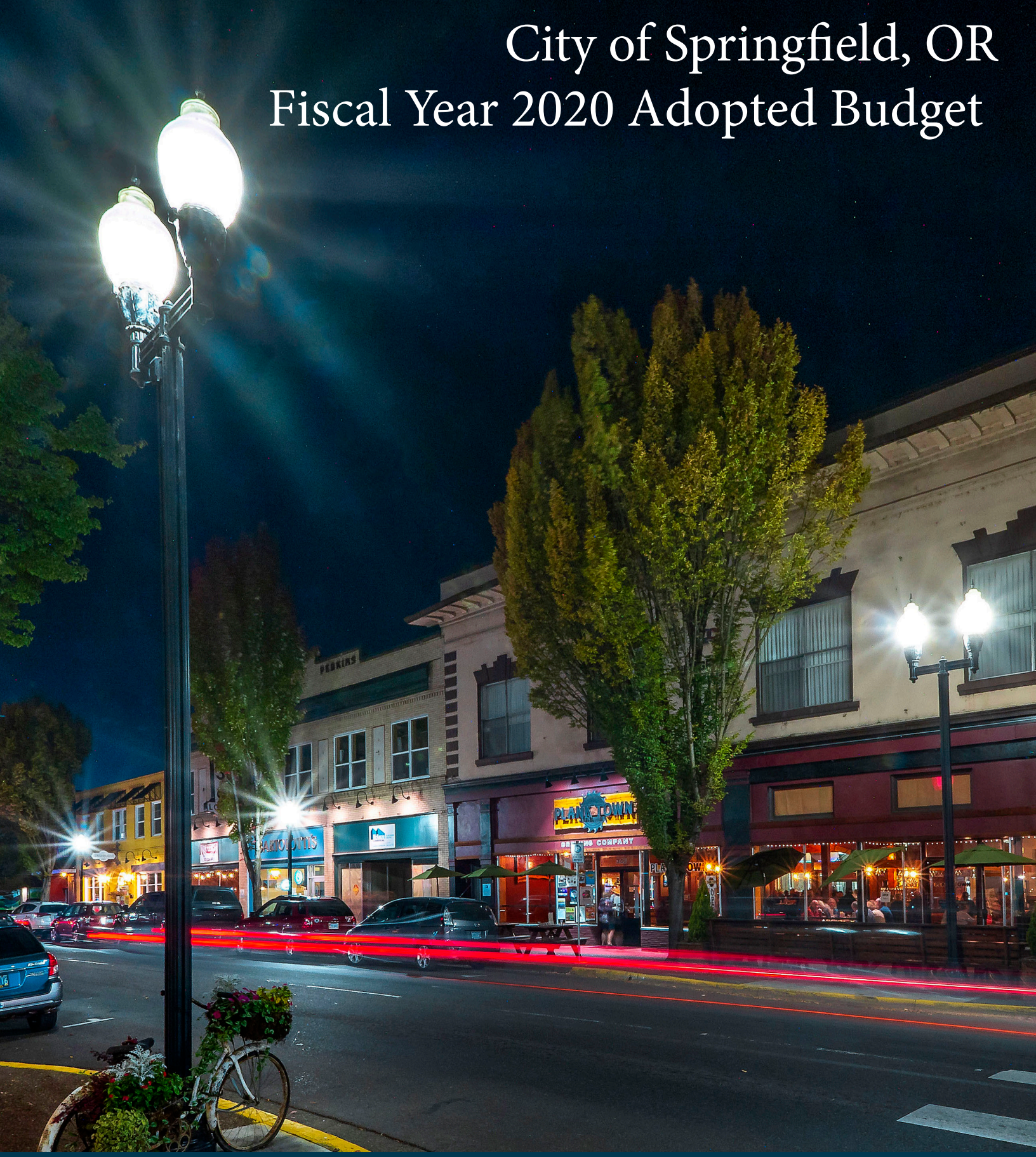
City of Springfield, OR
Fiscal Year 2020 Adopted Budget



springfield-or.gov

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.

CITY OF SPRINGFIELD, OREGON

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

CITY ROSTER

Mayor Christine L. Lundberg

Ward 1
Sean VanGordon

Ward 2
Steve Moe

Ward 3
Sheri Moore

Ward 4
Leonard Stoehr

Ward 5
Marilee Woodrow

Ward 6
Joe Pishioneri

Members of the Budget Committee

Council Members	Ward	Public Members
Sean VanGordon	1	Luke Lundberg
Steve Moe	2	Robert Rivas
Sheri Moore	3	Kori Rodley
Leonard Stoehr	4	Gabrielle Guidero
Marilee Woodrow	5	Victoria Doyle
Joe Pishioneri	6	Paul Selby

City Executive Team

		Title
Gino Grimaldi	-	City Manager
Tom Boyatt	-	Development & Public Works Director
Nathan Bell	-	Finance Director
Brandt Melick	-	Information Technology Director
Chaim Hertz	-	Human Resources Director
Joe Zaludek	-	Fire Chief
Niel Laudati	-	Legislative & Public Affairs Manager
Emily David	-	Library Director
Rick Lewis	-	Chief of Police

ADA Statement

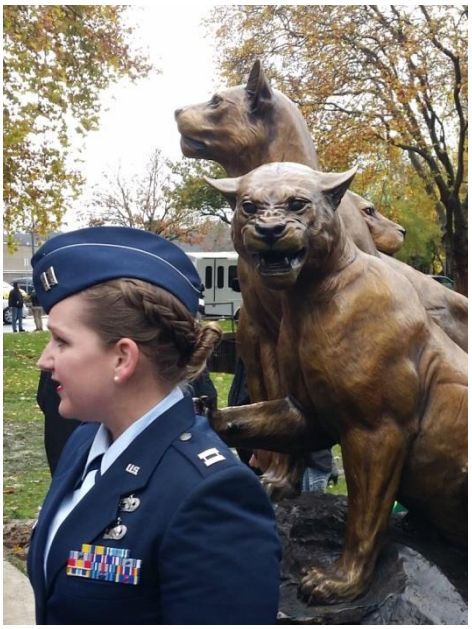
The City of Springfield operates without regard to race, color, national origin, religion, sex, sexual orientation, gender identity, marital status, age, or disability in accordance with the Civil Rights Act of 1964, the Civil Rights Restoration Act of 1987, Executive Order 12898 on Environmental Justice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

CITY OF SPRINGFIELD, OREGON

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

ACKNOWLEGEMENTS

Special thanks go to the following individuals for their assistance with the compilation of the FY20 Adopted Budget Document.



Budget Review Team

		Title
Gino Grimaldi	-	City Manager
Nathan Bell	-	Finance Director
Niel Laudati	-	Legislative & Public Affairs Manager
Neil Obringer	-	Budget Officer

Department Budget Coordinators

		Department
Vahana Keene	-	City Manager's Office
Liz Butterfield	-	Development & Public Works
Monica Brown	-	Fire & Life Safety
Dan Haight	-	Information Technology
Erin Frey	-	Human Resources
Cupples	-	Library
Jessica Crawford	-	Police

Finance Accounting Staff

		Title
Meg Allocco	-	Accounting Manager
Misty Britton	-	Accounting Specialist
David Held	-	Administrative Assistant
Carrie Holmes	-	Accounting Technician
Lynn Kief	-	Accountant
Sally Mckay	-	Accounting Specialist

Budget System Support - Kerrie Miller, Programmer Analyst

Additional appreciation goes to support staff, which has assisted the department budget coordinators.

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

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READER'S GUIDE

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

The Budget Document

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

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

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

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

The **Operating Budget** by Department presents the City's operating budget (personnel services, materials and services, and capital outlay) from the department and program view. There are eight City departments: City Manager's Office; Development & Public Works; Finance; Fire & Life Safety; Human Resources; Information Technology; Library; and Police department. Each of the eight departmental areas includes an overview, its initiatives, accomplishments, financial summary, organization chart and information about the programs they oversee. 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 $110,031,014 makes up 31.47% 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 City Capital Budget of $38,308,071 makes up 11.03% 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 biannually and 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 $201,308,853 makes up 57.57% of the total City Budget. This section provides detail to those expenditures not under the direct authority of a department and/or the activities of the program are not specifically identifiable by

department. Such detail as the City Fund Reserves, debt servicing costs, and inter-fund transfers of all funds are summarized in this section.

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

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

CITY OF SPRINGFIELD, OREGON

City Manager's Office

225 FIFTH STREET
SPRINGFIELD, OR 97477
541.726.3700
www.springfield-or.gov

April 12, 2019

It is my pleasure to present the City of Springfield's proposed Fiscal Year 2020 budget.

Summary

The proposed Fiscal Year 2020 budget reflects an improving economy and innovative planning that is stabilizing the long-term financial health of the City organization. Like in years past, financial challenges continue to exist and there are unmet needs to be addressed; However, the proposed Fiscal Year 2020 budget begins to address some of those needs without jeopardizing our long-term financial health.

Property taxes are influenced by the economic health of the community. In Fiscal Year 2019, property tax revenue increased more than expected, establishing a higher base for Fiscal Year 2020. Earlier this fiscal year, the Mayor and Council increased the amount of revenue in the General Fund by approving the transfer of funds from the Booth Kelly Fund. This transfer can take place because most of the leasable space in the Booth Kelly complex is occupied and staff has been able to move most leases to market rates. The Mayor and City Council also approved an increase to the Utility Fund Right of Way for City utilities, keeping the fee in line with utility fees paid for by private utilities. Paying close attention to revenue and making sure it grows with inflation is an important part of the City's long-term financial health.

Controlling expenses is also important to the long-term financial health of the City organization. The bulk of expenditure increases occur in wages and fringe benefits. Wages and benefits are designed to retain and attract employees and are projected to increase approximately 3% and 9.4% respectively in Fiscal Year 2020. While the wage increase is in line with inflation, the increase in fringe benefit costs is being driven primarily by the cost of the Public Employee Retirement System (PERS). PERS contributions are projected to increase approximately 30% in Fiscal Year 2020. The City has been able to control other fringe benefit costs, such as health insurance and workers compensation costs, which has helped to moderate the impact of the PERS increase. Materials and Services costs remain relatively flat in Fiscal Year 2020.

The result of controlling expenditures and increased revenue is that adequate reserves in the General Fund are maintained, City services are slightly improved, and reserves have been established for future projected PERS cost increases and for the maintenance of City buildings.

Major Change Highlights

Police

- Overtime in the Police Department has been historically underfunded, causing the department to rely on vacancies to remain within budgeted amounts. The proposed budget adds $120,000 to the department's overtime budget. This will reduce the need to hold positions open in order to stay within budgeted amounts.

- The CAHOOTS (Crisis Assistance Helping Out On The Streets) program provides valuable assistance to the Police Department and the Community. CAHOOTS provides specialized responses to individuals that are intoxicated, suicidal, or experiencing a mental health crisis and which does not require a law enforcement response. The program was funded through a grant that will continue at a decreased amount requiring an addition of $210,000 to the Police Department's budget in order to maintain the program.

Information Technology

- In Fiscal Year 2020, the City's phone system will be replaced. The new phone system will require ongoing software maintenance and support as well as 24 hour coverage for responding to issues and problems with the system. It is estimated that $55,000 per year will be needed. There may be a need for additional funding for network support, but the evaluation of those needs have not been completed at this time.

Development and Public Works

- Security services are not available for the entire time City Hall and the Library are open. During the times that security is not available, staff not adequately trained to handle disruptive people in the building have the choice of dealing with the person or calling for police assistance. Most of the time the disruptive behavior is not criminal activity and calling the police for assistance is not appropriate. The proposed budget includes $30,000 to increase security services in City Hall and the Library.

- City buildings continue to age and reserves do not exist to replace heating and cooling systems. The proposed Fiscal Year 2020 budget includes the establishment of a $400,000 reserve to begin addressing the long term needs of City facilities.

- Last November, the citizens of Springfield approved a $10 million bond for the maintenance and preservation of City streets. Additionally, the state legislature increased the amount of money it provides to local jurisdictions for street maintenance. The proposed budget outlines how the bond and state funds will be expended.

- Addressing the needs of people with disabilities who use City facilities is important. The proposed budget includes $100,000 to continue to meet the requirements of the Americans with Disabilities Act (ADA).

- The Metropolitan Wastewater Management Commission (MWMC) budget is part of the Development and Public Works budget. The Commission approved the addition of one position for public education and outreach related activities. This will allow the Commission to expand the Clean Water University program, improve social media efforts, and deliver on tactics contained in MWMC's Communication Plan.

City Manager's Office

- A community group led by Mayor Lundberg has been actively working on the construction of an indoor track facility in Springfield. The group is at a point where staff support is needed in order for the volunteer group to move forward. The proposed Fiscal Year 2020 budget includes $25,000 in room tax funds for the Springfield Chamber of Commerce to provide staff support related to the construction of an indoor track facility in Springfield.

- The City website was updated in Fiscal Year 2019. Ongoing maintenance costs of $30,000 have been added to the City Manager's Office budget.

Finance

- The Municipal Court is part of the Finance Department's budget. Courtroom technology is outdated. The equipment used for video arraignment with the jail is failing and needs to be replaced. The proposed budget contains $70,000 to purchase new equipment.

- With a significant increase in the cost of PERS in Fiscal year 2020 and similar increases anticipated in Fiscal Years 2022 and 2024, Finance Department staff are looking for ways to moderate the impact those increases could have on maintaining the current level of City services into the future. One solution of what will become a multi-prong approach has been to start setting aside funds in a reserve in the Insurance Fund, effectively creating our own PERS side account. Due to favorable medical experience with the City's self-funded medical insurance program over the past few years, the City implemented a medical insurance premium holiday in the month of December of the current year and did not charge employees or City department's insurance premiums. Rather than leave the City department's share of the premium in the operating budget appropriation, $600,000 was transferred into a PERS reserve in the Insurance fund. Another premium holiday is planned in June, resulting in a $1.2 million PERS reserve balance at the end of Fiscal Year 2019.

Looking Ahead

The City's improved financial condition is allowing us to move forward on needs that were not possible to address in prior years. The following are some of that the areas we will need to address in the future:

- Police Body Cameras - Body cameras on police officers are increasingly common across the United States. Capturing video of the many interactions police officers have with the public has been shown to benefit police officers and the public. It will be important to continue to consider funding for body cameras in future years.

- Infrastructure - As noted earlier, the City has been able to begin to address maintenance and preservation needs of City streets as well as the long-term capital needs of City buildings. Additional investments will need to be made in order to protect the assets of the community.

- Urban Growth Boundary Expansion - The state recently acknowledged the long awaited expansion of the Urban Growth Boundary. The development of the expansion area will require significant work to plan for streets, wastewater, stormwater, open space, and zoning while meeting Statewide Planning Goal requirements. Staff will be meeting with the Mayor and Council in a work session in the Fall to begin to discuss options for proceeding. Additional staff and financial resources will most likely be needed to proceed with the next steps.

- Operating Levies - The City is reliant on two operating levies that are critical to maintaining Police and Fire services at their current levels. The Fire Operating Levy will need to be renewed in 2020 and the Police Operating Levy will need to be renewed in 2021.

- Track and Field Events - The region will be hosting the Olympic trials in 2020 and the World Games in 2021. At this time, funding to provide support for these events and funding for emergency management needs associated with these events have yet to be identified.

- Ambulance Revenue - The amount of revenue received for the operation of the ambulance system is important to the overall financial health of the City. It will be important to actively manage and monitor the revenue performance of the ambulance system.

Conclusion

Since 1988, I have, with the exception of 3 years, been involved with the preparation of the annual budget for the City of Springfield. The Mayor and Council, the Budget Committee, and the employees of the organization have met the financial challenges that have faced the organization over the years without compromising the services most important to the community. The challenges were overcome through innovation, not being willing to accept the status quo, and most importantly, the support of the community through their approvals of operating levies and capital bonds.

During the current fiscal year, there was renewed emphasis on growing revenue and controlling costs. This, along with an improving economy, has produced positive results. The future is not without more challenges. The proposed Fiscal Year 2020 budget provides the flexibility needed to continue to provide services expected by the citizens of Springfield.

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 Nate Bell and Neil Obringer for the leadership role they have played in the preparation of the budget.

I formally submit the Fiscal Year 2020 budget for your consideration and look forward to discussing it in greater detail with you.

Gino Grimaldi

City Manager

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CITY OVERVIEW

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

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 & Public Works, Finance, Fire and Life Safety, Human Resources, Information Technology, Library, and Police Departments. As chief administrator, the City Manager has no vote in the Council, but may take part in discussions of matters coming before the legislative body.

Citizen Involvement

Our citizens are the most important part of the City organization. City services are directed to meet the needs of the citizens. Public hearings are held so that citizens can contribute to the planning and budgeting process of the City. Citizens may express their concerns and requests to their representatives on the City Council, City Budget Committee and other City committees. Citizens are also encouraged to attend the various public hearings held regarding City actions. Notices of all City public hearings are

published in the Public Notices section of the Register Guard. Upcoming meeting agenda items are listed in the City Region section of the local newspapers.

Date	Time and Place	Agenda Items
Tuesday April 30th, 2019	5:30 p.m. Library Meeting Room	Election of Officers Welcome from the City Manager Presentation of FY20 Proposed Budget Department Presentations
Tuesday May 7th, 2019	5:30 p.m. Library Meeting Room	Department Presentations Business from the Audience
Tuesday May 14th, 2019	5:30 p.m. 6:00 p.m. Library Meeting Room	Presentation of SEDA Budget Department Presentations Conclusion

City Services

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

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

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

The **Finance Department** provides financial management services to all City Departments, the City Council, Budget Committee, the Metropolitan Wastewater Management Commission, the Regional Fiber Consortium and the Springfield Economic Development Agency. In addition to financial services, the operations of the Municipal Court report to the Finance Director.

The **Fire & 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** manages information technology service strategy, service design, service transition, service operation and continual service improvement for the City and co-manages these services with regional partner agencies.

The **Legal Services Area** is responsible for functions provided by the City Attorney and the City Prosecutor.

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

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

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

The Budget Process

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 late April.

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

City of Springfield Annual Budget Process and Timeline
A summary of the City's annual budget process timeline is as follows:

January - March

- The citizen members of the City of Springfield Budget Committee are appointed by Council.
- The Budget Committee or City Council provides guidance to City Manager.
- The City Manager prepares the recommended FY20 Proposed Budget for consideration by the Budget Committee.

April – May

- The City Manager's budget message and the Proposed Budget are presented to the Budget Committee.
- The Budget Committee meets and deliberates on the Proposed Budget.
- The Budget Committee recommends its FY20 Approved Budget to the City Council.

