDA Glenwood Capital Projects Fund		Non Reporting Fund
430	SEDA Downtown Capital Projects Fund		Non Reporting Fund
433	Regional Wastewater Capital Fund	Reporting Fund	
434	Street Capital Fund	Reporting Fund	
440	SDC Storm Drainage Improvement Fund	Reporting Fund	
441	SDC Storm Drainage Reimbursement Fund	Reporting Fund	
442	SDC Sanitary Sewer Reimbursement Fund	Reporting Fund	

## City of Springfield Funds

<b>Fund Number</b>	<b>Fund Title</b>	<b>Budget Funds</b>	<b>Non Budget Funds</b>
443	SDC Sanitary Sewer Improvement Fund	Reporting Fund	
444	SDC Regional Wastewater Reimbursement Fund	Reporting Fund	
445	SDC Regional Wastewater Improvement Fund	Reporting Fund	
446	SDC Transportation Reimbursement Fund	Reporting Fund	
447	SDC Transportation Improvement Fund	Reporting Fund	
459	GAAP Sewer Capital Projects Fund		Non Reporting Fund
466	GAAP SDC Projects		Non Reporting Fund
469	GAAP Development Assessment Fund		Non Reporting Fund
470	GAAP Development Projects Fund		Non Reporting Fund
477	GAAP GO Bond Capital Projects Fund		Non Reporting Fund
483	GAAP Regional Wastewater Capital Fund		Non Reporting Fund
484	GAAP Street Capital Fund		Non Reporting Fund
485	GAAP Street SDC Fund		Non Reporting Fund
486	GAAP Sewer SDC Fund		Non Reporting Fund
487	GAAP Regional Wastewater SDC Fund		Non Reporting Fund
611	Sanitary Sewer Operations Fund	Reporting Fund	
612	Regional Wastewater Fund	Reporting Fund	
615	Ambulance Fund	Reporting Fund	
617	Storm Drainage Operating Fund	Reporting Fund	
618	Booth-Kelly Fund	Reporting Fund	
629	Regional Fiber Consortium Fund	Reporting Fund	
661	GAAP Sewer Operations Fund		Non Reporting Fund
662	GAAP Regional Wastewater Fund		Non Reporting Fund
665	GAAP Emergency Medical Services Fund		Non Reporting Fund
668	GAAP Booth Kelly Fund		Non Reporting Fund
679	GAAP Regional Fiber Consortium Fund		Non Reporting Fund
707	Insurance Fund	Reporting Fund	
713	Vehicle and Equipment Fund	Reporting Fund	
719	SDC Administration Fund	Reporting Fund	
757	GAAP Insurance Fund		Non Reporting Fund
763	GAAP Vehicle and Equipment Fund		Non Reporting Fund
821	Agency Fund		Non Reporting Fund
823	Investment Fund		Non Reporting Fund
828	Springfield Retirement Trust Fund		Non Reporting Fund
931	General Fixed Asset Account Group		Non Reporting Fund
932	General Long Term Debt Account		Non Reporting Fund
933	GAAP Adjustment Fund		Non Reporting Fund

Non Reporting Funds are non budget reporting funds, and are utilized exclusively to create the City's Comprehensive Annual Financial Report (CAFR).

**FORM LB-1**

**NOTICE OF BUDGET HEARING**

A public meeting of the Springfield City Council will be held on Jun 18, 2012 at 7:00 pm at Springfield City Hall (Council Chambers), 225 5th Street, Springfield, Oregon. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2012 as approved by the City of Springfield Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at the City's Finance office, between the hours of 8:00 a.m. and 5:00 p.m. This budget is for an annual budget period. This budget was prepared on a basis of accounting that is consistent with the basis of accounting used during the preceding year. Major changes, if any, and their effect on the budget, are explained below. This budget is for an Annual Period.

