

# City of Springfield, Oregon

## Budget Brief Fiscal Year 2016

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### Budget Message

The Fiscal Year 2016 budget makes strategic investments that will improve service delivery to the citizens of Springfield and control costs. The preparation of this year's budget continues the use of the Priority Based Budgeting tool introduced during last year's budget review.

The starting point for the preparation of this years budget was the creation of comprehensive list of programs needing additional investments; the list was prioritized and recommendations were established. Without having the advantage of significant additional resources, improving programs had to rely on shifting resources coupled with controlling costs in order to remain fiscally stable over a three year time frame.

The result of the budget preparation efforts is a FY16 budget that contains improvements in program areas related to public safety, economic development, Library and Development & Public Works. In addition, the budget contains investments in Finance and Human Resources designed to produce cost savings and/or allow for the reallocation of resources to high priority services.

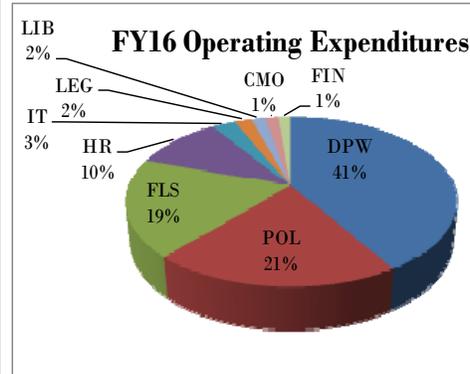
The condition of city streets continues to deteriorate due to lack of funding for maintenance and preservation. And, there is a growing backlog of projects needed to adequately maintain city buildings and reserves are inadequate to replace building components such as heating and air-conditioning systems. Another major unfunded project is the improvements to City Hall that will be needed to bring the building up to current seismic standards. While the issues regarding the maintenance of city building are significant, they are not insurmountable if addressed in the next several years.

The FY16 budget moves the community and the city organization forward by shifting resources among programs and controlling costs. It is noteworthy that the proposed budget contains a number of service enhancements while only increasing the total number of employees by 0.60 full time equivalents. City employees continuously strive to cost effectively improve services to the citizens of Springfield.

~ Gino Grimaldi, City Manager

Budget Summary	FY15 Amended	FY16 Approved	% Chg
<b>Beginning Cash (1,000s)</b>	<b>\$179,195</b>	<b>\$183,348</b>	<b>2.3%</b>
<b>Revenues</b>			
Taxes	\$31,959	\$31,927	-0.1%
Licenses, Permits and Fees	3,537	3,838	7.8%
Intergovernmental	9,882	8,928	-10.7%
Charges for Service	67,643	70,480	4.0%
Fines and Forfeitures	2,027	1,853	-9.4%
Use of Money & Property	2,411	2,671	9.7%
Special Assessments	17	14	-21.8%
Miscellaneous Receipts	1,000	1,015	1.4%
Other Financing Sources	33,722	36,537	7.7%
<b>Total Revenue</b>	<b>152,200</b>	<b>157,263</b>	<b>3.2%</b>
<b>Total Resources</b>	<b>331,395</b>	<b>340,611</b>	<b>2.71%</b>
<b>Operating Expenditures</b>			
City Manager's Office	1,487	1,547	4.0%
Devlp. & Public Works	41,652	41,006	-1.6%
Finance	1,229	1,425	13.7%
Fire and Life Safety	17,769	18,677	4.9%
Human Resources	9,508	10,178	6.6%
Information Technology	1,736	2,742	36.7%
Legal & Judicial Services	1,966	2,025	2.9%
Library	1,717	1,696	-1.3%
Police	20,537	20,595	0.3%
<b>Total Operating Budget</b>	<b>97,601</b>	<b>99,887</b>	<b>2.4%</b>
<b>Non-Operating Budget</b>			
Capital Projects	32,148	34,839	7.7%
Contingency	600	600	0.0%
Debt Activities	16,859	15,225	-10.7%
Interfund Transfers	22,460	25,017	10.2%
Statutory Payments	9,706	10,121	4.1%
Unappropriated Balances	498	355	-40.2%
<b>Total Non-Op. Budget</b>	<b>82,271</b>	<b>86,157</b>	<b>4.5%</b>
<b>Total Appropriated Budget</b>	<b>179,872</b>	<b>186,043</b>	<b>3.3%</b>
<b>Ending Fund Balance*</b>	<b>\$151,523</b>	<b>\$154,563</b>	<b>2.0%</b>