June

- The City Council holds hearings and adopts the FY20 Annual Budget.

July

- The FY20 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, unanticipated revenues and/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 expenditure is made in excess of a department's legal budget appropriation. Notices of all budget hearings are published in the Register-Guard using guidelines in the Oregon Budget Law manual.

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

Total Operating Budget and Debt Service

	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Adopted
Operating Budget - All Funds	**$ 93,277,314**	**$ 95,217,671**	**$ 107,099,362**	**$ 110,031,014**
Cost per Capita	1,537.83	1,569.82	1,759.62	1,807.79
% Change (cost per capita)		2.1%	12.1%	2.7%
Tax Supported Debt Service	2,109,723	1,968,600	1,968,005	1,970,205
Cost per Capita	34.78	32.46	32.33	32.37
% Change (cost per capita)		-6.7%	-0.4%	0.1%
Population	60,655	60,655	60,865	60,865

Total Revenue by Source

	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Adopted
Taxes	(31,813,296)	(32,377,123)	(33,617,376)	(37,906,488)
Licenses, Permits & Fees	(5,047,149)	(4,756,289)	(4,848,010)	(4,904,010)
Intergovernmental	(9,575,844)	(10,167,196)	(10,931,347)	(11,131,772)
Charges For Service	(75,198,250)	(75,991,767)	(76,564,654)	(77,963,855)
Fines And Forfeitures	(1,622,314)	(1,777,902)	(1,704,600)	(1,693,700)
Use Of Money & Property	(1,562,459)	(2,457,191)	(1,733,387)	(2,677,235)
Special Assessments	(18,989)	(13,082)	(20,200)	(18,800)
Miscellaneous Receipts	(1,081,680)	(1,218,174)	(1,437,398)	(1,237,729)
Other Financing Sources	(206,124,883)	(201,170,586)	(206,806,011)	(212,114,348)
Total All Funds	**$ (332,044,865)**	**$ (329,929,310)**	**$ (337,662,983)**	**$ (349,647,937)**

Note: FY19 Amended as of March 25, 2019

Staffing Summaries Citywide Full-Time Authorized Positions

	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Adopted
Total Personnel (FTE)	409.04	407.60	417.80	419.87
Employees/1,000 Population	6.74	6.72	6.86	6.90
% Change in Emp/1,000		-0.4%	2.1%	0.5%

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

Total Resources and Requirements All Funds

	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Adopted
Resources				
Taxes	(31,813,296)	(32,377,123)	(33,617,376)	(37,906,488)
Licenses, Permits & Fees	(5,047,149)	(4,756,289)	(4,848,010)	(4,904,010)
Intergovernmental	(9,575,844)	(10,167,196)	(10,931,347)	(11,131,772)
Charges For Service	(75,198,250)	(75,991,767)	(76,564,654)	(77,963,855)
Fines And Forfeitures	(1,622,314)	(1,777,902)	(1,704,600)	(1,693,700)
Use Of Money & Property	(1,562,459)	(2,457,191)	(1,733,387)	(2,677,235)
Special Assessments	(18,989)	(13,082)	(20,200)	(18,800)
Miscellaneous Receipts	(1,081,680)	(1,218,174)	(1,437,398)	(1,237,729)
Other Financing Sources	(206,124,883)	(201,170,586)	(206,806,011)	(212,114,348)
Total All Funds	**$ (332,044,865)**	**$ (329,929,310)**	**$ (337,662,983)**	**$ (349,647,937)**
Requirements				
Operating Budget				
City Manager's Office	1,607,984	1,609,983	1,828,823	1,788,873
Development and Public Works	35,987,174	37,506,571	42,890,002	42,800,978
Finance	3,036,668	3,005,196	3,311,234	3,421,802
Fire & Life Safety	19,272,252	19,151,403	20,162,986	22,073,114
Human Resources	1,269,638	1,844,844	2,072,273	1,930,406
Information Technology	2,569,883	2,693,169	3,405,522	4,062,486
Legal Services	952,426	698,363	802,236	840,616
Library	1,853,872	1,655,876	2,053,814	1,914,039
Police	19,749,463	19,973,105	21,985,536	22,508,513
Health Insurance	6,977,955	7,079,161	8,586,936	8,690,186
Total Operating Budget	**$ 93,277,314**	**$ 95,217,671**	**$ 107,099,362**	**$ 110,031,014**
Total Capital	**13,784,873**	**22,229,208**	**48,837,354**	**38,308,071**
Total Non-Departmental	**54,197,545**	**39,917,795**	**181,726,265**	**201,308,853**
Total All Funds	**$ 161,259,732**	**$ 157,364,675**	**$ 337,662,981**	**$ 349,647,938**

Note: FY19 Amended as of March 25, 2019

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

Total Resources and Requirements General Fund

	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Adopted
Resources				
Taxes	(20,224,374)	(20,947,987)	(21,368,540)	(22,659,227)
Licenses, Permits & Fees	(3,002,808)	(2,941,854)	(2,890,500)	(2,933,500)
Intergovernmental	(4,284,983)	(4,738,525)	(4,443,893)	(4,658,532)
Charges For Service	(3,155,687)	(3,140,966)	(3,168,476)	(3,524,660)
Fines And Forfeitures	(1,607,557)	(1,688,633)	(1,659,000)	(1,683,000)
Use Of Money & Property	(105,620)	(166,928)	(107,000)	(182,000)
Miscellaneous Receipts	(343,375)	(314,431)	(319,359)	(336,059)
Other Financing Sources	(12,052,258)	(11,763,409)	(13,227,120)	(13,135,261)
Total General Fund	**$ (44,776,662)**	**$ (45,702,733)**	**$ (47,183,888)**	**$ (49,112,239)**
Requirements				
Operating Budget				
City Manager's Office	1,241,308	1,281,950	1,463,185	1,536,355
Development and Public Works	2,343,046	2,339,817	2,586,747	2,631,218
Finance	2,159,834	2,096,863	2,349,403	2,376,752
Fire & Life Safety	10,814,793	11,412,497	11,488,494	12,000,543
Human Resources	540,375	578,842	685,933	588,068
Information Technology	1,635,608	1,704,777	2,079,288	2,389,350
Legal Services	898,752	644,794	726,153	757,373
Library	1,650,245	1,491,649	1,702,653	1,706,805
Police	13,971,060	13,979,389	14,632,274	15,557,892
Sub-Total Operating Budget	**$ 35,255,022**	**$ 35,530,579**	**$ 37,714,129**	**$ 39,544,357**
Total Capital	**-**	**-**	**25,000**	**-**
Total Non-Departmental	**947,604**	**437,123**	**9,444,759**	**9,567,882**
Total General	**$ 36,202,626**	**$ 35,967,702**	**$ 47,183,888**	**$ 49,112,239**

Note: FY19 Amended as of March 25, 2019

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

Total Requirements Summary All Funds

	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Adopted
Expenditures by Department				
City Manager's Office	1,607,984	1,609,983	1,828,823	1,788,873
Human Resources	1,269,638	1,844,844	2,072,273	1,930,406
Information Technology	2,569,883	2,693,169	3,405,522	4,062,486
Finance	3,036,668	3,005,196	3,311,234	3,421,802
Fire & Life Safety	19,272,252	19,151,403	20,162,986	22,073,114
Police	19,749,463	19,973,105	21,985,536	22,508,513
Development and Public Works	35,987,174	37,506,571	42,890,002	42,800,978
Library	1,853,872	1,655,876	2,053,814	1,914,039
Legal Services	952,426	698,363	802,236	840,616
Health Insurance	6,977,955	7,079,161	8,586,936	8,690,186
Total All Funds	**$ 93,277,314**	**$ 95,217,671**	**$ 107,099,362**	**$ 110,031,014**
Expenditures by Fund				
100 General Fund	36,202,626	35,967,702	47,183,888	49,112,239
201 Street Fund	5,423,696	5,207,096	7,927,414	8,640,088
204 Special Revenue Fund	491,653	215,664	1,710,024	1,066,702
208 Transient Room Tax Fund	1,085,078	1,078,521	2,668,230	2,907,534
210 Community Development Fund	888,286	442,142	1,526,307	1,628,062
224 Building Code Fund	911,100	1,125,586	3,760,054	3,490,848
235 Fire Local Option Levy Fund	1,562,076	1,427,840	2,101,817	2,384,951
236 Police Local Option Levy Fund	5,787,292	6,379,248	7,923,395	8,556,397
305 Bancroft Redemption Fund	31,295	30,000	5,645	5,475
306 Bond Sinking Fund	2,109,723	1,968,600	2,232,336	4,621,789
412 Reg Wastewater Rev Bond Cap Pr	2,598,889	8,354,220	35,067	-
419 Development Assessment Capital	257,355	36,934	562,627	553,501
420 Development Projects Fund	1,042,148	355,563	4,278,510	4,588,000
433 Regional Wastewater Capital Fd	3,917,532	14,344,826	88,736,982	78,852,050
434 Street Capital Fund	4,764,937	746,251	6,108,642	17,112,801
611 Sanitary Sewer Operations Fund	22,278,876	6,764,122	30,910,550	33,455,937
612 Regional Wastewater Fund	32,919,639	36,978,002	50,353,104	50,598,359
615 Ambulance Fund	6,003,611	6,084,456	7,670,126	7,052,558
617 Storm Drainage Operations Fund	10,196,227	6,865,715	25,693,803	27,214,652
618 Booth-Kelly Fund	1,334,384	1,385,287	2,828,736	1,894,408
629 Regional Fiber Consortium Fund	163,987	84,136	426,830	440,416
707 Insurance Fund	18,437,180	19,118,573	31,042,123	33,091,830
713 Vehicle & Equipment Fund	2,432,274	1,967,719	10,649,812	11,082,710
719 SDC Administration Fund	419,868	436,472	1,326,961	1,296,630
Total All Funds	**$ 161,259,732**	**$ 157,364,675**	**$ 337,662,981**	**$ 349,647,938**

Note: FY19 Amended as of March 25, 2019

Total Requirements Summary All Funds Continued

	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personal Services	49,471,335	51,227,747	54,606,724	57,369,192
Materials & Services	40,033,639	41,128,086	47,628,608	48,300,692
Capital Outlay	3,772,340	2,861,838	4,864,030	4,361,129
Capital	13,784,873	22,229,208	48,837,354	38,308,071
Non-Departmental	54,197,545	39,917,795	181,726,265	201,308,853
Total All Funds	**$ 161,259,732**	**$ 157,364,675**	**$ 337,662,981**	**$ 349,647,938**
Expenditure Summary				
Operating	93,277,314	95,217,671	107,099,362	110,031,014
Capital	13,784,873	22,229,208	48,837,354	38,308,071
Non-Departmental	54,197,545	39,917,795	181,726,265	201,308,853
Total All Funds	**$ 161,259,732**	**$ 157,364,675**	**$ 337,662,981**	**$ 349,647,938**

Note: FY19 Amended as of March 25, 2019

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OPERATING BUDGET

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

Total Operating Budget Summary All Funds

	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Adopted
Expenditures by Department				
City Manager's Office	1,607,984	1,609,983	1,828,823	1,788,873
Development and Public Works	35,987,174	37,506,571	42,890,002	42,800,978
Finance	3,036,668	3,005,196	3,311,234	3,421,802
Fire & Life Safety	19,272,252	19,151,403	20,162,986	22,073,114
Human Resources	1,269,638	1,844,844	2,072,273	1,930,406
Information Technology	2,569,883	2,693,169	3,405,522	4,062,486
Legal Services	952,426	698,363	802,236	840,616
Library	1,853,872	1,655,876	2,053,814	1,914,039
Police	19,749,463	19,973,105	21,985,536	22,508,513
Health Insurance	6,977,955	7,079,161	8,586,936	8,690,186
Total All Funds	**$ 93,277,314**	**$ 95,217,671**	**$ 107,099,362**	**$ 110,031,014**
Expenditures by Fund				
100 General Fund	35,255,022	35,530,579	37,714,129	39,544,357
201 Street Fund	5,423,696	5,207,096	5,836,589	6,247,500
204 Special Revenue Fund	491,653	215,664	1,015,281	390,455
208 Transient Room Tax Fund	442,671	464,727	567,151	493,717
210 Community Development Fund	632,211	442,142	1,349,985	1,583,711
224 Building Code Fund	911,100	1,125,586	1,219,532	1,245,768
235 Fire Local Option Levy Fund	1,562,076	1,427,840	1,531,908	1,502,147
236 Police Local Option Levy Fund	5,787,292	6,379,248	6,817,011	7,098,456
305 Bancroft Redemption Fund	13,915	-	-	-
419 Development Assessment Capital	77,589	36,934	58,357	-
433 Regional Wastewater Capital Fd	1,659,445	1,870,041	2,566,300	1,145,000
434 Street Capital Fund	145,417	148,585	97,543	124,584
611 Sanitary Sewer Operations Fund	3,473,380	3,653,833	4,067,356	4,278,443
612 Regional Wastewater Fund	15,908,720	16,669,995	18,299,867	18,663,909
615 Ambulance Fund	6,003,611	6,084,456	6,673,315	6,965,825
617 Storm Drainage Operations Fund	4,638,947	5,010,732	5,616,345	5,910,540
618 Booth-Kelly Fund	499,294	487,208	546,569	559,407
629 Regional Fiber Consortium Fund	163,987	84,136	179,075	131,650
707 Insurance Fund	7,702,630	8,342,163	9,973,277	10,032,524
713 Vehicle & Equipment Fund	2,064,790	1,600,235	2,445,105	3,623,547
719 SDC Administration Fund	419,868	436,472	524,669	489,473
Total All Funds	**$ 93,277,314**	**$ 95,217,671**	**$ 107,099,362**	**$ 110,031,014**
Expenditures by Category				
Personal Services	49,471,335	51,227,747	54,606,724	57,369,192
Materials & Services	40,033,639	41,128,086	47,628,608	48,300,692
Capital Outlay	3,772,340	2,861,838	4,864,030	4,361,129
Total All Funds	**$ 93,277,314**	**$ 95,217,671**	**$ 107,099,362**	**$ 110,031,014**

Note: FY19 Amended as of March 25, 2019

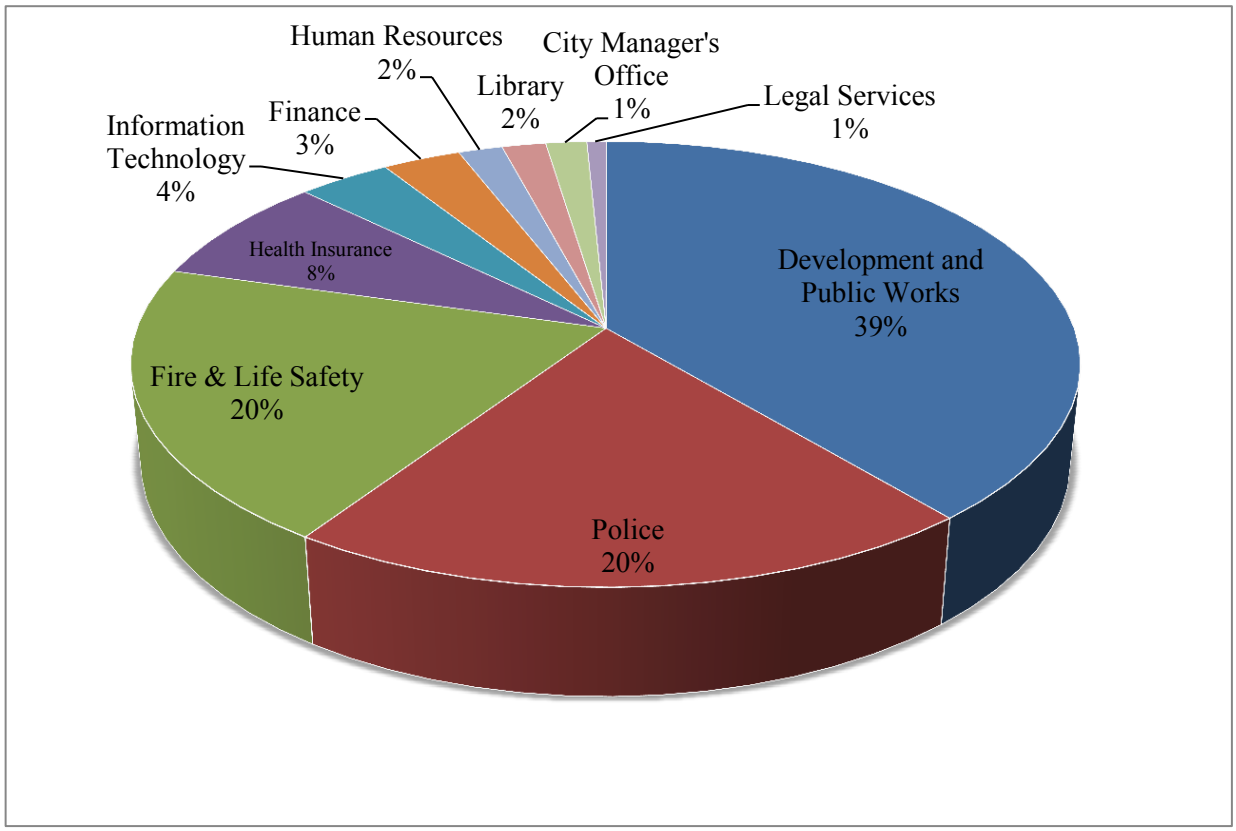
OPERATING BUDGET

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

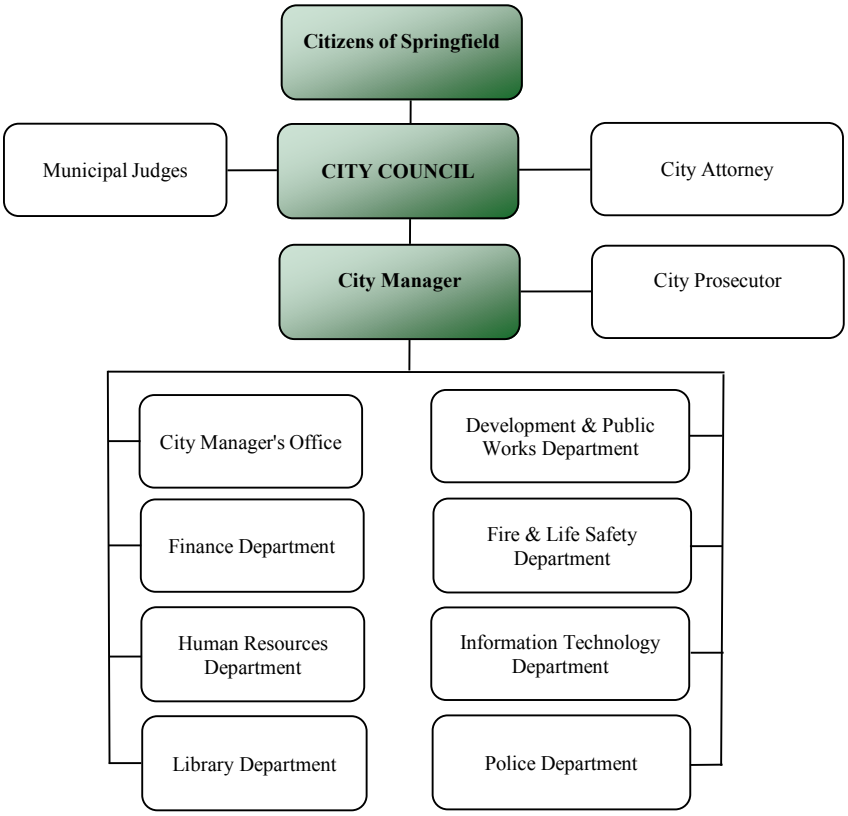
Total Operating Fund Summary

	FY20 Adopted	
Expenditures by Department		
Development and Public Works	42,800,978	39%
Police	22,508,513	20%
Fire & Life Safety	22,073,114	20%
Health Insurance	8,690,186	8%
Information Technology	4,062,486	4%
Finance	3,421,802	3%
Human Resources	1,930,406	2%
Library	1,914,039	2%
City Manager's Office	1,788,873	2%
Legal Services	840,616	1%
Total All Funds	**$ 110,031,014**	