Contact: Robert Duey

Telephone: 541-726-3740

Email: rduey@springfield-or.gov

<b>FINANCIAL SUMMARY - RESOURCES</b>			
<b>TOTAL OF ALL FUNDS</b>	Actual Amount 2010-11	Adopted Budget This Year 2011-12	Approved Budget Next Year 2012-13
Beginning Fund Balance/Net Working Capital	145,570,507	161,484,827	157,490,570
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	55,013,836	57,303,272	57,285,868
Federal, State and All Other Grants, Gifts, Allocations and Donations	6,801,213	8,175,436	5,725,731
Revenue from Bonds and Other Debt			
Interfund Transfers / Internal Service Reimbursements	55,440,496	54,366,192	48,542,453
All Other Resources Except Property Taxes	10,312,135	9,024,949	7,838,945
Property Taxes Estimated to be Received	25,671,644	25,503,683	26,718,921
<b>Total Resources</b>	<b>298,809,832</b>	<b>315,858,359</b>	<b>303,602,488</b>

<b>FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION</b>			
Personnel Services	44,499,308	46,541,356	46,847,934
Materials and Services	28,312,803	33,042,008	31,936,484
Capital Outlay	12,445,762	61,466,862	47,979,530
Debt Service	15,487,195	16,225,106	16,393,046
Interfund Transfers	23,074,758	25,079,402	27,179,666
Contingencies		600,000	600,000
Special Payments	13,201,272	17,288,800	15,894,120
Unappropriated Ending Balance and Reserved for Future Expenditure		115,614,825	116,771,708
<b>Total Requirements</b>	<b>137,021,099</b>	<b>315,858,359</b>	<b>303,602,488</b>

<b>FINANCIAL SUMMARY - REQUIREMENTS BY ORGANIZATIONAL UNIT OR PROGRAM *</b>			
<b>Name of Organizational Unit or Program FTE for that unit or program</b>			
City Managers Office	1,451,174	1,448,267	1,561,061
FTE	8.00	7.00	7.00
Legal Judicial Services	1,581,145	1,817,717	1,821,588
FTE	8.55	8.85	8.84
Human Resources	1,084,004	1,221,841	1,214,915
FTE	6.00	6.00	6.00
Finance	1,012,624	1,127,932	1,126,549
FTE	10.30	9.80	9.50
Information Technology	1,650,480	1,439,063	1,535,217
FTE	10.00	10.00	10.00
Fire & Life Safety	16,636,547	16,664,982	17,820,448
FTE	106.00	103.00	101.00
Police	16,911,017	18,823,583	18,951,023
FTE	126.00	124.17	123.00
Library	1,372,206	1,448,901	1,488,108
FTE	13.40	12.40	12.60
Public Works	38,904,357	91,300,599	
FTE	116.00	110.50	
Development Services	4,654,319	5,757,341	
FTE	33.25	30.25	
Development & Public Works			81,245,039
FTE			130.55
Non-Departmental / Non-Program	51,763,226	174,808,133	176,838,540
FTE			
<b>Total Requirements</b>	<b>137,021,099</b>	<b>315,858,359</b>	<b>303,602,488</b>
<b>Total FTE</b>	<b>437.50</b>	<b>421.97</b>	<b>408.49</b>

**STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING \***

The City of Springfield has shown resiliency as it deals with stagnant and declining revenue. The proposed budget is balanced with limited impacts on high priority city services. This has been accomplished by reducing staffing where workloads have decreased due to low levels of development activities as well as through innovation and willingness to rethink how to provide services in the most cost effective manner. The approved budget eliminates 13.5 positions across the organization compared to the fiscal year 2011-2012 budget. The reorganization of the Development Services and Public Works Departments into a single department titled Development and Public Works Department is evidenced by the creation of a single new organizational unit and the elimination of the two previous units.

<b>PROPERTY TAX LEVIES</b>			
	Rate or Amount Imposed	Rate or Amount Imposed	Rate or Amount Approved
	FY13 Adopted Budget		243

Permanent Rate Levy (rate limit \$4.7403 per \$1,000)	4.7403	4.7403	4.7403
Fire Local Option Levy	.3600	.3600	.3600
Police Local Option Levy	1.09	1.09	1.09
Levy For General Obligation Bonds	\$3,231,586	\$3,243,661	\$3,261,900

STATEMENT OF INDEBTEDNESS		
LONG TERM DEBT	Estimated Debt Outstanding on July 1.	Estimated Debt Authorized, But Not Incurred on July 1
General Obligation Bonds	\$3,295,157	
Other Bonds	\$2,653,957	
Other Borrowings	\$1,221,701	
<b>Total</b>	<b>\$7,170,815</b>	<b>\$0</b>

# Notice of Property Tax and Certification of Intent to Impose a Tax, Fee, Assessment or Charge on Property

To assessor of Lane County

# FORM LB-50 2012-2013

Check here if this is an amended form.