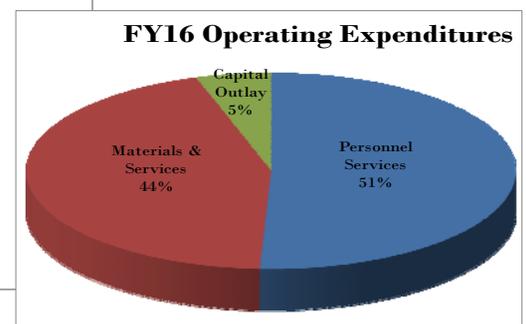
\*The difference between last year's ending fund balance and this year's beginning fund balance is due to numerous factors including department re-appropriations, capital projects needing to be carried over and completed in the next year, projects not pursued, and unanticipated savings. Numbers are listed in 1,000s.



FTE	FY15	FY16	Chng.
CMO	7.5	7.5	0.0
DPW	130.0	123	-7.0
FIN	9.5	11.7	2.2
FLS	100.0	99.0	-1.0
HR	6.0	6.0	0.0
IT	10.0	15.0	5.0
LEG	8.8	8.8	0.0
LIB	13.1	13.5	0.4
POL	123.0	124.0	1.0
<b>Total</b>	<b>407.9</b>	<b>408.5</b>	<b>0.6</b>

### Council Goals

- Provide Financially Responsible and Innovative Government Services
- Encourage Economic Development and Revitalization through Community Partnerships
- Strengthen Public Safety by Leveraging Partnerships and Resources
- Foster an Environment that values Diversity and Inclusion
- Maintain and Improve Infrastructure and Facilities
- Promote and Enhance our Hometown Feel while focusing on Livability and Environmental Quality



## City Manager's Office

The City Manager's Office is responsible for implementing the City Council's goals, policies, and decisions; managing and administering the organization; providing public information; and maintaining the City's official records. Highlights for FY16:

- Shifting responsibilities will provide increased focus on ongoing economic development activities including Glenwood and Downtown redevelopment and the redevelopment of the Booth Kelly facility.

- Planned retirement will allow for the additional department realignments to provide for additional support in areas such as intergovernmental relations, involvement in state legislative issues and support for the Mayor and City Council for major initiatives.

- \$50k contribution to SWEDCO is a newly formed regional organization focused on regional business recruitment, retention, and expansion. They are supported by the City of Springfield, Eugene, Lane County, Eugene Chamber of Commerce, Springfield Chamber of Commerce, Lane Workforce Partnership and multiple businesses.



## Finance Department

The Finance Department provides financial management services to City departments, Council and Budget Committee; oversees the preparation and monitoring of the City's annual

budget, CAFR audit report, cash management and investments, procurement activities, and also provides services to Metro Wastewater Management Commission, the Regional Fiber Consortium, and Springfield Economic Development Agency. Highlights for FY16:

- An additional 1.0 FTE Analyst and .2 FTE Assistant have been added to provide capacity to evaluate City programs and resources. It is anticipated that the savings realized through the various studies will exceed the cost to fund the positions.
- Small investment in technology for journal entry work flow and contract work flow will allow staff to work more efficiently by automating the approval, filing and retrieval of required documents; saving departments significant time and physical space for centralized filing cabinets.
- Efforts to consolidate the accounts receivable program across the entire city will be evaluated; developing standards that are consistent across all departments and possibly a reduction in overall staff effort by developing a single point of contract for most billings and receipting.
- FY15 Accounts Payable consolidation efforts continue with the addition of 1.0 FTE that was realigned from the Development & Public Works Department.