	FY20 Adopted
Expenditures by Category	
Personal Services	57,369,192
Materials & Services	48,300,692
Capital Outlay	4,361,129
Total All Funds	**$ 110,031,014**



Organizational Structure



Department Staffing Full-Time Authorized Positions

	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Adopted	Change
City Manager's Office	7.50	7.00	7.00	7.00	-
Development and Public Works	123.00	126.38	126.55	128.55	2.00
Finance	20.54	18.54	18.74	18.74	-
Fire & Life Safety	97.50	95.75	101.65	101.65	-
Human Resources	8.00	8.00	7.00	7.00	-
Information Technology	15.00	14.80	15.80	15.80	-
Legal Services	-	-	3.00	3.00	-
Library	13.50	14.13	15.06	15.13	0.07
Police	124.00	123.00	123.00	123.00	-
Total Personnel (FTE)	**409.04**	**407.60**	**417.80**	**419.87**	**2.07**

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CITY MANAGER'S OFFICE

Gino Grimaldi, City Manager cmomail@springfield-or.gov 541.726.3700

Department Overview

The City Manager's Office provides leadership and guidance in implementing the city-wide policies and objectives developed by the Mayor and Council. To achieve these goals, the City Manager's Office is working to raise the bar for how local governments provide economic development and industry recruitment, we are leading innovation on projects using mass timber, we are better connecting with our community through consistent outreach and art, and networking with our local, state and federal partners to bring needed funding and services to our city.

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, ensuring 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, economic development, legislative and intergovernmental relations, city elections, media relations and public outreach, management of boards, commissions and committees as well as website maintenance, administration of the City budget and staffing of the Springfield Economic Development Agency.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Taxes	N/A	(1,495,443)	(1,435,000)	(1,435,000)
Licenses, Permits & Fees	N/A	241	-	-
Intergovernmental	N/A	(48,127)	(96,874)	-
Miscellaneous Receipts	N/A	(7,024)	(25,000)	(111,059)
Total Budgeted Revenue	**N/A**	**$ (1,550,353)**	**$ (1,556,874)**	**$ (1,546,059)**
Expenditures by Category				
Personnel Services	864,375	944,170	950,917	987,136
Materials & Services	743,609	665,812	877,906	801,737
Capital	102,953	48,645	-	-
Total Budgeted Expenditures	**$ 1,710,937**	**$ 1,658,628**	**$ 1,828,823**	**$ 1,788,873**
Full-Time Budgeted Employees	**7.50**	**7.00**	**7.00**	**7.00**

Initiatives FY2019-2020

- Successful on-boarding of a new City Manager
- Implement Phase-2 of the City's website update
- Install replacement welcome sign art at city's East/Main St. Entrance
- Financial investment provided to the Springfield Area Chamber of Commerce for ongoing leadership of the community-based indoor track facility project

CITY MANAGER'S OFFICE

Gino Grimaldi, City Manager cmomail@springfield-or.gov 541.726.3700

Accomplishments FY2018-2019

- Completed phase one of the new City website, which went live in January
- Engaged over 50 employers in providing technical assistance and support in growing in Springfield
- Launched the inaugural City-Link cohort, empowering under-represented leaders in Springfield to better understand and participate in their local government

Three Year Considerations FY2021 - FY2023

- Outlook is largely dependent on the hiring of a new City Manager
- The City Manager's Office will be facing challenges and budget needs around providing adequate built Council security measures in the current Council and Jesse Maine Meeting Rooms
- The City Manager's Office is currently operating without dedicated FTE to support department budget duties and contract management. This work is currently being carried out dispersed among multiple staff, reactively as needed. Future efficiencies and needs are anticipated in this area
- Councilor support and training resources are areas of anticipated need in the coming years with Council requests for improved communications and tracking systems, technology, meeting support, training and networking opportunities
- Financial requests have been received, or are anticipated, for;
    - 2020 Olympic Trials Springfield contribution
    - 2021 World Track and Field Championships contribution

Financial Summary by Fund

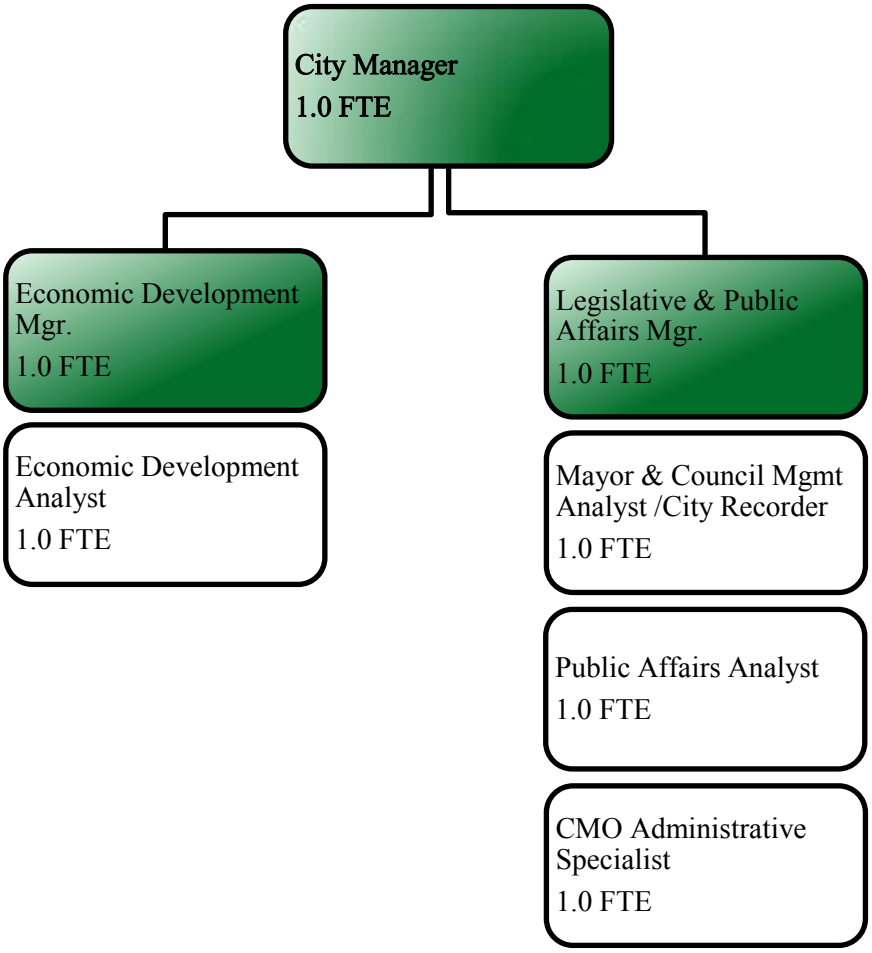
	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Fund				
100 General Fund	N/A	(266)	-	(86,059)
204 Special Revenue Fund	N/A	(54,885)	(121,874)	(25,000)
208 Transient Room Tax Fund	N/A	(1,495,443)	(1,435,000)	(1,435,000)
224 Building Code Fund	N/A	241	-	-
Total Budgeted Expenditures	**N/A**	**$ (1,550,353)**	**$ (1,556,874)**	**$ (1,546,059)**
Expenditures by Fund				
100 General Fund	1,241,308	1,281,950	1,463,185	1,536,355
204 Special Revenue Fund	79,797	34,777	157,604	30,730
208 Transient Room Tax Fund	283,027	293,255	208,034	221,787
420 Development Projects Fund	102,953	48,645	-	-
713 Vehicle & Equipment Fund	3,851	-	-	-
Total Budgeted Expenditures	**$ 1,710,937**	**$ 1,658,628**	**$ 1,828,823**	**$ 1,788,873**

Financial Summary by Program

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Program				
1003 Community Event Coordination & Promotions	N/A	(6,758)	(25,000)	(25,000)
1004 Agency Funding Management - City Manager	N/A	241	-	-
1006 Economic Development Agency Funding	N/A	(48,127)	(96,874)	-
1008 Enterprise Zone	N/A	-	-	(86,059)
1009 Transient Room Tax Management	N/A	(1,495,443)	(1,435,000)	(1,435,000)
1011 Elections	N/A	(225)	-	-
7009 Records Retention, Management & Destruction	N/A	(41)	-	-
Total Budgeted Revenue	**N/A**	**$(1,550,353)**	**$(1,556,874)**	**$(1,546,059)**
Expenditures by Program				
1000 Default Community Services	1,607,984	-	-	-
0000 Revenues	-	407	-	-
1001 Legislative Support	-	38,211	-	-
1002 External Public Communication & Multi-Media	-	49,358	106,006	114,631
1003 Community Event Coordination & Promotions	-	168,816	197,455	156,012
1004 Agency Funding Management - City Manager	-	268,005	342,238	441,791
1005 Community Business Development	-	181,709	137,182	200,726
1006 Economic Development Agency Funding	-	195,376	200,885	-
1008 Enterprise Zone	-	25,781	27,717	35,253
1009 Transient Room Tax Management	-	49,852	87,384	81,498
1011 Elections	-	5,376	-	-
1013 Intergovernmental and Legislative Support Management	-	-	172,967	151,821
7000 Department Administration	-	143,491	160,557	179,853
7001 Mayor & Council Support	-	62,253	138,120	134,753
7002 Council Meeting Support	-	72,726	-	-
7003 Council, Board & Commission Meeting Support	-	13,318	-	-
7004 Intergovernmental Relations Management	-	126,355	-	-
7005 City-Wide Management & Oversight	-	154,195	258,312	292,535
7006 City-Wide Employee Communication	-	55,479	-	-
7007 Organizational Development	-	27,420	-	-
7009 Records Retention, Management & Destruction	-	20,501	-	-
8800 Capital Projects	102,953	-	-	-
Total Budgeted Expenditures	**$ 1,710,937**	**$ 1,658,628**	**$ 1,828,823**	**$ 1,788,873**

Gino Grimaldi, City Manager cmomail@springfield-or.gov 541.726.3700

Organizational Structure



Summary of Full-Time Equivalent by Fund

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted
100 General Fund	6.85	6.55	6.55	6.55
208 Transient Room Tax Fund	0.65	0.45	0.45	0.45
Total FTE	**7.50**	**7.00**	**7.00**	**7.00**

Summary of Full-Time Equivalent by Program

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted
1001 Legislative Support	N/A	0.23	-	-
1002 External Public Communication & Multi-Media	N/A	0.39	0.39	0.39
1003 Community Event Coordination & Promotions	N/A	0.49	0.49	0.49
1004 Agency Funding Management - City Manager	N/A	0.15	0.15	0.35
1005 Community Business Development	N/A	1.22	1.22	1.22
1006 Economic Development Agency Funding	N/A	0.20	0.20	-
1008 Enterprise Zone	N/A	0.23	0.23	0.23
1009 Transient Room Tax Management	N/A	0.35	0.35	0.35
1011 Elections	N/A	0.05	-	-
1013 Intergovernmental and Legislative Support Management	N/A	-	0.68	0.68
7000 Department Administration	N/A	1.05	1.05	1.05
7001 Mayor & Council Support	N/A	0.30	0.85	0.85
7002 Council Meeting Support	N/A	0.40	-	-
7003 Council, Board & Commission Meeting Support	N/A	0.10	-	-
7004 Intergovernmental Relations Management	N/A	0.45	-	-
7005 City-Wide Management & Oversight	N/A	0.70	1.40	1.40
7006 City-Wide Employee Communication	N/A	0.45	-	-
7007 Organizational Development	N/A	0.10	-	-
7009 Records Retention, Management & Destruction	N/A	0.15	-	-
Total FTE	**N/A**	**7.00**	**7.00**	**7.00**

PROGRAM TITLE – 1002 External Public Communication & Multi-Media

Program Overview

The City of Springfield has established a professional, collaborative relationship with members of the media and will continue to maintain a positive, informative role in providing information. The City has expanded its outreach to provide media and community members more access to resources and information. The City is also increasing its social media presence as it is often where people go to get information on news, events, job opportunities and more.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditured by Category				
Personnel Services	N/A	45,140	47,269	50,963
Materials & Services	N/A	4,218	58,737	63,668
Total Budgeted Expenditures	**N/A**	**$ 49,358**	**$ 106,006**	**$ 114,631**
Full-Time Budgeted Employees	**N/A**	**0.39**	**0.39**	**0.39**

Revenue Statement

This program is supported by the City of Springfield's general revenue sources.

Significant Changes

- Budget included for ongoing maintenance of City website and phase II roll-out**.**
- Council will begin discussions to assess the need for an updated community-wide survey. Should this move forward, the survey would be administered during FY20.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Promote and Enhance our Hometown Feel while Focusing on Livability and Environmental Quality.				
Promote Springfield	Percentage the engagement on social media platforms (clicks, likes, shares, comments) compared to the previous year.	10%	10%	10%
	Percentage of positive/neutral stories on city government compared to the previous year.	10%	10%	10%

PROGRAM TITLE – 1003 Community Event Coordination & Promotions

Program Overview

Promotions of city produced and/or sponsored special events, coordination with internal departments, coordination with outside agencies and non-profits, design and production of promotional materials for events and for elected officials. Promotion of events/meetings for all city departments and boards and commissions.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditured by Category				
Personnel Services	N/A	60,173	62,918	67,544
Materials & Services	N/A	108,643	134,537	88,468
Total Budgeted Expenditures	**N/A**	**$ 168,816**	**$ 197,455**	**$ 156,012**
Full-Time Budgeted Employees	**N/A**	**0.49**	**0.49**	**0.49**

Revenue Statement

Sponsorship dollars can range from $25,000 of materials and services is a 'placeholder' dependent on sponsorship funds received for events and projects per year.

Significant Changes

- There are currently no significant changes proposed for this program.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services.				
Efficiently manage costs	To have a percentage of community events costs paid solely with sponsorship dollars	30%	No sponsorships needed this FY	30%

PROGRAM TITLE – 1004 Agency Funding Management – City Manager

Program Overview

Negotiates and manages ongoing partnership and funding contracts with other agencies. Examples include Lane Council of Governments, TEAM Springfield, League of Oregon Cities and the Springfield Area Chamber of Commerce. These contracts and partnerships facilitate efficient and effective delivery of services to the community and may utilize a mix of funds including, but not limited to, general fund and transient room tax (TRT).

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditured by Category				
Personnel Services	N/A	28,043	29,822	55,586
Materials & Services	N/A	239,962	312,416	386,205
Total Budgeted Expenditures	**N/A**	**$ 268,005**	**$ 342,238**	**$ 441,791**
Full-Time Budgeted Employees	**N/A**	**0.15**	**0.15**	**0.35**

Revenue Statement

Revenues are not anticipated at this time in this program as activities are generally focused on ongoing management of formal relationships with contracted agencies.

Significant Changes

- General fund dollars are budgeted ($10,000), in addition to ongoing TRT funds, for the Springfield Area Chamber of Commerce specific to their Work Ready initiative and event programming.
- New TRT funds in an amount of $25,000 are budgeted to go to the Springfield Area Chamber of Commerce to staff the community-based indoor track facility project.
- Existing ongoing TRT funds provided to the Springfield Area Chamber of Commerce for support of tourism activities will be increased in FY20 from $40,000 to $41,200 and include an annual increase of 3% each year after.
- Lane Regional Air Pollution will receive a 3% increase in FY20 bringing their contract amount to $27,584. Program 1006 is absorbed by this program, beginning in FY20. Program 1006 provided financial support to regional economic development agencies. These agencies are no longer active.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services.				
Set clear expectations and track and evaluate intergovernmental agreements, grants, and partnerships in a mutually beneficial manner	To have IGA Contracts current and up to date for FY20	100%	50%	100%

Gino Grimaldi, City Manager cmomail@springfield-or.gov 541.726.3700

PROGRAM TITLE – 1005 Community Business Development

Program Overview

Support of business retention, expansion, & recruitment; traded-sector site visits, corporate partnerships, company leads, site development, redevelopment, acquisition and/or consolidation, asset management and general project management. This program is focused on facilitating retention and expansion of existing businesses in Springfield through relationship building, advertising, sponsorships and resource coordination efforts. Efforts in this program create impacts to company investments in Springfield, access to workforce, sustained industry presence. This program also supports and leads property management efforts around market trending and lease setting/negotiations of City owned properties.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditured by Category				
Personnel Services	N/A	122,562	130,705	141,597
Materials & Services	N/A	19,070	6,477	59,129
Capital Outlay	N/A	40,077		
Total Budgeted Expenditures	**N/A**	**$ 181,709**	**$ 137,182**	**$ 200,726**
Full-Time Budgeted Employees	**N/A**	**1.22**	**1.22**	**1.22**

Revenue Statement

This program is supported by the City of Springfield's general revenue sources. Property management duties within this program are currently unfunded but activities associated with leasing generate revenues in other funds.