• Be sure to read instructions in the Notice of Property Tax Levy Forms and Instruction booklet

The City of Springfield has the responsibility and authority to place the following property tax, fee, charge or assessment on the tax roll of Lane County. The property tax, fee, charge or assessment is categorized as stated by this form.

<u>225 Fifth Street</u> <small>Mailing Address of District</small>	<u>Srpingfield</u> <small>City</small>	<u>OR</u> <small>State</small>	<u>97477</u> <small>ZIP code</small>	<u>June 19, 2012</u> <small>Date</small>
<u>Bob Duey</u> <small>Contact Person</small>	<u>Director of Finance</u> <small>Title</small>	<u>541-726-3740</u> <small>Daytime Telephone</small>	<u><a href="mailto:rduey@springfield-or.gov">rduey@springfield-or.gov</a></u> <small>Contact Person E-Mail</small>	

**CERTIFICATION** - You **must** check one box if your district is subject to Local Budget Law.

**XX** The tax rate or levy amounts certified in Part I are within the tax rate or levy amounts approved by the budget committee.

The tax rate or levy amounts certified in Part I were changed by the governing body and republished as required in ORS 294.435.

**PART I: TOTAL PROPERTY TAX LEVY**

**Subject to  
General Government Limits**  
Rate -or- Dollar Amount

1. Rate/Amount levied (within permanent rate limit) . . . . .	1	4.7403	<b>Excluded from Measure 5 Limits</b>	<small>Dollar Amount of Bond Levy</small>
2. Local option operating tax . . . . .	2	1.45		
3. Local option capital project tax . . . . .	3			
4. Levy for pension and disability obligations . . . . .	4			
5a. Levy for bonded indebtedness from bonds approved by voters <b>prior</b> to October 6, 2001 . . . . .	5a.	<b>1,295,685</b>		
5b. Levy for bonded indebtedness from bonds approved by voters <b>on or after</b> October 6, 2001 . . . . .	5b.	1,966,215		
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b) . . . . .	5c.	<b>3,261,900</b>		

**PART II: RATE LIMIT CERTIFICATION**

6. Permanent rate limit in dollars and cents per \$1,000 . . . . .	6	<b>4.7403</b>	
7. Election date when your <b>new district</b> received voter approval for your permanent rate limit . . . . .	7	N/A	
8. Estimated permanent rate limit for newly <b>merged/consolidated district</b> . . . . .	8	N/A	

**PART III: SCHEDULE OF LOCAL OPTION TAXES** - Enter all local option taxes on this schedule. If there are more than two taxes, attach a sheet showing the information for each.

Purpose (operating, capital project, or mixed)	Date voters approved local option ballot measure	First year levied	Final year to be levied	Tax amount -or- rate authorized per year by voters
Operating (Renewal of Fire and Life Safety Local Option Operating Levy)	November 2010	2011/2012	2015/2016	.36
Operating (Levy for Police Services and Municipal Jail Operations)	November 2006	2008/2009	2012/2013	1.09

**Part IV. SPECIAL ASSESSMENTS, FEES AND CHARGES**

Description	Subject to General Government Limitation	Excluded from Measure 5 Limitation
1                      None		
2                      None		

If fees, charges, or assessments will be imposed on specific property within your district, you must attach a complete listing of properties, by assessor's account number, to which fees, charges, or assessments will be imposed. Show the fees, charges, or assessments uniformly imposed on the properties. If these amounts are not uniform, show the amount imposed on each property.

The authority for putting these assessments on the roll is ORS \_\_\_\_\_ (Must be completed if you have an entry in Part IV)

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