FIN Programs (1000)	FY15	FY16	Chng.
Finance	\$ 1,229	\$ 1,425	15.9%
<b>Total</b>	<b>\$ 1,229</b>	<b>\$ 1,425</b>	<b>15.9%</b>



## Fire & Life Safety Department

The Fire & Life Safety Department provide services that prevent the loss of life and property, and protect the environment; supports and controls a diversified service delivery system for the City, the urban growth boundary, and East Lane Ambulance Service areas; provides fire, rescue and EMS first response to three contract districts Glenwood, Rainbow and a portion of Willakenzie Districts; and performs ambulance billing services to twenty-four jurisdictions through out the State; and administers the FireMed membership program for the City, Eugene Fire & EMS, and Lane Rural Fire/Rescue. Highlights for FY16:

- Budget includes \$30,000 for a new system to alert fire stations to calls. The existing system alerts fire stations sequentially. The proposed system will alert stations simultaneously which will reduce the time it takes to notify responders by 20 to 40 seconds depending on the type of call.
- Reduction of 1.0 FTE support personnel.
- Funds have been identified for the needed replacement of turnouts and fire hoses.



FLS Programs (1000)	FY15	FY16	Chng.
Eng. Med. Services	\$ 4,107	\$ 4,405	7.3%
EMS Account Svs.	895	930	3.9%
FireMed	499	518	3.9%
FireMed Enterprise	32	32	0.8%
Fire Prevention	501	495	-1.3%
Haz-Mat	56	54	-2.4%
Fire Operations	10,739	11,061	3.0%
Training	420	709	68.8%
<b>Total</b>	<b>\$ 11,717</b>	<b>\$ 12,320</b>	<b>5.1%</b>

HR Programs (1000)	FY15	FY16	Chng.
Personnel Admin	\$ 415	\$ 410	-1.1%
Support Services	18	18	0.0%
Citywide Training	22	22	0.0%
Employee Benefits	485	481	-0.8%
Risk Management	313	281	-10.4%
Workers Comp	135	120	-11.3%
Wellness Clinic	-	191	
Self Funded Ins	8,121	8,656	6.6%
<b>Total</b>	<b>\$ 9,508</b>	<b>\$ 10,178</b>	<b>7.0%</b>

## Human Resources Department

The Human Resources Department serves as support for all other City departments by providing all major employment, risk and benefit services; administers a job classification system, oversees compensation practices to ensure compliance with State and Federal regulations; works with collective bargaining units and administers the labor contracts; and manages the employee benefits programs.

Highlights for FY16:

- Budget includes the continue efforts of the Volunteer Coordinator program which oversees 200 volunteers citywide.
- Continues the efforts to track Workers Compensation and Short and Long Term Disability claims which result in additional wage subsidy and worksite modification funding of approximately \$44k program to be reevaluated every six months.
- Provides for a full year of staffing the Employee Wellness Clinic with a Nurse Practitioner. This program allows employees to access a higher level of care and avoid costlier visits to physicians. It is anticipated that this will reduce the city's health care costs and improves the health of city employees. Plans are being developed to move the clinic from its current locations to a new location within City Hall.



Sarah Aiken, RN, MS, WHNP/FNP 2015

## Information Technology Department

The Information Technology Department helps other 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. Highlights for FY16:

- Facing an anticipated audit by the Federal Bureau of Investigation and the Oregon State Police, IT reviewed its recent regional audit reports and initiated a preparatory internal audit; followed legal advice to develop and implement a work plan to meet published requirement for the protection of Criminal Justice Information System information.
- GIS will be moving from the Development & Public Works Department and will be a program within the department. The change has no impact to FTE or operating expenses for the City but will allow for efficiencies that will better coordinate customer needs.
- With the reorganization of IT and GIS new strategic plans and a consolidation of work plan was implemented. This led to the development of new policies and operating procedures to streamline work and increase system security.
- Budget also includes resources for major equipment replacement and system upgrades

IT Programs (1000)	FY15	FY16	Chng.
Information Svc.	\$ 1,732	\$ 1,709	-1.3%
GIS	-	1,027	
Telecomm.	4	6	50.0%
<b>Total</b>	<b>\$ 1,736</b>	<b>\$ 2,742</b>	<b>58.0%</b>

LGL Programs (1000)	FY15	FY16	Chng.
City Attorney	\$ 361	\$ 396	9.7%
City Prosecutor	209	217	3.7%
Municipal Court	1,396	1,412	1.2%
<b>Total</b>	<b>\$ 1,966</b>	<b>\$ 2,025</b>	<b>3.0%</b>