Significant Changes

- There are no significant changes proposed to this program

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Encourage Economic Development and Revitalization through Community Partnerships.				
Expand available business sites	Opportunity Sites Development Ready	2	2	2
Implement Springfield Look initiative	Business Retention Activity & Relationship Building; Springfield Company Calls	24	100+	50

PROGRAM TITLE – 1008 Enterprise Zone

Program Overview

The Enterprise Zone program encompasses the promotion, management and reporting oversight of the Springfield Community Enterprise Zone program, applicants and recipients. The Springfield Community Enterprise Zone program induces eligible businesses of all sizes to make additional or new investments in jobs and taxable property which will improve employment opportunities, spur economic growth and diversify activity. New capital in a zone can be eligible to receive a total abatement of new property taxes for at least three (standard program) or, in some cases, up to five (extended) consecutive years from the City of Springfield and local assessment of *ad valorem* property taxes. But for the Springfield Community Enterprise Zone program, many of the designated employers faced deterring effects which might have precluded them from growing in Springfield.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditured by Category				
Personnel Services	N/A	25,012	26,810	29,079
Materials & Services	N/A	769	907	6,175
Total Budgeted Expenditures	**N/A**	**$ 25,781**	**$ 27,717**	**$ 35,254**
Full-Time Budgeted Employees	**N/A**	**0.23**	**0.23**	**0.23**

Revenue Statement

Enterprise/E-Commerce programs generate direct revenue through negotiated extended abatement agreements. Revenues for FY20 attributed to active extended abatements total $121,700. Benefits to the local property tax base are felt in the year(s) following the ending of a company's abatement window, when improvements made as part of an e-zone designation are brought back on to the tax rolls.

Currently, the City of Springfield Enterprise Zone Program is managing 9 active enterprise zone authorizations with a total estimated direct impact to the community by EZ companies of over $180M in direct new property and equipment investments, 660 new jobs created, 760 existing area jobs retained, and over $60M in annual direct wages paid. This does not include indirect jobs and services created within Springfield as part of supporting EZ companies. Annual foregone property taxes for FY 20 attributed to the EZ property tax abatement program is estimated to be $3.3M.

Significant Changes

- There are no significant changes proposed to this program

Performance Measures

Performance measures will be developed for this program in FY20.

PROGRAM TITLE – 1009 Transient Room Tax Management

Program Overview

The Transient Room Tax Management program is focused on the direct management and promotion of tourism related businesses, programs, events and amenities which directly contribute to an increase in overnight visitors to Springfield. Projects include art program administration, promotion and investments in Springfield quality of life features, and advertising and promotion of Springfield outside of the region.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditured by Category				
Personnel Services	N/A	44,630	47,484	51,598
Materials & Services	N/A	5,222	39,900	29,900
Total Budgeted Expenditures	**N/A**	**$ 49,852**	**$ 87,384**	**$ 81,498**
Full-Time Budgeted Employees	**N/A**	**0.35**	**0.35**	**0.35**

Revenue Statement

Revenues are directly attributed to the number of overnight stays in Springfield area hotels coupled with average daily room rates. Annual transient room tax receipts (revenues) for FY20 are estimated to be $1.3M, slightly less than the total receipts received for FY19 of $1.5M.

Significant Changes

- The Council has indicated a desire to discuss larger priority projects, like contributions to the Olympic trials, the 2021 World Track and Field Championships, an indoor track facility, and a regional conference center. With limited funds, this discussion may have an impact on TRT reserves and annual revenues in FY20.

Performance Measures

Performance measures will be developed for this program in FY20.

Gino Grimaldi, City Manager cmomail@springfield-or.gov 541.726.3700

PROGRAM TITLE – 1013 Intergovernmental and Legislative Support Management

Program Overview

Management of State and Federal legislative agendas, including advocacy, policy management, and intergovernmental relations. This program provides a professional interaction among the various local and state government and develops effective relationships to improve Springfield's ability to fulfill its goals.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditured by Category				
Personnel Services	N/A	N/A	105,633	111,921
Materials & Services	N/A	N/A	67,334	39,900
Total Budgeted Expenditures	**N/A**	**N/A**	**$ 172,967**	**$ 151,821**
Full-Time Budgeted Employees	**N/A**	**N/A**	**0.68**	**0.68**

Revenue Statement

None at this time.

Significant Changes

- The city is now working with Kylie Grunow at Meriweather strategies on a lobby partnership in Salem.
- League of Oregon Cities funds have been moved to Program 1004, Agency Funding Management.

Performance Measures

Performance measures will be developed for this program in the upcoming FY20.

Gino Grimaldi, City Manager cmomail@springfield-or.gov 541.726.3700

PROGRAM TITLE – 7000 Department Administration

Program Overview

Management oversees the daily operations of the department; budget development, personnel matters, training and development, contract administration, business relationship management, and department strategic planning.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditured by Category				
Personnel Services	N/A	122,097	134,353	145,798
Materials & Services	N/A	21,394	26,205	34,055
Total Budgeted Expenditures	**N/A**	**$ 143,491**	**$ 160,558**	**$ 179,853**
Full-Time Budgeted Employees	**N/A**	**1.05**	**1.05**	**1.05**

Revenue Statement

This program is supported by the City of Springfield's general revenue sources.

Significant Changes

- Structure and supervision of office administration was shifted to the Legislative and Public Affairs Manager. No additional resources were allocated for this shift in duties.

Performance Measures

Performance measures will be developed for this program in FY20.

Gino Grimaldi, City Manager cmomail@springfield-or.gov 541.726.3700

PROGRAM TITLE – 7001 Mayor & Council Support

Program Overview

Schedule and coordinate activities, community events and meetings for the Mayor and Council, and communicate their attendance to the appropriate agency or person.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditured by Category				
Personnel Services	N/A	41,586	102,666	83,636
Materials & Services	N/A	20,622	35,454	51,117
Capital Outlay	N/A	5	-	-
Total Budgeted Expenditures	**N/A**	**$ 62,213**	**$ 138,120**	**$ 134,753**
Full-Time Budgeted Employees	**N/A**	**0.30**	**0.85**	**0.85**

Revenue Statement

This program is supported by the City of Springfield's general revenue sources.

Significant Changes

- Council Technology upgrades and Council Meeting service improvements are ongoing. Additional funds are allocated for annual technology services subscriptions to support operation of City Council iPads.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Promote and Enhance our Hometown Feel while Focusing on Livability and Environmental Quality				
Encouraging Council involvement in the community	Number of events attended by the Mayor and Council	11	11	12
Council Goal: Fosters an Environment that Values Diversity and Inclusion				
Outreach to diversified community for employment (volunteer) opportunities	Number of applications received per board, committee, or commission per position	2 applicants per position	1.72 applicants per position	2 applicants per position

Gino Grimaldi, City Manager cmomail@springfield-or.gov 541.726.3700

PROGRAM TITLE – 7005 City-Wide Management & Oversight

Program Overview

Provide oversight and ensure proper coordination and communication of all city operations. This program focuses on the overall operations and oversight of daily and long-term city organizational activities and priorities. Included in this work are efforts to maintain current employee surveys reflecting data displaying employee satisfaction and confidence and feedback opportunities as well as City Manager evaluations.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditured by Category				
Personnel Services	N/A	148,630	240,856	249,415
Materials & Services	N/A	5,564	17,456	43,119
Total Budgeted Expenditures	**N/A**	**$ 154,194**	**$ 258,312**	**$ 292,534**
Full-Time Budgeted Employees	**N/A**	**0.70**	**1.40**	**1.40**

Revenue Statement

This program is supported by the City of Springfield's general revenue sources.

Significant Changes

- Outlook is largely dependent on the hiring of a new City Manager
- Additional funds were budgeted to support programming opportunities or efforts by a new City Manager

Performance Measures

Performance measures will be developed for this program in FY20.

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DEVELOPMENT & PUBLIC WORKS

Tom Boyatt, DPW Interim Director DPW@springfield-or.gov 541.726.3753

Department Overview

Development & Public Works (DPW) is responsible for land use planning, zoning, development review, building permits, code enforcement, capital construction, emergency management, and the stewardship of the city's infrastructure systems – public buildings, transportation, wastewater, stormwater and waterways – to ensure a safe and healthy community.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Licenses, Permits & Fees	N/A	(2,226,443)	(2,250,500)	(2,148,500)
Intergovernmental	N/A	(690,218)	(1,663,479)	(1,676,444)
Charges For Service	N/A	(2,689,520)	(2,705,896)	(36,613,633)
Fines And Forfeitures	N/A	(200)	-	(700)
Use Of Money & Property	N/A	-	-	(180,000)
Miscellaneous Receipts	N/A	(183,338)	(42,306)	(741,170)
Total Budgeted Revenue	**N/A**	**$ (5,789,720)**	**$ (6,662,181)**	**$ (41,360,447)**
Expenditures by Category				
Personnel Services	12,442,864	13,154,475	14,061,986	14,861,232
Materials & Services	21,478,614	22,043,613	25,327,508	26,174,917
Capital Outlay	1,901,708	2,224,347	3,321,433	1,764,829
Total Budgeted Expenditures	**$35,823,187**	**$ 37,422,435**	**$ 42,710,927**	**$ 42,800,978**
Full-Time Employees	123.00	126.38	126.55	128.55
Full-Time Budgeted Employees	**123.00**	**126.38**	**126.55**	**128.55**

Initiatives FY2019-2020

- Develop and deliver the first set of Street Capital Bond projects as approved by voters in 2018.
- Improve Main Street traffic, pedestrian, and bicycle safety in partnership with ODOT by continuing the Main Street Facility Plan process to prepare for state funded improvements.
- Continue to implement affordable housing strategies as directed and funded by Council.
- Continue the development code update as directed and funded by Council.
- Continue to implement the ADA Transition Plan within the right of way and other public facilities.
- Deliver funded priority capital construction projects.
- Continue work on City-wide LED street light replacement project. Request for Proposals for Energy Services Companies (ESCO) is ready for publication; following action will require Council decision on selecting ESCO and proceeding with construction/replacement.
- Achieve a workable Oregon DEQ Phase II MS4 (Municipal Separate Storm Sewer System) Permit.
- Update warrant procedures in the municipal code to address the most impactful nuisance cases.
- Implement a new program to track time spent on homeless transient camping and related issues.
- Shift Customer Service Project resources to the web site and explore new ways to communicate with customers.

- Work with the State of Oregon to implement electronic building permit plans submittal and review.

Accomplishments FY2018-2019

- Voters approved Measure 20-296, a five-year, $10 million bond to repair eight major city streets.
- Completed Phase 1 construction of Franklin Boulevard ahead of schedule.
- Obtained a State Homeland Security Program grant for $98,000 for a larger back-up power generator for City Hall.
- Reinstated the Low-Income Rental Property Tax Exemption and granted the property tax exemption to the Myrtlewood, Saint Vincent de Paul's 35 apartments for low-income households at 1072 Main Street.
- Constructed offices in City Hall for new in-house City Attorney staff.
- Completed security upgrades in all City Hall citizen access areas to include customer service windows in City Manager's Office and Administrative Services, and employee-only access doors and locks in all offices, including remotes locks for additional employee safety.
- Replaced over 3,300 feet of sanitary sewer pipe that had reached the end of its useful life.
- Designed and constructed a multiuse path connecting South 54th Street and Daisy Street in an unimproved section of the South 54th Street right of way.
- Substantially completed initial stormwater analysis and stormwater basin identification work in Glenwood.
- Planning Commission recommended to City Council Transportation System Plan (TSP) updates and development code amendments to implement adopted policies.
- Supported a number of high profile development projects, including an updated approval of the Marcola Meadows Master Plan to meet changing residential and mixed use commercial needs, a new medium and high density residential development north of downtown to help address a missing middle housing, and added the UGB to the list of areas where an ADU can be built for rental or generational housing needs.
- Continued collaboration with Springfield Utility Board (SUB) to identify and replace failed direct-buried wire that energizes City street light systems. SUB provided $50K toward this important functional upgrade that has improved both the light system and illumination.
- Conducted wastewater monitoring and hydraulic modeling of City's wastewater conveyance system, obtained dry and wet weather data for 10-inch pipe and larger. This information will be used in the system wide pipe analysis and development of the comprehensive hydraulic flow model which will be integral toward updating the Wastewater Masterplan over the next three years.
- Expanded Clean Water University to include Eugene schools, conducted two day event at the Water Pollution Control Facility for over 700 fifth graders.
- Conducted Public Works Week activities with 550 Springfield third graders.
- Conducted 18 public outreach presentations and events on emergency preparedness and natural hazard mitigation that reached over 1,500 residents in Springfield and Eugene.

- Responded to significant winter snow storm, with over 3,800 staff hours and non-labor expenses estimated at $298,000.
- Supported Oregon Department of Geology and Mineral Industries (DOGAMI) with completing a new landslide inventory and risk assessment for the Eugene-Springfield metro area.
- Supported the US Army Corps of Engineers with inspection and risk assessment of the City's 42nd Street Levee.
- Continued to implement data management field tools for Operations staff to enhance efficiency and better track activities and resources.

Three Year Considerations FY2021-FY2023

After several years of delay, the Oregon Department of Environmental Quality has issued its Phase II MS4 (Municipal Separate Storm Sewer System) Permit, and Springfield is one of the jurisdictions subject to this permit. Along with several other Cities, Springfield is pursuing legal action to seek permit revisions. The permit goes beyond federal requirements, contains standards that are technically infeasible to achieve, and takes away flexibility from local jurisdictions to treat stormwater runoff. The permit needs to change to reflect community differences and to allow for longer implementation timelines. Requirements must be based on the Clean Water Act "maximum extent practicable" standard. Implementing the permit as currently written will significantly impact development, and lead to significant cost increases for City rate payers.

City-owned facilities such as City Hall, Justice Center and Booth Kelly continue to age and resources have not been set aside to provide for major building system replacement/renovation/repair. Department staff has developed a comprehensive project list and estimated costs but limited capital dollars are available to address the need. Staff will continue to seek guidance from the Budget Committee and City Council regarding strategies ranging from increased internal charges to creating a General Obligation Bond Project.

Initial flow monitoring of the wastewater collection system is complete and the update of the hydraulic model will be complete. Following this work, an update to the City's Wastewater Master Plan will be initiated.

Initial planning and design work is anticipated to begin on Mill Street ahead of the reconstruction of the street between S. A Street and Centennial Boulevard. In addition, the Department will begin other street upgrade and construction efforts utilizing transportation funding awarded through the Central Lane MPO.

The comprehensive update/rewrite of the Development Code will be a major initiative of the Department, Springfield Planning Commission and City Council for the next several years. This is a complex project that will require a robust public process. In FY2020 the department has increased the materials and services budget by $22,300 for the cost of the Measure 56 public notice and required public outreach.

Financial Summary by Fund

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Fund				
100 General Fund	-	(1,284,896)	(1,193,864)	(1,176,556)
201 Street Fund	-	(348,834)	(335,000)	(317,681)
204 Special Revenue Fund	-	(4,249)	(110,000)	(12,000)
208 Transient Room Tax Fund		(693)	-	-
210 Community Development Fund	-	(529,671)	(1,349,985)	(1,456,614)
224 Building Code Fund	-	(1,290,157)	(1,430,000)	(1,339,000)
229 SEDA Glenwood General Fund		(25,800)	-	-
612 Regional Wastewater Fund	-	(118,960)	-	(36,142,200)
617 Storm Drainage Operations Fund	-	(141,991)	(281,300)	(124,000)
618 Booth-Kelly Fund	-	(1,626,562)	(1,572,032)	(792,396)
713 Vehicle & Equipment Fund	-	(417,908)	(390,000)	-
Total Budgeted Revenue	**N/A**	**$ (5,789,720)**	**$ (6,662,181)**	**$ (41,360,447)**
Expenditures by Fund				
100 General Fund	2,343,046	2,339,817	2,586,747	2,631,218
201 Street Fund	5,152,404	4,954,035	5,481,106	5,879,758
204 Special Revenue Fund	4,169	4,249	12,000	12,000
208 Transient Room Tax Fund	111,627	109,759	115,405	95,421
210 Community Development Fund	608,517	423,441	1,329,094	1,561,701
224 Building Code Fund	911,100	1,067,488	1,158,463	1,183,168
433 Regional Wastewater Capital Fd	1,659,445	1,870,041	2,566,300	1,145,000
434 Street Capital Fund	145,417	148,585	97,543	124,584
611 Sanitary Sewer Operations Fund	3,204,116	3,391,549	3,691,183	3,909,066
612 Regional Wastewater Fund	15,786,254	16,534,998	18,143,936	18,500,825
617 Storm Drainage Operations Fund	4,415,088	4,809,014	5,316,048	5,620,402
618 Booth-Kelly Fund	499,294	487,208	546,569	559,407
713 Vehicle & Equipment Fund	641,135	917,791	1,231,674	1,182,216
719 SDC Administration Fund	341,576	364,460	434,861	396,212
Total Budgeted Expenditures	**$35,823,187**	**$37,422,435**	**$ 42,710,927**	**$ 42,800,978**

Financial Summary by Program

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Program				
1021 Emergency Management	N/A	-	(98,000)	-
1023 Community Events	N/A	(28,841)	(30,000)	-
1028 Business Licensing	N/A	(324,455)	(155,000)	(180,000)
1030 Building Plan Review	N/A	(844,051)	(980,000)	(899,000)
1031 Mechanical Inspections	N/A	(132,622)	(138,000)	(135,000)
1032 Structural Inspections	N/A	3	(7,000)	-
1034 Plumbing Inspections	N/A	(119,385)	(120,000)	(125,000)
1035 Affordable Housing	N/A	(140,310)	(995,614)	(51,170)
1036 Community Development	N/A	(362,521)	(257,371)	(1,326,855)
1037 Social Services	N/A	(26,840)	(97,000)	(78,589)
1039 Development Review	N/A	(463,745)	(542,500)	(500,000)
1043 Historic Preservation	N/A	(4,249)	(12,000)	(12,000)
1045 Stormwater Regulatory Administration	N/A	(29,983)	(33,300)	(34,000)
1047 Stormwater Engineering	N/A	-	(155,000)	-
1048 Land Drainage & Alteration Permit	N/A	(103,681)	(93,000)	(90,000)
1050 Landscape Tree Maintenance	N/A	(50,088)	(50,000)	-
1051 Landscape Maintenance	N/A	-	-	(45,000)
1055 Stormwater Illicit Discharge	N/A	(8,328)	-	-
1056 Regional Wastewater Administration	N/A	(97,521)	-	(36,132,700)
1057 Industrial Pretreatment	N/A	(21,439)	-	(9,500)
1065 Transportation Planning	N/A	(45,600)	(45,000)	(45,000)
1066 Street Engineering	N/A	(6,200)	(60,000)	(60,000)
1068 Bicycle Facilities and Programs	N/A	(40,257)	(42,500)	(45,000)
1069 Locates and Encroachments	N/A	(23,167)	(30,000)	(30,000)
1073 Traffic Operations -Signal Maintenance and Repair	N/A	(152,374)	(77,500)	(92,681)
1075 Street Lighting	N/A	(3,000)	-	-
7020				
Real Property Management	N/A	(1,652,362)	-	-
7023 Facilities Maintenance-Custodial Services	N/A	(281,904)	(299,028)	(304,284)
7024 Fuel Facility Operations and Management	N/A	(417,908)	(390,000)	-
7026 Vehicle & Equipment Preventive Maintenance	N/A	(187,752)	(177,336)	(172,272)
1033 Electrical Inspections	N/A	(221,141)	(205,000)	(200,000)
7901 Miscellaneous Leased Property	N/A	-	(853,032)	(18,000)
7902 Booth Kelly	N/A	-	(615,000)	(667,601)
7903 Carter Building	N/A	-	(90,000)	(95,442)
7904 Depot	N/A	-	(14,000)	(11,353)
Total Budgeted Revenues	**N/A**	**$ (5,789,720)**	**$ (6,662,181)**	**$ (41,360,447)**

Financial Summary by Program, Continued

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Program				
1000 Default Community Services	35,348,187	-	-	-
1006 Economic Development Agency Funding	-	26	-	-
1021 Emergency Management	-	328,350	373,762	372,930
1022 Intergovernmental Relations	-	40,444	48,158	38,477
1023 Community Events	-	200,460	267,215	249,049
1024 Survey	-	468,510	455,781	500,191
1025 Operations Training and Safety Programs	-	36,822	49,495	50,756
1026 Buildings & Facilities Planning	-	13,791	13,147	5,667
1027 Building and Facility Architectural & Engineering	-	7,452	5,427	5,667
1028 Business Licensing	-	49,612	56,602	60,765
1029 Licensing and Franchising	-	14,946	18,793	-
1030 Building Plan Review	-	263,595	271,628	272,130
1031 Mechanical Inspections	-	143,363	141,912	163,053
1032 Structural Inspections	-	148,054	148,637	163,523
1033 Electrical Inspections	-	260,254	268,215	270,110
1034 Plumbing Inspections	-	249,242	243,119	240,803
1035 Affordable Housing	-	291,600	1,152,130	1,154,212
1036 Community Development	-	108,348	88,266	335,551
1037 Social Services	-	86,565	131,202	78,589
1038 Comprehensive Land Use Planning	-	342,895	386,265	309,768
1039 Development Review	-	806,671	954,422	776,392
1040 Development Code Updates and Maintenance	-	98,028	124,970	239,937
1041 Code Enforcement	-	321,811	357,928	349,725
1042 Floodplain Management	-	44,986	27,669	19,857
1043 Historic Preservation	-	11,927	20,893	29,493
1044 Stormwater Fiscal Management and Customer Services	-	397,935	419,208	571,190
1045 Stormwater Regulatory Administration	-	492,782	750,910	805,409
1046 Stormwater Planning	-	43,806	78,347	64,553
1047 Stormwater Engineering	-	644,377	707,252	818,524
1048 Land Drainage & Alteration Permit	-	259,996	251,440	251,335
1049 Surface Drainage Vegetation Management	-	523,550	433,377	413,110
1050 Landscape Tree Maintenance	-	351,935	389,157	376,654
1051 Landscape Maintenance	-	374,803	430,913	484,280
1052 Surface Drainage Maintenance	-	753,822	805,008	851,555
1053 Subsurface Drainage Preventive Maintenance	-	453,421	554,617	581,628
1054 Subsurface Drainage Repair	-	151,320	178,700	178,602
1055 Stormwater Illicit Discharge	-	170,963	-	-
1056 Regional Wastewater Administration	-	2,991,588	3,462,335	3,516,064
1057 Industrial Pretreatment	-	445,108	477,457	484,885
1058 Regional Wastewater Operations	-	15,003,800	16,758,751	15,625,457
1059 Wastewater Fiscal Management and Customer Services	-	451,732	469,684	631,998
1060 Wastewater Planning	-	67,098	111,858	89,893
1061 Wastewater Engineering	-	663,977	678,689	708,408
1062 Wastewater Preventive Maintenance	-	1,355,121	1,390,495	1,428,531
1063 Wastewater Maintenance Repair	-	163,497	196,673	193,730
1064 Capacity Management Operations & Maintenance (CMOM)	-	69,708	78,201	91,271
1065 Transportation Planning	-	225,754	286,471	308,307
1066 Street Engineering	-	614,850	559,814	740,384
1067 Street Sweeping	-	487,014	826,535	555,370

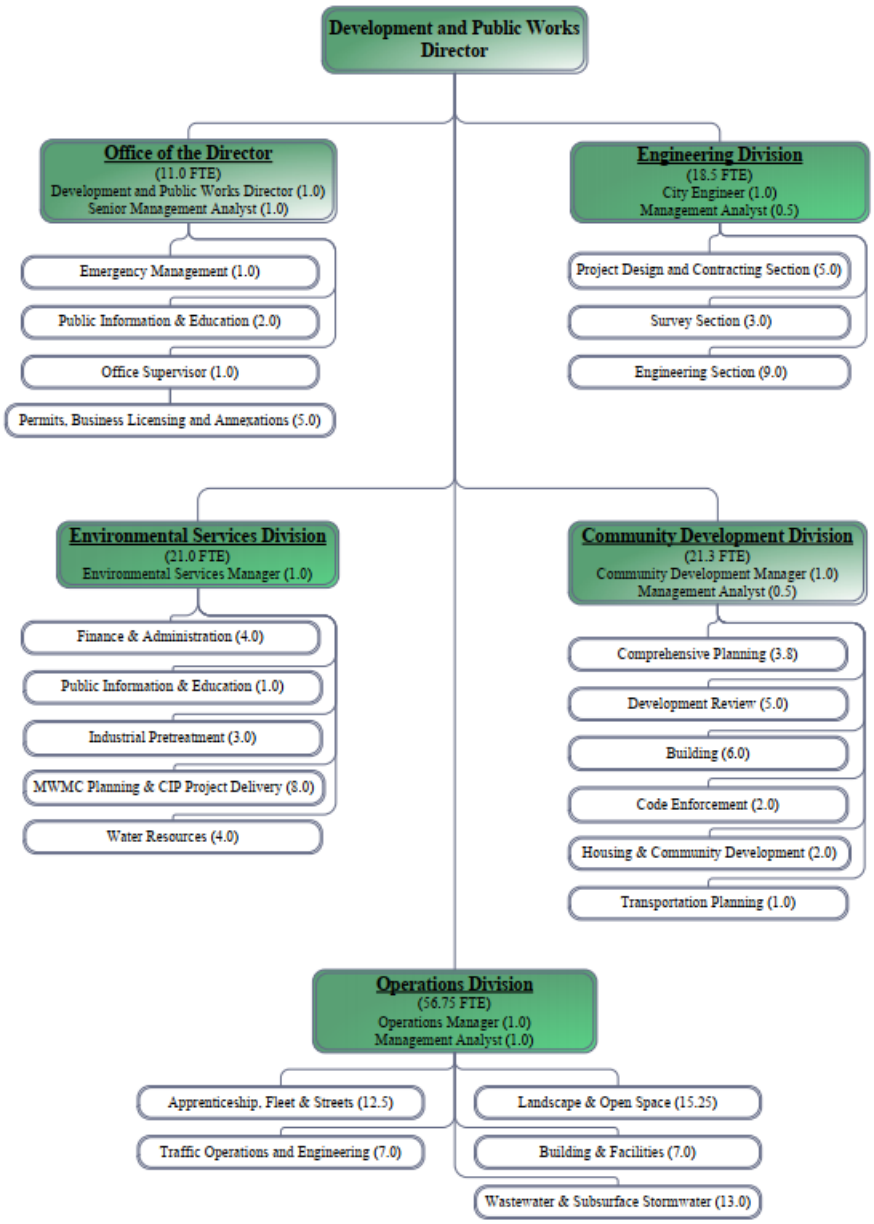
Financial Summary by Program, Continued

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
1068 Bicycle Facilities and Programs	-	74,201	103,429	92,790
1069 Locates and Encroachments	-	323,317	328,456	340,024
1070 Street Maintenance and Preservation	-	857,515	1,023,618	1,032,841
1071 Street Sidewalk Maintenance and Preservation	-	98,214	119,104	119,500
1072 Traffic Operations - Engineering	-	334,739	446,184	466,215
1073 Traffic Operations -Signal Maintenance and Repair	-	535,895	528,183	548,887
1074 Traffic Operations -Signs and Pavement Markings	-	272,767	284,885	351,096
1075 Street Lighting	-	473,766	508,312	497,860
1077 Transient Related Issues	-	-	-	37,000
1091 Community Risk Reduction	-	21	-	-
1144 Patrol - Sworn	-	3	-	-
7004 Intergovernmental Relations Management	-	60	-	-
7000 Department Administration	-	713,040	1,194,429	1,363,001
7020				
Real Property Management	-	58,108	(0)	-
7021 Real Property Maintenance	-	113,439	0	-
7022 Facilities Maintenance - City	-	509,815	589,913	627,011
7023 Facilities Maintenance-Custodial Services	-	212,070	181,726	187,724
7024 Fuel Facility Operations and Management	-	418,898	393,228	524,187
7025 Vehicle & Equipment Services	-	78,873	-	-
7026 Vehicle & Equipment Preventive Maintenance	-	187,117	256,474	265,537
7031 Annual Audit, CAFR and Internal Reporting	-	5,350	-	-
7065 Payroll Administration	-	50	-	-
7100 City Attorney	-	94	-	-
7900 Real Property Management	-	-	472,460	510,523
7902 Booth Kelly	-	210,261	-	-
7903 Carter Building	-	23,828	-	-
7904 Depot	-	10,892	-	-
8800 Capital Projects	475,000	375,034	375,000	375,000
8810 MWMC Capital	-	39,359	4,000	4,000
Total Budgeted Expenditures	**$ 35,823,187**	**$37,422,435**	**$ 42,710,927**	**$ 42,800,978**

DEVELOPMENT & PUBLIC WORKS

Tom Boyatt, DPW Interim Director DPW@springfield-or.gov 541.726.3753

Organizational Chart



Summary of Full-Time Equivalent by Fund

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted
100 General Fund	20.26	20.13	20.23	20.18
201 Street Fund	28.02	28.46	28.51	30.05
208 Transient Room Tax Fund	0.85	0.85	0.85	0.75
210 Community Development Fund	2.10	2.10	2.10	2.10
224 Building Code Fund	6.43	7.49	7.49	7.54
611 Sanitary Sewer Operations Fund	17.59	17.69	17.68	17.62
612 Regional Wastewater Fund	14.93	14.69	14.68	15.68
617 Storm Drainage Operations Fund	28.71	31.20	31.21	31.13
618 Booth-Kelly Fund	1.59	1.25	1.25	1.25
719 SDC Administration Fund	2.52	2.59	2.55	2.25
Total FTE	**123.00**	**126.38**	**126.55**	**128.55**

Summary of Full-Time Equivalent by Program

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted
1021 Emergency Management	N/A	0.95	1.00	1.00
1022 Intergovernmental Relations	N/A	0.10	0.10	0.05
1023 Community Events	N/A	1.68	1.78	1.55
1024 Survey	N/A	2.79	2.82	3.00
1025 Operations Training and Safety Programs	N/A	0.20	0.20	0.20
1026 Buildings & Facilities Planning	N/A	0.10	0.08	0.04
1027 Building and Facility Architectural & Engineering	N/A	0.05	0.04	0.04
1028 Business Licensing	N/A	0.61	0.61	0.61
1029 Licensing and Franchising	N/A	0.01	0.03	-
1030 Building Plan Review	N/A	1.77	1.88	1.83
1031 Mechanical Inspections	N/A	0.99	0.92	1.03
1032 Structural Inspections	N/A	1.04	0.98	1.03
1033 Electrical Inspections	N/A	1.83	1.76	1.72
1034 Plumbing Inspections	N/A	1.62	1.55	1.49
1035 Affordable Housing	N/A	1.45	1.45	1.45
1036 Community Development	N/A	0.70	0.70	0.70
1038 Comprehensive Land Use Planning	N/A	2.46	2.49	2.34
1039 Development Review	N/A	7.29	7.84	6.32
1040 Development Code Updates and Maintenance	N/A	0.65	0.84	1.37
1041 Code Enforcement	N/A	2.53	2.64	2.44
1042 Floodplain Management	N/A	0.26	0.18	0.13
1043 Historic Preservation	N/A	0.10	0.10	0.15
1044 Stormwater Fiscal Management and Customer Services	N/A	0.86	0.87	0.87
1045 Stormwater Regulatory Administration	N/A	3.31	4.85	4.85
1046 Stormwater Planning	N/A	0.49	0.47	0.34
1047 Stormwater Engineering	N/A	4.69	4.41	5.04
1048 Land Drainage & Alteration Permit	N/A	1.70	1.72	1.70
1049 Surface Drainage Vegetation Management	N/A	3.35	3.35	3.35

Summary of Full-Time Equivalent by Program, Continued

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted
1050 Landscape Tree Maintenance	N/A	2.48	2.48	2.27
1051 Landscape Maintenance	N/A	2.89	2.86	3.01
1052 Surface Drainage Maintenance	N/A	5.33	5.33	5.31
1053 Subsurface Drainage Preventive Maintenance	N/A	3.63	3.63	3.51
1054 Subsurface Drainage Repair	N/A	0.89	0.89	0.86
1055 Stormwater Illicit Discharge	N/A	1.55	-	-
1056 Regional Wastewater Administration	N/A	11.43	11.43	12.43
1057 Industrial Pretreatment	N/A	3.25	3.25	3.25
1059 Wastewater Fiscal Management and Customer Services	N/A	1.13	1.13	1.13
1060 Wastewater Planning	N/A	0.67	0.66	0.47
1061 Wastewater Engineering	N/A	4.47	4.27	4.88
1062 Wastewater Preventive Maintenance	N/A	7.54	7.38	7.30
1063 Wastewater Maintenance Repair	N/A	0.93	0.94	0.93
1064 Capacity Management Operations & Maintenance (CMOM)	N/A	0.42	0.41	0.34
1065 Transportation Planning	N/A	1.55	1.72	1.85
1066 Street Engineering	N/A	3.37	3.25	4.41
1067 Street Sweeping	N/A	2.86	2.92	2.92
1068 Bicycle Facilities and Programs	N/A	0.60	0.52	0.42
1069 Locates and Encroachments	N/A	2.26	2.41	2.26
1070 Street Maintenance and Preservation	N/A	5.60	5.66	5.66
1071 Street Sidewalk Maintenance and Preservation	N/A	0.60	0.57	0.57
1072 Traffic Operations - Engineering	N/A	2.35	2.42	2.41
1073 Traffic Operations -Signal Maintenance and Repair	N/A	2.55	2.23	2.32
1074 Traffic Operations -Signs and Pavement Markings	N/A	0.77	1.25	2.02
1075 Street Lighting	N/A	1.12	0.80	0.69
7000 Department Administration	N/A	2.96	2.84	3.06
7020 Real Property Management	N/A	0.22	0.20	-
7021 Real Property Maintenance	N/A	0.69	0.69	-
7022 Facilities Maintenance - City	N/A	4.17	4.73	4.75
7023 Facilities Maintenance-Custodial Services	N/A	2.43	2.00	2.00
7025 Vehicle & Equipment Services	N/A	0.65	-	-
7026 Vehicle & Equipment Preventive Maintenance	N/A	1.45	2.00	2.00
7900 Real Property Management	N/A	-	-	0.89
Total FTE	**N/A**	**126.38**	**126.55**	**128.55**

EMERGENCY MANAGEMENT - 1021

Program Overview

This program provides the City government and the City of Springfield at-large with a comprehensive Emergency Management program, consistent with federal, state, and local regulations. It accomplishes this through planning and coordinating with staff, community partners and volunteers, and numerous government agencies to prevent, protect, mitigate, respond to, and recover from all types of community emergencies and disasters, as well as for larger-scale planned community events.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	145,804	157,121	166,462
Materials & Services	N/A	182,546	216,641	206,468
Capital Outlay	N/A			
Total Budgeted Expenditures	**$ -**	**$ 328,350**	**$ 373,762**	**$ 372,930**
Full-Time Budgeted Employees	**N/A**	**0.95**	**1.00**	**1.00**

Revenue Statement

This program typically does not generate revenue except through competitive grant opportunities for specific projects or initiatives. The program also seeks reimbursements for the eligible portions of the City's costs incurred while responding to presidentially-declared disasters.

Significant Changes

- No significant service level changes for FY20.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Minimize natural disaster risk	Percentage of mitigation actions in Springfield identified in the *Eugene-Springfield Natural Hazard Mitigation Plan* on schedule for implementation	80%	80%	80%
Council Goal: Strengthen Public Safety by Leveraging Partnerships and Resources				
Promote Household emergency management preparedness	Number of public outreach events/presentations regarding emergency preparedness conducted	12	20	12
	Number of City-initiated social media posts regarding emergency preparedness	12	20	12
Increase staff training for emergency management and public safety response	Number of EOC exercises/activations conducted	4	10	4
	Percentage of total City staff who have completed their basic or refresher National Incident Management System (NIMS) training	90%	50%	90%

*FY19 Actuals are estimated as of February 2019

INTERGOVERNMENTAL RELATIONS - 1022

Program Overview

Support community engagement activities of citizen commissions and community partners. Provide analysis of state and federal legislation for City Manager's office. Provide public information, education and outreach for DPW services and activities through a variety of methods and mediums.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	9,072	15,609	6,540
Materials & Services	N/A	31,372	32,549	31,938
Capital Outlay	N/A	-	-	
Total Budgeted Expenditures	**$ -**	**$ 40,444**	**$ 48,158**	**$ 38,477**
Full-Time Budgeted Employees	**N/A**	**0.10**	**0.10**	**0.05**

Revenue Statement

Program is supported by the City of Springfield's general revenue sources.