## Legal & Judicial Services

The City Attorney, City Prosecutor and the Municipal Court comprise the service area identified as Legal and Judicial Services. The City Attorney 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. The City Prosecutor represents the City in Municipal Court and Appellate Courts. 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. Highlight for FY16:

- DUII Court is an intensive compliance program using DUII Diversion agreement for first time offenders. This program should reduce future re-offenses and it is anticipated that this will help reduce the high expenditures associated with the Probation Monitoring and Enforcement Program.
- A Veterans' referral process is being developed to help connect eligible defendants to services available through other Veteran programs. If eligible, it is hoped that services and assistance may help veterans avoid future criminal activity.
- Wage garnishment and "DOR" Department of Revenue programs are being implemented to assist the department with delinquent collection efforts.



Judge Kim

Judge Williams



Meeting Community Needs @ the Library

## Library

The 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; provides high-speed internet access as well as the ability to download digital audio books and e-books from home. 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. Highlights for FY16:

- The Library will complete the implementation of the patron self-service checkout stations which will be faster and more cost efficient allowing the Library to address other patron service needs without increasing staff. The ability to address other patron needs will be dependent on the extent of the use of the self-service checkout stations.
- The leadership structure of the department continues to be fine-tuned to create a structure that meets their needs at a lower cost. The Library's reorganization produced a savings and a portion was used to increase a library technician by 0.4 FTE to full time. This will provide additional staff support for timely material support and public desk coverage.

LIB Programs (1000)	FY15	FY16	Chng.
Adult/Reference Svc.	\$ 552	\$ 574	4.0%
Youth Services	154	139	-10.0%
Community Svc.	54	42	-22.3%
Support Services	958	942	-1.7%
<b>Total</b>	<b>\$ 1,717</b>	<b>\$ 1,696</b>	<b>-1.2%</b>



Building Community @ the Library 2014

## Police Department

The Police Department provides public safety and crime prevention services for the City through patrol, traffic enforcement, crime analysis and investigation, evidence control, records management and animal control services. Highlights for FY16:

- Four Lieutenants positions were created to improve the ability of the department to respond to changing conditions in the community; a creation of a special response team; to improve succession planning; move towards state accreditation; and to increase training opportunities for staff. This change had minimal impact to operating cost.
- Includes an \$18k pilot project for the use of body cameras, it is anticipated that the deployment of body cameras will be beneficial to both the public and police officers
- One additional Detention Officer is included in the budget. This will reduce the number of forced overtime shifts worked by Detention Officers.



National Night Out '14

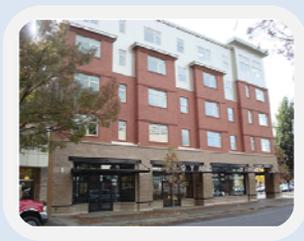


Officer Sorby and Danner

POL Programs (1000)	FY15	FY16	Chng.
Office of the Chief	\$ 3,111	\$ 3,654	17.5%
Operations Div.	8,772	10,344	17.9%
Support Svc. Div.	4,833	3,016	-37.6%
Detention Ops.	2,888	3,162	9.5%
Services Bureau	933	420	-55.0%
<b>Total</b>	<b>\$ 20,537</b>	<b>\$ 20,595</b>	<b>0.3%</b>

## Development & Public Works Department

The Development & Public Works Department is comprised of 5 divisions. **Community Development Division** is responsible for the planning, design and construction of public improvements, transportation system, and comprehensive land use plans. **Current Development Division** actively works to increase City housing, business and industry development opportunities. **Environmental Services Division** provides administration, management and capital improvements planning and construction services for the Metropolitan Wastewater Management Commission. **Operations Division** is responsible for maintaining the City's built infrastructure including streets, wastewater collection system, surface and subsurface stormwater systems, landscapes and entrances, traffic control systems and the City's buildings/facilities and project management. The **Office of Director** provide administrative support for the other four divisions along with management oversight. Highlights for FY16:



DPW Programs (1000)	FY15	FY16	Chng.
Office of Director	\$ 2,958	\$ 2,456	-17.0%
Technical Services	1,478	444	-70.0%
Operations	10,477	9,509	-9.2%
Current Dev.	3,969	3,717	-6.3%
ESD	20,150	22,480	11.6%
Community Dev.	2,619	2,399	-8.4%
<b>Total</b>	<b>\$ 41,652</b>	<b>\$ 41,006</b>	<b>-1.6%</b>