Significant Changes

- Redistributed 0.05 FTE to other programs, reducing cost by about $10,000

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Work with State and Federal governments to explore funding options	Number of State and Federal bills reviewed each session	25	90	25

*FY19 Actuals are estimated as of February 2019

COMMUNITY EVENTS – 1023

Program Overview

This program provides staffing, support and traffic control for a variety of community events: Nick Symmonds Run, Lights of Liberty, Spring Clean-up, Holiday Parade, Veteran's Parade, community festivals and special events, installation of holiday decorations, and other numerous events.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Charges For Service	N/A	(28,148)	(30,000)	-
Miscellaneous Receipts		(693)	-	
Total Budgeted Revenue	**N/A**	**$ (28,148)**	**$ (30,000)**	**$ -**
Expenditures by Category				
Personnel Services	N/A	142,532	196,756	182,596
Materials & Services	N/A	57,928	70,459	66,454
Capital Outlay	N/A	-	-	
Total Budgeted Expenditures	**$ -**	**$ 200,460**	**$ 267,215**	**$ 249,049**
Full-Time Budgeted Employees	**N/A**	**1.68**	**1.78**	**1.55**

Revenue Statement

The Community Events program has minimal cost recovery for most events, with exception of traffic control activities provided to the University of Oregon for home football games and the Eugene Marathon. Other events, such as Spring Cleanup, holiday parades, car cruises, and impromptu community events, are provided free of charge to the public. Revenue for this program moved to 1073 Traffic Operations and Maintenance in FY20.

Significant Changes

- The number of community events continues to increase, impacting overtime projections and regular maintenance programs scheduling.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Encourage Economic Development and Revitalization through Community Partnerships				
Promote Springfield	Spring Cleanup: Reduce solid waste, pollutants and poor environmental conditions in community	476 cars average .13tons/268 lbs.	scheduled May 2019	460 cars average .13tons/275lbs.
	Number of special events Operations staff participate in	10	9	10

*FY19 Actuals are estimated as of February 2019

SURVEY - 1024

Program Overview

This program performs plat review and approval and provides for Capital Improvement Project support. The program does recordkeeping for easement and right of way for City owned property. This program provides property boundary and Survey customer service. This program provides City and Public owned boundary Survey services, and miscellaneous City project support including research and field services.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	307,812	348,230	386,958
Materials & Services	N/A	82,212	107,552	113,233
Capital Outlay	N/A	78,487	-	
Total Budgeted Expenditures	**$ -**	**$ 468,510**	**$ 455,781**	**$ 500,191**
Full-Time Budgeted Employees	**N/A**	**2.79**	**2.82**	**3.00**

Revenue Statement

Survey works with the Development Review program to charge fees for plat review, which is revenue generated for Development Review. Survey work on City improvement projects is funded by project accounts through the streets, stormwater or sanitary sewer funds for work in those areas.

Significant Changes

- No significant service level changes for FY2020. The number of required plat reviews for development activity has slightly increased this year, which requires additional staff time. The performance measure target decreased from 98% to 90% to accommodate an increase in workload.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Promote and Enhance our Hometown Feel While Focusing on Livability and Environmental Quality				
Explore and identify neighborhoods, determine what is already in place and what we can add to	Percentage of City within 750 feet of a vertical (elevation) control monument	76%	78%	80%
Council Goal: Provide Financially Responsible and Innovative Government Services				
Maintain a consistent level of service year after year	Percentage of Subdivision and Partition plats reviewed within 12 working days of a submittal	85%	95%	90%
	Percentage of project based and ad-hoc topo and as-built surveys completed within 15 days	85%	90%	88%

*FY19 Actuals are estimated as of February 2019

OPERATIONS TRAINING AND SAFETY PROGRAMS - 1025

Program Overview

The program provides compliance with mandated OSHA, State/Regulatory Standards, Blood borne Pathogens, Respiratory Program, and Work Zone Safety. The program provides a standardized and structured new employee training program, with the objective to train employees in occupational proficiency and safety, and provide the residents of Springfield with competent, skilled public employees. The program must meet BOLI compliance.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	28,629	26,723	27,773
Materials & Services	N/A	8,193	22,773	22,982
Capital Outlay	N/A	-	-	
Total Budgeted Expenditures	**$ -**	**$ 36,822**	**$ 49,495**	**$ 50,756**
Full-Time Budgeted Employees	**N/A**	**0.20**	**0.20**	**0.20**

Revenue Statement

Program is supported by the City of Springfield's general revenue sources.

Significant Changes

- Utilize CIS On-Line Learning Center to provide trainings, saving contractual services dollars.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Increase staff training for emergency management	Number of Safety/Trainings provided annually	12	12	12
	Number of Quarterly OSHA site inspections performed annually	4	4	4

*FY19 Actuals are estimated as of February 2019

BUILDINGS AND FACILITIES PLANNING - 1026

Program Overview

This program maintains and updates the Building and Facilities Preservation and Maintenance Work Plan, Facility Master Plans, capital project identification and prioritization, regulatory compliance, standards, and public policy, cost estimations for projects development, operations, and costs for ongoing maintenance.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	12,285	11,818	5,428
Materials & Services	N/A	1,506	1,329	238
Capital Outlay	N/A	-	-	
Total Budgeted Expenditures	**$ -**	**$ 13,791**	**$ 13,147**	**$ 5,667**
Full-Time Budgeted Employees	**N/A**	**0.10**	**0.08**	**0.04**

Revenue Statement

This program may prepare projects which could be submitted for grant opportunities. Grants often require shovel-ready or designed projects (i.e. not conceptual or theoretical ones).

Significant Changes

- No significant service level changes in FY2020.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Public confidence that buildings are safe	Number of months between update of the five-year preservation & maintenance plan	12	12	12

*FY19 Actuals are estimated as of February 2019

BUILDING AND FACILITY ARCHITECTURE AND ENGINEERING - 1027

Program Overview

This program creates or reviews the architectural and engineering aspects of and implements designs for the City owned facilities. It assures they are in alignment with stated needs, adopted policies, and associated requirements of Federal, State and local codes.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	7,158	5,226	5,428
Materials & Services	N/A	294	200	238
Capital Outlay	N/A	-	-	
Total Budgeted Expenditures	**$ -**	**$ 7,452**	**$ 5,427**	**$ 5,667**
Full-Time Budgeted Employees	**N/A**	**0.05**	**0.04**	**0.04**

Revenue Statement

Program is supported by the City of Springfield's general revenue sources.

Significant Changes

- No significant service level changes for FY2020.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Public confidence that buildings are safe	Percent of A&E projects completed within budgeted FY	100%	100%	100%

*FY19 Actuals are estimated as of February 2019

BUSINESS LICENSING - 1028

Program Overview

This program reviews, approves, and processes business licensing and renewals, and fees/charges. The staff administering this program makes municipal code interpretations and recommends changes to the municipal code. In addition to administering the business licensing program, staff also provide customer service to the public by providing the necessary department staff to accomplish a successful Special Event in the City.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Licenses, Permits & Fees	N/A	(324,455)	(155,000)	(180,000)
Total Budgeted Revenue	**N/A**	**$ (324,455)**	**$ (155,000)**	**$ (180,000)**
Expenditures by Category				
Personnel Services	N/A	43,466	49,019	52,280
Materials & Services	N/A	6,145	7,583	8,485
Capital Outlay	N/A	-	-	
Total Budgeted Expenditures	**$ -**	**$ 49,612**	**$ 56,602**	**$ 60,765**
Full-Time Budgeted Employees	**N/A**	**0.61**	**0.61**	**0.61**

Revenue Statement

The program is estimated to bring in $155,000 in revenue through business license applications.

Significant Changes

- No significant service level changes for FY2020.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Maintain a consistent level of service year after year	Annually renew X% of returned business licenses	100%	97%	100%
	Ensure X% of program revenue is collected	100%	100%	100%
	Process all new business license applications within X days	5	3	2

*FY19 Actuals are estimated as of February 2019

BUILDING PLAN REVIEW - 1030

Program Overview

This program is responsible for the review, permitting and occupancy approval of residential, commercial and industrial permit applications. Staff administering this program are certified in structural, electrical, plumbing and mechanical plan reviews addressing compliance with Oregon Specialty Code. In addition to plan reviews, the staff also provides customer service to the public by assisting with questions in regards to the permit process and Specialty Code Compliance.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Licenses, Permits & Fees	N/A	(817,011)	(960,000)	(879,000)
Charges For Service	N/A	(27,040)	(20,000)	(20,000)
Total Budgeted Revenue	**N/A**	**$ (844,051)**	**$ (980,000)**	**$ (899,000)**
Expenditures by Category				
Personnel Services	N/A	193,346	210,449	213,460
Materials & Services	N/A	60,749	60,779	53,870
Capital Outlay	N/A	9,499	-	4,800
Total Budgeted Expenditures	**$ -**	**$ 263,595**	**$ 271,228**	**$ 272,130**
Full-Time Budgeted Employees	**N/A**	**1.77**	**1.88**	**1.83**

Revenue Statement

Building permit revenues have been rising since FY15 due to an increase in permit activity. This increase has replenished a severely depleted reserve to a level which meets the financial goal of sustaining the program for over a year if revenues were to drop again.

Significant Changes

- Implementing electronic plan review program process using Bluebeam, a new software product.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsive and Innovative Government Services				
Maintain a consistent level of service year after year	Percentage of commercial building plans reviewed within 6 weeks	100%	100%	100%
	Percentage of residential building plans reviewed within 10 days	100%	100%	100%

*FY19 Actuals are estimated as of February 2019

MECHANICAL INSPECTIONS - 1031

Program Overview

This program is responsible for the inspection and approval of the mechanical construction component for multi-family residential, single family dwellings and commercial/industrial permits. The staff administering this program are certified in mechanical inspections addressing compliance with Oregon Specialty Code. In addition to inspections, the staff also provides customer service to the public by assisting with questions in regards to the inspection process and Specialty Code compliance.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Licenses, Permits & Fees	N/A	(132,622)	(138,000)	(135,000)
Total Budgeted Revenue	**N/A**	**$ (132,622)**	**$ (138,000)**	**$ (135,000)**
Expenditures by Category				
Personnel Services	N/A	102,762	105,719	123,972
Materials & Services	N/A	31,102	36,193	34,281
Capital Outlay	N/A	9,499	-	4,800
Total Budgeted Expenditures	**$ -**	**$ 143,363**	**$ 141,912**	**$ 163,053**
Full-Time Budgeted Employees	**N/A**	**0.99**	**0.92**	**1.03**

Revenue Statement

Mechanical inspections have increased significantly since 2015 and are expected to stay high in FY19 and FY20.

Significant Changes

- No significant service level changes for FY2020.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsive and Innovative Government Services				
Maintain a consistent level of service year after year	Percentage of building inspections conducted within 24 hours of request (business days)	100%	100%	100%

*FY19 Actuals are estimated as of February 2019

STRUCTURAL INSPECTIONS - 1032

Program Overview

This program is responsible for the inspection and approval of the structural construction component for residential, commercial and industrial permits. The staff administering this program are certified in structural inspections addressing compliance with Oregon Specialty Code. In addition to inspections, the staff also provides customer service to the public by assisting with questions in regards to the inspection process and Specialty Code compliance.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Licenses, Permits & Fees	N/A	3	(7,000)	-
Total Budgeted Revenue	**N/A**	**$ -**	**$ (7,000)**	**$ -**
Expenditures by Category				
Personnel Services	N/A	105,104	112,221	124,366
Materials & Services	N/A	28,714	36,416	34,356
Capital Outlay	N/A	14,236	-	4,800
Total Budgeted Expenditures	**$ -**	**$ 148,054**	**$ 148,637**	**$ 163,523**
Full-Time Budgeted Employees	**N/A**	**1.04**	**0.98**	**1.03**

Revenue Statement

Structural inspections revenues are captured in the program 1030 Building Plan Review.

Significant Changes

- No significant service level changes for FY2020.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsive and Innovative Government Services				
Maintain a consistent level of service year after year	Percentage of building inspections conducted within 24 hours of request (business days)	100%	100%	100%

*FY19 Actuals are estimated as of February 2019

ELECTRICAL INSPECTIONS - 1033

Program Overview

This program is responsible for the inspection and approval of the electrical construction component for residential, commercial and industrial permits. The staff administering this program are certified in electrical inspections addressing compliance with Oregon Specialty Code. In addition to inspections, the staff also provides customer service to the public by assisting with questions in regards to the inspection process and Specialty Code compliance.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Licenses, Permits & Fees	N/A	(221,141)	(205,000)	(200,000)
Total Budgeted Revenue	**N/A**	**$ (221,141)**	**$ (205,000)**	**$ (200,000)**
Expenditures by Category				
Personnel Services	N/A	195,304	209,269	211,817
Materials & Services	N/A	60,187	58,946	53,493
Capital Outlay	N/A	4,762	-	4,800
Total Budgeted Expenditures	**$ -**	**$ 260,254**	**$ 268,215**	**$ 270,110**
Full-Time Budgeted Employees	**N/A**	**1.83**	**1.76**	**1.72**

Revenue Statement

Electrical inspections have risen steadily since 2012.

Significant Changes

- No significant service level changes for FY2020.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsive and Innovative Government Services				
Maintain a consistent level of service year after year	Percentage of building inspections conducted within 24 hours of request (business days)	100%	100%	100%

*FY19 Actuals are estimated as of February 2019

PLUMBING INSPECTIONS - 1034

Program Overview

This program is responsible for the inspection and approval of the plumbing construction component for residential, commercial and industrial permits. The staff administering this program are certified in plumbing inspections addressing compliance with Oregon Specialty Code. In addition to inspections, the staff also provides customer service to the public by assisting with questions in regards to the inspection process and Specialty Code compliance.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Licenses, Permits & Fees	N/A	(119,385)	(120,000)	(125,000)
Total Budgeted Revenue	**N/A**	**$ (119,385)**	**$ (120,000)**	**$ (125,000)**
Expenditures by Category				
Personnel Services	N/A	187,879	189,398	187,914
Materials & Services	N/A	51,864	53,721	48,089
Capital Outlay	N/A	9,499	-	4,800
Total Budgeted Expenditures	**$ -**	**$ 249,242**	**$ 243,119**	**$ 240,803**
Full-Time Budgeted Employees	**N/A**	**1.62**	**1.55**	**1.49**

Revenue Statement

Plumbing inspections revenues dipped in 2014, but recovered significantly in 2015 (171% increase), and remained high in 2016. Plumbing inspections revenues should continue to increase gradually in FY19 and FY20.

Significant Changes

- No significant service level changes for FY2020.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsive and Innovative Government Services				
Maintain a consistent level of service year after year	Percentage of building inspections conducted within 24 hours of request (business days)	100%	100%	100%

*FY19 Actuals are estimated as of February 2019

AFFORDABLE HOUSING - 1035

Program Overview

This program is responsible for participation in, and provision of the following affordable housing assistance programs: new construction and acquisition of subsidized housing for renters and owners including people with special needs, HOME Grant Administration, Home Repair and Rehabilitation, and Springfield Home Ownership Program. The program is funded through the Housing and Urban Development (HUD) Community Development Block Grant Program (CDBG), and the HOME Consortium in partnership with Eugene and must meet the associated federal requirements in order to receive and distribute funds.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Intergovernmental	N/A	(76,020)	(953,308)	(10,000)
Miscellaneous Receipts	N/A	(64,290)	(42,306)	(41,170)
Total Budgeted Revenue	**N/A**	**$ (140,310)**	**$ (995,614)**	**$ (51,170)**
Expenditures by Category				
Personnel Services	N/A	120,490	155,728	164,086
Materials & Services	N/A	171,111	996,402	990,125
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 291,600**	**$ 1,152,130**	**$ 1,154,212**
Full-Time Budgeted Employees	**N/A**	**1.45**	**1.45**	**1.45**

Revenue Statement

Expenditures in this program are primarily HUD dollars provided through the CDBG program. The FY19 Action Plan allocated $750,000 toward the strategy of Increasing the Supply of Affordable Housing which is expected to be spent in FY20. The FY20 proposed Action Plan does not allocate additional revenue toward this strategy. Other revenues include up to $23,000 for Springfield's role in administering the HOME program, and additional revenue from HUD Section 108 loan repayments which directly relate to the City's affordable housing initiative. Spending in this program relies on the availability of federal funds.

Significant Changes

- No significant service level changes for FY2020.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Promote and Enhance Our Hometown Feel While Focusing on Livability and Environmental Quality				
Incentive strategies that encourage diversity and availability of housing	Number of households served annually by SHOP and EHR	50	60	60
	Number of subsidized housing units added or preserved	35	35	10

*FY19 Actuals are estimated as of February 2019

COMMUNITY DEVELOPMENT - 1036

Program Overview

This program is responsible for Community Development Block Grant (CDBG) Administration. CDBG funds may be used to provide Low to Moderate Income Neighborhood Improvements, eliminate Slums and Blight, facilitate development projects to benefit low to moderate income citizens and contribute to the general economic development of the City. Staff implement, track, audit, and report to the City Council, local partners, state, and federal agencies on the use and result of the program resources. The program is funded through federal grant funds.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Intergovernmental	N/A	(271,651)	(257,371)	(1,326,855)
Total Budgeted Revenue	**N/A**	**$ (271,651)**	**$ (257,371)**	**$ (1,326,855)**
Expenditures by Category				
Personnel Services	N/A	93,543	83,614	88,130
Materials & Services	N/A	14,806	4,652	247,421
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 108,348**	**$ 88,266**	**$ 335,551**
Full-Time Budgeted Employees	**N/A**	**0.70**	**0.70**	**0.70**

Revenue Statement

CDBG revenues fund this program and cover expenditures of the affordable housing and social services programs. The federal government provides an annual allocation of CDBG funds. There are carry over funds and the potential for program income next year. The FY20 proposed budget revenue includes previous years unspent grant funds.

Significant Changes

- No significant service level changes for FY2020.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsive and Innovative Government Services				
Track budgets, actual expenditures and monitor loans	Ratio of dollars available in HUD treasury account over entitlement grant funds available in program year	1.5	1.70	1.5

*FY19 Actuals are estimated as of February 2019

SOCIAL SERVICES - 1037

Program Overview

This program addresses Food Services, Health and Wellness Services, Children and Family Services, Homeless Services, and Human Services Commission (HSC) Contract Administration. The program provides staffing for the HSC and the Poverty and Homelessness Board and coordinates with providers and partners providing social services to underserved citizens in the community.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Intergovernmental	N/A	(26,840)	(97,000)	(78,589)
Total Budgeted Revenue	**N/A**	**$ (26,840)**	**$ (97,000)**	**$ (78,589)**
Expenditures by Category				
Personnel Services	N/A	7,046	-	-
Materials & Services	N/A	79,519	131,202	78,589
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 86,565**	**$ 131,202**	**$ 78,589**
Full-Time Budgeted Employees	**N/A**	**-**	**-**	**-**

Revenue Statement

Expenditures in this program are largely offset by CDBG revenues received in the Community Development program. This program includes the CDBG contribution to the HSC for FY18. Per federal requirements, a maximum of 15% of the CDBG allocation can be used for social services.

Significant Changes

- Financial support of the overnight parking program at approved sites transitioned to program 1077 Transient Related issues in FY2020.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Promote and Enhance Our Hometown Feel While Focusing on Livability and Environmental Quality				
Partnerships to promote and encourage a sense of neighborhood	% of allocated funds successfully spent per approved contracts with Human Services Commission and other social service providers	100%	100%	100%

*FY19 Actuals are estimated as of February 2019

COMPREHENSIVE LAND USE PLANNING - 1038

Program Overview

This program plans for the community's future by preparing, updating and implementing the Eugene Springfield Metropolitan Area General Plan (Metro Plan), 2030 Comprehensive Plan, refinement and district plans, special projects and federal and state land use mandates. The program coordinates regional and metropolitan wide comprehensive planning with Eugene, Lane County, the State and other governments and service providers. Program assists other divisions and departments in evaluating and implementing state and federal laws applicable to buildable lands, housing, economic development, natural resources and hazards, regional and local transportation plans, and the Public Facilities and Services Plan. The program addresses all Statewide Planning Goals applicable to Springfield as codified in statute and administrative rule, and interpreted by case law.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	300,173	351,790	281,291
Materials & Services	N/A	42,722	34,476	28,477
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 342,895**	**$ 386,265**	**$ 309,768**
Full-Time Budgeted Employees	**N/A**	**2.46**	**2.49**	**2.34**

Revenue Statement

The City's land use plans promote and enhance our hometown feel while focusing on livability and environmental quality, thereby increasing property values and property taxes.

Significant Changes

- The City is waiting on an order to acknowledge the Land Conservation and Development Commission's (LCDC's) approval of Springfield's urban growth boundary expansion and new Economic and Urbanization elements of the Springfield 2030 Comprehensive Plan. One objector is likely to appeal LCDC's approval to the Court of Appeals, so it is not known if there will be a need for consultants and attorneys to help defend the City's adopted urban growth boundary

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Promote and Enhance Our Hometown Feel While Focusing on Livability and Environmental Quality				
Incentive strategies that encourage diversity and availability of housing	Percent complete of tax exemption program established for housing diversity	100%	40%	100%
	Number of housing units added to housing stock that are not single-family detached	20	20	20

*FY19 Actuals are estimated as of February 2019

DEVELOPMENT REVIEW - 1039

Program Overview

This program is responsible for the administration and processing of land use and development review applications; front counter customer service on all land use and development issues; and implementation of federal, state and local regulations in partnership with outside agencies and the City's own Development Review Committee the membership of which includes Police, Fire and Life Safety, Building, Transportation and Environmental Services. This program is also responsible for the review and approval of Public Improvement Plans (PIPs) associated with site developments.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Licenses, Permits & Fees	N/A	(463,745)	(542,500)	(500,000)
Total Budgeted Revenue	**N/A**	**$ (463,745)**	**$ (542,500)**	**$ (500,000)**
Expenditures by Category				
Personnel Services	N/A	719,424	849,359	681,356
Materials & Services	N/A	87,246	105,063	95,036
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 806,671**	**$ 954,422**	**$ 776,392**
Full-Time Budgeted Employees	**N/A**	**7.29**	**7.84**	**6.32**

Revenue Statement

Development review fees have remained relatively stable over the past two years.

Significant Changes

- The Department maintained normal staffing levels by hiring a limited duration senior planner to backfill the vacancy created when moving a senior planner into the role of managing the Development Code Update.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsive and Innovative Government Services				
Maintain a consistent level of service year after year	Process minor and major MDS applications in 30 days	100%	100%	100%
Council Goal: Encourage Economic Development and Revitalization through Community Partnerships				
Partnerships to increase opportunities	Percent of Pre-Submittal applicants feel ready to submit an application after the Pre-Submittal	100%	100%	100%

*FY19 Actuals are estimated as of February 2019

DEVELOPMENT CODE UPDATES AND MAINTENANCE - 1040

Program Overview

This program is responsible for code revisions and updates to implement changes in state and federal regulatory requirements, new legislation and court decisions, new land use plans and amendments or City Council initiatives. This program includes code maintenance to keep printed and digital copies current and provide multi-media citizen access.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	84,782	113,561	179,636
Materials & Services	N/A	13,247	11,409	60,301
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 98,028**	**$ 124,970**	**$ 239,937**
Full-Time Budgeted Employees	**N/A**	**0.65**	**0.84**	**1.37**

Revenue Statement

Program is supported by the City of Springfield's general revenue sources.

Significant Changes

- Council directed staff to undertake a comprehensive update of the Springfield Development Code. The project is underway with a dedicated project manager and broad-based staff support. The materials & services budget increased in FY20 to include $22,300 for the cost of the Measure 56 public notice.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Encourage Economic Development and Revitalization through Community Partnerships				
Update development code for clarity	Percent of development code project completed	30%	5%	30%

*FY19 Actuals are estimated as of February 2019

CODE ENFORCEMENT - 1041

Program Overview

This program is responsible for assuring compliance with the following codes and regulations and enforcement of decisions made under Department authority: Springfield Development Code, the Springfield Municipal Code, Stormwater and Environmental permit and program regulations, and Residential and Commercial Building Codes where applicable. Staff receives and responds to all citizen complaints, encourages voluntary compliance and provides enforcement and legal support within all of DPW where necessary.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	259,156	285,822	274,093
Materials & Services	N/A	62,654	71,706	51,632
Capital Outlay	N/A	-	-	24,000
Total Budgeted Expenditures	**$ -**	**$ 321,811**	**$ 357,528**	**$ 349,725**
Full-Time Budgeted Employees	**N/A**	**2.53**	**2.64**	**2.44**

Revenue Statement

This program seeks to recover court costs and fines through the statutory lien process when necessary.

Significant Changes

- Staff is working with City Attorney to bring warrant procedures forward in 2019 and with Finance to implement a lien process.
- Staff is implementing new telephone contact system to improve customer service.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Promote and Enhance Our Hometown Feel While Focusing on Livability and Environmental Quality				
Partnerships to promote and encourage a sense of neighborhood	Average number of days to respond to violation complaints	3	1.4	3
	Percent of valid complaints resolved without formal citation	70%	70%	80%

*FY19 Actuals are estimated as of February 2019

FLOODPLAIN MANAGEMENT - 1042

Program Overview

This program is responsible for the design, maintenance and operation of a community program that implements corrective and preventative flood protection measures during development review pursuant to the National Flood Insurance Program (NFIP). Participation in the NFIP by the City ensures that individuals and businesses are able to purchase federally-backed flood insurance. The program requires maintenance of permit records and related materials for public, state, and FEMA inspection.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	37,337	25,865	19,086
Materials & Services	N/A	7,649	1,804	771
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 44,986**	**$ 27,669**	**$ 19,857**
Full-Time Budgeted Employees	**N/A**	**0.26**	**0.18**	**0.13**

Revenue Statement

Floodplain development fee revenue is captured in the development review program.

Significant Changes

- Revised state and federal regulations for the protection of endangered species impacted by development of floodplains are expected in 2021. Until then, staff continues to manage development in the floodplain with questions of impact to endangered species directed to federal agencies.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsive and Innovative Government Services				
Maintain a consistent level of service year after year	Average number of days to complete review of FP Overlay developments under NMFS/FEMA Biological Opinion	60	39	60

*FY19 Actuals are estimated as of February 2019

HISTORIC PRESERVATION - 1043

Program Overview

This program is responsible for compliance with State and Federal historic preservation programs. Program administers grant funds for historic preservation and provides support for the Washburne Historic District. Duties include historic district administration, staffing the Historic Commission to include agendas, reports and minutes; landmark designations, code standards and specifications, periodic inventory requirements. The program satisfies portions of the City's Statewide Planning Goal 5 requirements to maintain current historic resource inventories and determine significant historic resources.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Intergovernmental	N/A	(4,249)	(12,000)	(12,000)
Total Budgeted Revenue	**N/A**	**$ (4,249)**	**$ (12,000)**	**$ (12,000)**
Expenditures by Category				
Personnel Services	N/A	7,002	8,426	17,189
Materials & Services	N/A	4,925	12,467	12,304
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 11,927**	**$ 20,893**	**$ 29,493**
Full-Time Budgeted Employees	**N/A**	**0.10**	**0.10**	**0.15**

Revenue Statement

This program is funded by grant programs and application processing fees through the development review program. Historic commission review revenues contribute to the cost recovery of the program.

Significant Changes

- Permanent staff have been reassigned to provide a consistent level of support to the Historic Commission and administration of this program.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsive and Innovative Government Services				
Maintain a consistent level of service year after year	Average number of days to process Minor applications	30	7	30
	Average number of days to process Major applications	60	60	60
	Average number of days to process discretionary applications	90	No applications this FY	90

*FY19 Actuals are estimated as of February 2019

STORMWATER FISCAL MANAGEMENT & CUSTOMER SERVICES - 1044

Program Overview

This program provides for stormwater administrative and customer services including point-of-contact for Springfield stormwater customer billing account questions. This program includes fiscal management, developing and monitoring budgets, and setting user fee rates and charges to ensure revenue stability to fund mandated programs and services. This program provides for public information, education and outreach.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	85,978	92,635	97,788
Materials & Services	N/A	311,957	326,572	473,402
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 397,935**	**$ 419,208**	**$ 571,190**
Full-Time Budgeted Employees	**N/A**	**0.86**	**0.87**	**0.87**

Revenue Statement

This program has a direct revenue source through the stormwater user fees that City customers and community members fund for monthly stormwater management services provided by the City.

Significant Changes

- This program includes a Right of Way (ROW) expense that was previously based on 3% of stormwater service user fees annually. The ROW expense will increase from 3% to 5% of stormwater user fees, effective July 1, 2019. In FY20 the ROW expense is projected to increase by $148,200 (or 70%), from $211,800 to $360,000. The ROW fee is for the privilege of installing stormwater drainage pipelines and facilities within the City street right-of-way, and to supplement the delivery of General Fund services.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Maintain a consistent level of service year after year	Stormwater customer service billing accounts monthly average	18,500	19,100	19,100
	Deliver program educational information to customers via brochure/flyer inserted with SUB customer utility bills	1	1	1

*FY19 Actuals are estimated as of February 2019

STORMWATER REGULATORY ADMINISTRATION – 1045

Program Overview

The program, in accordance with the National Pollutant Discharge Elimination System (NPDES) Stormwater MS4 Permit issued to the City, promotes public involvement/participation, provides pollution control manual development and administration, water quality monitoring, water quality facility/outfall inspection and enforcement, stormwater illicit discharge tracking/reporting/enforcement, pollution prevention in municipal operations, and post-construction stormwater management for new development and redevelopment. This program includes responsibilities for the NPDES Stormwater Discharge Permit and Stormwater Management Plan development and administration.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Intergovernmental	N/A	(24,983)	(33,300)	(34,000)
Total Budgeted Revenue	**N/A**	**$ (24,983)**	**$ (33,300)**	**$ (34,000)**
Expenditures by Category				
Personnel Services	N/A	336,037	515,134	546,909
Materials & Services	N/A	156,745	235,776	258,500
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 492,782**	**$ 750,910**	**$ 805,409**
Full-Time Budgeted Employees	**N/A**	**3.31**	**4.85**	**4.85**

Revenue Statement

This program has a direct revenue source through the stormwater user fees that City customers and community members fund for monthly stormwater management services provided by the City.

Significant Changes

- Continuing discussion with the DEQ and partnering agencies regarding permit renewal.
- More stringent water quality standards under renewed NPDES Permit may change Best Management Practices and Measurable Goals requiring additional resources.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Promote and Enhance Our Hometown Feel While Focusing on Livability and Environmental Quality				
Protect sensitive environmental areas from illegal or over use	Number of annual pollution prevention education and outreach campaigns	2	2	2
	Number of public participation and stewardship projects	1	1	1
	Number of Illicit Discharge technical education and assistance sessions provided to target audiences per year	10	50	20

*FY19 Actuals are estimated as of February 2019

STORMWATER PLANNING - 1046

Program Overview

This program maintains and updates facility Master Plans, provides capital project identification and prioritization, assures regulatory compliance including federal permits and Oregon State Land Use Goal 11, implements the regionally adopted Public Facilities and Services Plan, and prepares cost estimates for development, operations, and ongoing maintenance projects.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	31,390	61,500	50,730
Materials & Services	N/A	12,416	16,847	13,823
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 43,806**	**$ 78,347**	**$ 64,553**
Full-Time Budgeted Employees	**N/A**	**0.49**	**0.47**	**0.34**

Revenue Statement

This program is supported by stormwater rates and systems development charges.

Significant Changes

- Environmental Science Associates is conducting a stormwater evaluation for Glenwood that will result in a stormwater plan for Glenwood.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsive and Innovative Government Services				
Provides assurance of regulatory and policy compliance to minimize and mitigate risk	Number of times the City received notices of legal noncompliance related to stormwater plans	0	0	0
Council Goal: Maintain and Improve Infrastructure and Facilities				
Update stormwater and sewer master plans	Number of stormwater sub basin plans completed (1 plan/2 years)	0.50	0.50	0.50

*FY19 Actuals are estimated as of February 2019

STORMWATER ENGINEERING - 1047

Program Overview

This program reviews the engineering of and implements design standards for stormwater facilities in alignment with adopted stormwater policies, the City's Engineering Design Standards and Procedures Manual, and requirements of the National Pollution Discharge Elimination System (NPDES) Stormwater MS4 Permit issued to the City of Springfield. The program also implements technical requirements of the City's Stormwater Master Plan and through this, the regionally adopted Public Facilities and Services Plan.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Charges For Service	N/A	-	(155,000)	-
Total Budgeted Revenue	**N/A**	**$ -**	**$ (155,000)**	**$ -**
Expenditures by Category				
Personnel Services	N/A	499,502	523,967	606,925
Materials & Services	N/A	144,875	183,285	183,099
Capital Outlay	N/A	-	-	28,500
Total Budgeted Expenditures	**$ -**	**$ 644,377**	**$ 707,252**	**$ 818,524**
Full-Time Budgeted Employees	**N/A**	**4.69**	**4.41**	**5.04**

Revenue Statement

This program is supported by stormwater rates, system development charges and public improvement project fees.

Significant Changes

- No significant service level changes for FY2020.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Efficiently manage costs	Maintain engineering and administration costs below X% of construction costs for projects greater than $200,000	25%	20%	25%
	Average cost of change orders on projects X% or less of original project bid amount	5%	0%	5%

*FY19 Actuals are estimated as of February 2019

LAND DRAINAGE & ALTERATION PERMIT - 1048

Program Overview

This program is responsible for the review, permitting, inspection and enforcement of all Land and Drainage Alteration Permits (LDAP) in order to minimize threats to persons, property, sensitive areas, flood plains and urban water quality from land and drainage alteration activities, which includes construction site stormwater run-off and control, as required by the City's Stormwater Permit. The staff administering this program also assists in development and refinement of city codes/regulations for the LDAP program and provides customer service to the public by assisting with questions in regards to the permit processes and code compliance, sanitary sewer connections, and systems development charges.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Licenses, Permits & Fees	N/A	(103,681)	(93,000)	(90,000)
Total Budgeted Revenue	**N/A**	**$ (103,681)**	**$ (93,000)**	**$ (90,000)**
Expenditures by Category				
Personnel Services	N/A	181,028	203,818	209,649
Materials & Services	N/A	50,301	47,621	41,686
Capital Outlay	N/A	28,667	-	-
Total Budgeted Expenditures	**$ -**	**$ 259,996**	**$ 251,440**	**$ 251,335**
Full-Time Budgeted Employees	**N/A**	**1.70**	**1.72**	**1.70**

Revenue Statement

This program generates revenue through the issuance of LDAP permits.

Significant Changes

- No significant service level changes for FY2020.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsive and Innovative Government Services				
Maintain a consistent level of service year after year	Average number of days for initial review of Land Drainage Alteration Permit Long Form from application to intake	10	5	10

*FY19 Actuals are estimated as of February 2019

SURFACE DRAINAGE VEGETATION MANAGEMENT - 1049

Program Overview

The program maintains surface stormwater quality by control of unwanted vegetation and invasive species through chemical, mechanical and manual vegetation measures and activities on water quality facilities such as: ditches, canals, bioswales, and the Mill Race.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	233,307	186,327	197,738
Materials & Services	N/A	140,375	218,349	215,372
Capital Outlay	N/A	149,868	-	-
Total Budgeted Expenditures	**$ -**	**$ 523,550**	**$ 404,676**	**$ 413,110**
Full-Time Budgeted Employees	**N/A**	**3.35**	**3.35**	**3.35**

Revenue Statement

This program does not generate revenue.

Significant Changes

- PB1077 - Transient Related Issues has been developed to address the increasing incidents of transient camps through increased monitoring, detection and vegetation manipulation.
- Increasing storm water infrastructure (Glenwood, multiple subdivisions), with flat staffing levels, may lead to decrease in preventive maintenance frequencies and slower response times to citizen requests.
- More stringent water quality standards under renewed NPDES Permit may change Best Management Practices and Measurable Goals requiring additional resources.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Promote and Enhance Our Hometown Feel While Focusing on Livability and Environmental Quality				
Protect sensitive environmental areas from illegal or overuse.	Number of City owned water quality facilities in compliance with original design	10	10	15

*FY19 Actuals are estimated as of February 2019

LANDSCAPE TREE MAINTENANCE - 1050

Program Overview

This program manages public-owned trees through scheduled activities such as: tree removal, tree trimming, tree planting, and customer service inspections.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Intergovernmental	N/A	(49,060)	(50,000)	-
Total Budgeted Revenue	**N/A**	**$ (49,060)**	**$ (50,000)**	**$ -**
Expenditures by Category				
Personnel Services	N/A	254,930	255,971	253,372
Materials & Services	N/A	97,005	133,186	123,282
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 351,935**	**$ 389,157**	**$ 376,654**
Full-Time Budgeted Employees	**N/A**	**2.48**	**2.48**	**2.27**

Revenue Statement

This program does not generate revenue.

Significant Changes

- No significant service level changes for FY2020.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Reduce deferred maintenance	Number of trees planted	14	29	14
	Average days to complete tree trim/remove requests	70	64	70

*FY19 Actuals are estimated as of February 2019

LANDSCAPE MAINTENANCE - 1051

Program Overview

This program maintains the City image by performing planter bed maintenance, chemical and manual vegetation control, turf mowing/maintenance, irrigation backflow test/repair, irrigation maintenance, customer service inspections at locations such as: public rights-of-way and City buildings, medians, entrances, roundabouts, multi-use paths and the Pioneer Parkway corridor.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Intergovernmental	N/A	-	-	(45,000)
Total Budgeted Revenue	**N/A**	**$ -**	**$ -**	**$ (45,000)**
Expenditures by Category				
Personnel Services	N/A	198,706	248,694	275,774
Materials & Services	N/A	176,097	182,219	208,505
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 374,803**	**$ 430,913**	**$ 484,280**
Full-Time Budgeted Employees	**N/A**	**2.89**	**2.86**	**3.01**

Revenue Statement

There is partial cost recovery in this program, provided from LTD's funded landscape services associated with the EMX bus corridor through IGA with the City. FY20 is the first year DPW has budgeted this revenue directly in this program.