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



## Capital Budget

The FY16 Capital Budget is based on the City's Capital Improvement Program (CIP), A Community Reinvestment Plan, which is a five-year outlook of the City's planned physical improvements. The CIP includes cost estimates and projected financing for maintaining, improving, or adding to the City's increasing investment in fixed assets. These estimates, in turn, are derived from long term facilities master plans designed to anticipate City needs over a 20 year horizon. These fixed assets include streets, sidewalks, traffic signs and signals, street lights, sanitary sewer and drainage systems, and city-owned buildings and property. The City's actual commitment to expend public funds occurs in the annual City budget process, with the first year of the CIP acting as a guide for the capital portion of the budget. In addition, the Capital Budget includes projects proposed for the Regional Wastewater Collection and Treatment Systems. These projects are included based on the actions of the Metropolitan Wastewater Management Commission (MWMC), which owns and oversees the Regional Wastewater Facilities serving the Eugene-Springfield metropolitan area. The Springfield Capital Budget includes appropriations for these items to fulfill the City's responsibilities under the Intergovernmental Agreement between the City, the City of Eugene, and Lane County which created the MWMC, and assigns financial and capital management functions to the City of Springfield. The City's responsible for maintaining and building facilities that are critical to the livability and the economic vitality of the community. The Fiscal Year 2016 budget invests approximately \$38 million in these facilities. **Highlight for FY16:**

- **Gateway Street Overlay** – The City has received approximately \$1.5 million in Surface Transportation funding for pavement preservation work on Gateway Street. The project includes 0.97 miles of pavement preservation as well as accessibility and signal upgrades.
- **Franklin Boulevard Sanitary Sewer Expansion** – The expansion of the sewer began last fiscal year and will be completed in Fiscal Year 2016 providing the availability of sewer service the entire length of Franklin Boulevard that is within the Urban Growth Boundary. This is a critical element to the redevelopment of the Glenwood area.



- **Franklin Boulevard Reconstruction** – The City has received \$6 million in state fund and another \$3.5 to \$5 million is a state loan for the first phase of the reconstruction of Franklin Boulevard. The first phase will begin from the Franklin/McVey intersection and terminate in the vicinity of Mississippi Avenue. The project will create a multiway boulevard that includes access lanes and parking adjacent to the arterial.
- **Over-Under Channel Pipe Replacement** - Channel is part of the City's stormwater system serving mid Springfield from 5th to 28th Streets and from Main Street to Highway 126. The name of the Channel comes from the configuration of the system where stormwater is collected and conveyed in both an open channel and in a large pipe located under and adjacent to the channel. A portion of the piped system, from the east side of Silke Field to the outfall of the system into the Q Street Channel at Moffitt School, is a corrugated metal arch pipe (CMP) installed in the late 1950's and early 1960's. Staff has found that this CMP has

reached the end of its useful life and is showing signs of corrosion and minor failures. In FY11, the City Council approved funding to design a replacement pipe system and identify the amount of additional funds needed for construction. Investigation and hydraulic study work has been completed, with design and citizen outreach efforts currently underway .

- **Mill Race Stormwater Facility** – The Mill Race Stormwater Facility Project is a stormwater treatment facility on land immediately north of the present Mill Pond acquired from McKenzie Forest Products. The project will intercept and treat stormwater from the industrial/commercial sub-basin south of Main Street. The project will include open vegetative treatment for problematic pollutants to improve water quality in the Springfield Mill Race. It will also provide detention for stormwater and enhance planned public amenities in this area. This project will address water quality of stormwater flow entering the Mill Race. In addition, the City of Springfield is working with Willamalane to incorporate park and trail features as part of the design.

FY16 Capital Projects By Category (1000)	
Stormwater Capital Improvements	\$ 10,298
Wastewater Capital Improvement	4,311
Transportation & Street Capital Improv.	4,085
Building and Facilities Capital Improv.	525
Miscellaneous Capital Improvements	393
Regional Wastewater	18,074
Dedicated Reserves	2,638
<b>Total</b>	<b>\$ 40,324</b>