Significant Changes

- Littering, which tarnishes City image, has become more pronounced resulting in scheduling resources for cleanup.
- Older irrigation systems have exceeded service life and need to be replaced.
- Glenwood landscapes require significant effort reducing effort levels of other City owned landscapes.
- Seasonal employees performing landscape maintenance represent approximately 1.4 FTE of the total program.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Reduce deferred maintenance	Number of complaints/requests that City landscape areas and facilities are in need of attention	7	11	7

*FY19 Actuals are estimated as of February 2019

SURFACE DRAINAGE MAINTENANCE - 1052

Program Overview

The program maintains surface stormwater quality by performing culvert cleaning, culvert repair/construction, canal reshaping, ditch/canal cleaning, flood control, drainage grading, high velocity culvert cleaning, inspections, shoulder repair, water quality features maintenance. This program facilitates the annual Leaf program.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	498,181	549,102	576,027
Materials & Services	N/A	251,508	255,906	275,528
Capital Outlay	N/A	4,133	-	-
Total Budgeted Expenditures	**$ -**	**$ 753,822**	**$ 805,008**	**$ 851,555**
Full-Time Budgeted Employees	**N/A**	**5.33**	**5.33**	**5.31**

Revenue Statement

This program does not generate revenue.

Significant Changes

- Resource demands have increased resulting from illegal dumping increases, possibly due to restructuring dumping fees.
- Deteriorating unimproved street conditions requires more drainage program resources.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Reduce deferred maintenance	Number of damage claims filed attributed to ditch canal failures, blockages, or capacity	0	0	0

*FY19 Actuals are estimated as of February 2019

SUBSURFACE DRAINAGE MAINTENANCE - 1053

Program Overview

This program maintains subsurface waterway infrastructure through scheduled activities; by catch basin and storm ceptor cleaning, high velocity cleaning, inventory and conditions survey, maintenance hole inspections, root control sawing, and pipeline TV inspection.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	277,651	362,855	377,930
Materials & Services	N/A	175,770	191,763	203,698
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 453,421**	**$ 554,617**	**$ 581,628**
Full-Time Budgeted Employees	**N/A**	**3.63**	**3.63**	**3.51**

Revenue Statement

Partial cost recovery from LTD for maintenance of storm system infrastructure associated with EmX bus route. Revenue is captured in program 1051 Landscape Maintenance.

Significant Changes

- Water quality standards under renewed NPDES/MS4 permit may become more stringent: Best Management Practices and Measurable Goals require additional resources.
- Current funding is not keeping pace with the increase of storm water infrastructure (Glenwood, multiple subdivisions), this may lead to decrease in preventive maintenance frequencies and slower response times to citizen requests.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Reduce deferred maintenance	% of Storm Systems catch basins/curb inlets cleaned annually	60	65	60
	% of Water Quality features (baysavers, stormceptors) cleaned/inspected annually	100	100	100

*FY19 Actuals are estimated as of February 2019

SUBSURFACE DRAINAGE REPAIR - 1054

Program Overview

This program performs repairs to the City's stormwater system. This program performs dye testing, pipeline repair, riser repair, catch basin and manhole repair.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	84,078	87,817	91,335
Materials & Services	N/A	67,241	90,882	87,267
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 151,320**	**$ 178,700**	**$ 178,602**
Full-Time Budgeted Employees	**N/A**	**0.89**	**0.89**	**0.86**

Revenue Statement

This program is supported by stormwater user fees.

Significant Changes

- Increasing storm water infrastructure (Glenwood, multiple subdivisions) may lead to slower response times to address needed repairs to system

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Reduce deferred maintenance	Number of catch basin/curb inlets repaired annually	8	7	8

*FY19 Actuals are estimated as of February 2019

REGIONAL WASTEWATER ADMINISTRATION - 1056

Program Overview

This program provides for budget development, rate setting, financial planning and management of the Regional Wastewater system. It coordinates intergovernmental activities and Commission support. It provides insurance and risk management, procures legal services and facilitates purchasing. The program provides for public policy issues, NPDES Permit administration, property management, grants administration, public information, education and outreach, and general customer service.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Charges For Service		(92,521)	-	(35,252,000)
Fines And Forfeitures		-	-	(700)
Use of Money & Property		-	-	(180,000)
Miscellaneous Receipts		(5,000)	-	(700,000)
Total Budgeted Revenue	**N/A**	**$ (97,521)**	**$ -**	**$ (36,132,700)**
Expenditures by Category				
Personnel Services	N/A	1,357,471	1,431,501	1,607,536
Materials & Services	N/A	1,634,117	2,030,835	1,908,529
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 2,991,588**	**$ 3,462,335**	**$ 3,516,064**
Full-Time Budgeted Employees	**N/A**	**11.43**	**11.43**	**12.43**

Revenue Statement

This program has a direct revenue source through the regional wastewater user fees that our customers and industries fund for regional wastewater services provided by the Metropolitan Wastewater Management Commission (MWMC).

Significant Changes

- Continuing discussions with the DEQ and partnering agencies regarding permit renewal.
- Improving regional Asset Management workflow processes and practices.
- Enhancing public information, education and outreach services by increasing FTE.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Maintain a consistent level of service year after year	Commission Agenda Items Prepared and Presented	40	30	35
	Number of Clean Water University sessions	1	1	1
	Initiated Capital Improvement Projects within Approved Budget	100%	100%	100%

*FY19 Actuals are estimated as of February 2019

INDUSTRIAL PRETREATMENT - 1057

Program Overview

This program performs Industrial wastewater discharge permit administration, industrial user monitoring, regulatory and permit compliance enforcement/follow-up, collections system monitoring, ongoing wastewater system user inventory, DEQ reporting and audit response, regional program administration, pollution management practices, general requirement administration, public outreach, regional/national rule and policy analysis, local discharge limitation development.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Licenses, Permits & Fees		(21,239)	-	(9,500)
Fines & Forfeitures		(200)	-	-
Total Budgeted Revenue	**N/A**	**$ (21,439)**	**$ -**	**$ (9,500)**
Expenditures by Category				
Personnel Services	N/A	332,582	351,787	369,060
Materials & Services	N/A	112,526	125,669	115,825
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 445,108**	**$ 477,457**	**$ 484,885**
Full-Time Budgeted Employees	**N/A**	**3.25**	**3.25**	**3.25**

Revenue Statement

This program has a direct revenue source through the regional wastewater user fees and industrial pretreatment permits that City customers and industries fund for regional wastewater services provided by the Metropolitan Wastewater Management Commission (MWMC).

Significant Changes

- The Industrial Pretreatment program is conducting a technical evaluation of site specific local limits to ensure discharges to the Willamette River comply with State and Federal standards.
- Continuing discussions with the DEQ and partnering agencies regarding permit renewal.
- Enhancing public information, education and outreach services.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Promote and Enhance Our Hometown Feel While Focusing on Livability and Environmental Quality				
Continue participation in partnerships with MWMC	Number of Significant Industrial User/Categorical Industrial User Active Permits	19	19	19
	Number of Significant Industrial User/Categorical Industrial User Inspections Conducted	19	19	19

*FY19 Actuals are estimated as of February 2019

REGIONAL WASTEWATER OPERATIONS - 1058

Program Overview

This program is managed by the City of Eugene Wastewater Division, to operate and maintain the regional water pollution control facilities serving Eugene and Springfield, including wastewater treatment facilities and systems; biosolids management, industrial source control, water quality laboratory testing and analysis, septage and hauled waste services and customer service.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	-	-	-
Materials & Services	N/A	13,173,263	14,196,451	14,484,457
Capital Outlay	N/A	1,830,537	2,562,300	1,141,000
Total Budgeted Expenditures	**$ -**	**$ 15,003,800**	**$ 16,758,751**	**$ 15,625,457**
Full-Time Budgeted Employees	**N/A**	**-**	**-**	**-**

Revenue Statement

This program has a direct revenue source through the regional wastewater user fees that customers and industries fund for regional wastewater services provided by the Metropolitan Wastewater Management Commission (MWMC).

Significant Changes

- No significant service level changes.

Performance Measures

This program represents the City of Eugene regional operations budget and is therefore excluded from the City of Springfield Priority Based Budgeting process.

WASTEWATER FISCAL MANAGEMENT AND CUSTOMER SERVICES - 1059

Program Overview

This program provides for local wastewater administrative and customer services including point-of-contact for Springfield wastewater customer billing account questions. This program includes fiscal management, developing and monitoring budgets, and setting user fee rates and charges to insure revenue stability to fund mandated programs and services. This program provides for public information, education and outreach.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	110,047	118,113	124,457
Materials & Services	N/A	341,685	351,571	507,542
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 451,732**	**$ 469,684**	**$ 631,998**
Full-Time Budgeted Employees	**N/A**	**1.13**	**1.13**	**1.13**

Revenue Statement

This program has a direct revenue source through the wastewater user fees that City customers and community members fund for monthly wastewater services provided by the City.

Significant Changes

- This program includes a Right of Way (ROW) expense that was previously based on 3% of wastewater user fees annually. The ROW expense will increase from 3% to 5% of wastewater user fees, effective July 1, 2019. In FY20 the ROW expense is projected to increase by $157,700 (or 70%), from $225,300 to $383,000. The ROW fee is for the privilege of installing wastewater pipelines within the City street right-of-way, and to supplement the delivery of General Fund services.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Maintain a consistent level of service year after year	Monthly average wastewater customer service billing accounts	18,500	19,100	19,100
	Number of Clean Water University sessions	1	1	1

*FY19 Actuals are estimated as of February 2019

WASTEWATER PLANNING - 1060

Program Overview

This program maintains and updates local facility Master Plans, provides capital project identification and prioritization, assures regulatory compliance including federal permits and Oregon State Land Use Goal 11, implements the regionally adopted Public Facilities and Services Plan, and prepares cost estimates for development, operations, and ongoing maintenance projects.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	49,977	87,119	69,625
Materials & Services	N/A	17,121	24,739	20,268
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 67,098**	**$ 111,858**	**$ 89,893**
Full-Time Budgeted Employees	**N/A**	**0.67**	**0.66**	**0.47**

Revenue Statement

Program is supported by wastewater rates and systems development charges.

Significant Changes

- No significant service level changes for FY2020.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsive and Innovative Government Services				
Provides assurance of regulatory and policy compliance to minimize and mitigate risk	Number of times the City received notices of legal noncompliance related to wastewater plans	0	0	0

*FY19 Actuals are estimated as of February 2019

WASTEWATER ENGINEERING - 1061

Program Overview

This program reviews the engineering of, and implements design standards for, local wastewater facilities in alignment with the City's adopted wastewater policies and the Engineering Design Standards and Procedures Manual, and requirements of the National Pollution Discharge Elimination System (NPDES) Permit issued to the City of Springfield. The program also implements technical requirements of the City of Springfield Wastewater Master Plan, and through this, the regionally adopted Public Facilities and Services Plan.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	527,642	513,591	594,259
Materials & Services	N/A	136,335	165,097	85,649
Capital Outlay	N/A	-	-	28,500
Total Budgeted Expenditures	**$ -**	**$ 663,977**	**$ 678,689**	**$ 708,408**
Full-Time Budgeted Employees	**N/A**	**4.47**	**4.27**	**4.88**

Revenue Statement

This program is supported by wastewater rates, system development charges and public improvement project fees.

Significant Changes

- No significant service level changes for FY2020.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Efficiently manage costs	Average cost of change orders on projects X% or less of original project bid amount	5%	2%	5%
	Maintain engineering and administration costs below X% of construction costs for projects greater than $200,000	25%	18%	25%

*FY19 Actuals are estimated as of February 2019

WASTEWATER PREVENTIVE MAINTENANCE - 1062

Program Overview

This program maintains the flow and operations of sanitary sewer lines by performing high velocity cleaning, Infiltration and Inflow monitoring, TV inspections, Pump Station maintenance, mapping and implementing Capacity Management Operations and Maintenance (CMOM).

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	703,664	737,227	779,117
Materials & Services	N/A	645,615	641,768	649,414
Capital Outlay	N/A	5,842	11,500	-
Total Budgeted Expenditures	**$ -**	**$ 1,355,121**	**$ 1,390,495**	**$ 1,428,531**
Full-Time Budgeted Employees	**N/A**	**7.54**	**7.38**	**7.30**

Revenue Statement

This program is supported by sanitary sewer user fees.

Significant Changes

- Implementation of the Capacity Management, Operations and Maintenance (CMOM) program in subsequent budget cycles will require re-allocation of resources to staff the need for a comprehensive flow monitoring project which may impact other services.
- Infor field tools have expedited preventive maintenance scheduling and customer service request response.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Reduce deferred maintenance	% of Wastewater Collection System cleaned annually	65	72	65
	% of Wastewater Collection System TV inspected annually	15	18	15

*FY19 Actuals are estimated as of February 2019

WASTEWATER MAINTENANCE REPAIR - 1063

Program Overview

This program performs repairs to the City's wastewater system. This program performs dye testing, pipeline repair, riser repair, smoke testing, and manhole repair.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	71,728	93,170	98,711
Materials & Services	N/A	91,770	103,502	95,020
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 163,497**	**$ 196,673**	**$ 193,730**
Full-Time Budgeted Employees	**N/A**	**0.93**	**0.94**	**0.93**

Revenue Statement

This program is supported by sanitary sewer user fees.

Significant Changes

- No significant service level changes for FY2020.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Reduce deferred maintenance	Number of pipeline repairs completed	5	8	5

*FY19 Actuals are estimated as of February 2019

CAPACITY MANAGEMENT & OPERATIONS MAINTENANCE (CMOM) - 1064

Program Overview

This program provides for development of an integrated approach to Capacity Management Operations Maintenance (CMOM) planning for the city's (City of Springfield and the Regional Wastewater Program) maintenance and infrastructure planning (capital and operations), revenue forecasting, performance review, collection system inspection, repair/rehabilitation, source control, capacity evaluation, flow monitoring and RDII assessment, emergency response and notification and long term asset management planning.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	58,473	66,445	60,226
Materials & Services	N/A	11,235	11,756	31,045
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 69,708**	**$ 78,201**	**$ 91,271**
Full-Time Budgeted Employees	**N/A**	**0.42**	**0.41**	**0.34**

Revenue Statement

The CMOM program falls under the umbrella of sanitary sewer and is funded through local user fees.

Significant Changes

- With the help of consultant services staff will be finalizing the hydraulic model of the wastewater collections system and will begin monitoring of individual basins to further clarify high priority areas for rehabilitation.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Update stormwater and sewer master plans	Identify and reduce risk areas for sanitary sewer overflows ("SSOs").	0 SSOs	0 SSOs	0 SSOs

*FY19 Actuals are estimated as of February 2019

TRANSPORTATION PLANNING - 1065

Program Overview

This program prepares, updates and implements local and regional transportation plans for motor vehicles, bicycles, pedestrians and transit; develops project ideas from concept to early design including community stakeholder and partner agency participation, National Environmental Policy Act documentation, and securing project funding; represents the City in required state and federal transportation planning processes with Eugene, Lane County, LCOG, ODOT, DLCD, and other governments and service providers. Mandates include Statewide Planning Goal 11 - Public Facilities and Services, and Goal 12 - Transportation, as codified in legislation, administrative rule, statute, and case law; and CFR Title 23, Transportation Federal Aide Requirements.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Intergovernmental	N/A	(45,000)	(45,000)	(45,000)
Total Budgeted Revenue	**N/A**	**$ (45,000)**	**$ (45,000)**	**$ (45,000)**
Expenditures by Category				
Personnel Services	N/A	159,480	217,543	236,612
Materials & Services	N/A	66,274	68,927	71,694
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 225,754**	**$ 286,471**	**$ 308,307**
Full-Time Budgeted Employees	**N/A**	**1.55**	**1.72**	**1.85**

Revenue Statement

This program is primarily funded through fuel tax apportionments. This program recovers $45,000 annually in federal MPO funds, and generates approximately $3-$4 million every three years in federal and state resources. Uncertainty with future federal transportation funding may impact program.

Significant Changes

- City has undertaken the Main Street Safety Study with ODOT and DKS Associates.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsive and Innovative Government Services				
Develop responsible budget that identifies the community's highest priorities	Amount of regional project dollars lost due to insufficient matching funds	$0	$0	$0
Council Goal: Encourage Economic Development and Revitalization through Community Partnerships				
Partner with ODOT to finalize transportation plan	Percent of Main Street Safety Project completed	30%	20%	60%

*FY19 Actuals are estimated as of February 2019

STREET ENGINEERING - 1066

Program Overview

This program reviews the engineering of and implements the City's engineering design standards for street facilities including bicycle, pedestrian and transit facilities in alignment with City's Transportation System Plan and Engineering Design Standards and Procedures Manual, as well as state and federal requirements for public and private projects.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Charges For Service	N/A	-	(60,000)	(60,000)
Total Budgeted Revenue	**N/A**	**$ -**	**$ (60,000)**	**$ (60,000)**
Expenditures by Category				
Personnel Services	N/A	511,738	387,215	538,389
Materials & Services	N/A	103,112	172,599	201,995
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 614,850**	**$ 559,814**	**$ 740,384**
Full-Time Budgeted Employees	**N/A**	**3.37**	**3.25**	**4.41**

Revenue Statement

This program is primarily funded through fuel tax apportionment from State and local fuel taxes, system development charges and public improvement project fees.

Significant Changes

- No significant service level changes for FY2020.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsive and Innovative Government Services				
Efficiently manage costs	Average cost of change orders on projects X% or less of original project bid amount	5%	0%	5%
	Maintain engineering and administration costs below X% of construction costs for projects greater than $200,000	25%	21%	25%
Council Goal: Foster an Environment that Values Diversity and Inclusion				
Implement ADA transition plan	Percent of City ADA ramps assessed for current ADA standards	N/A	25%	100%

*FY19 Actuals are estimated as of February 2019

STREET SWEEPING - 1067

Program Overview

This program performs regular sweeping services of City streets as mandated by regulations (NPDES permit), minimizes pollutants from entering stormwater facilities, maintains air quality, and promotes City image.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	294,340	287,336	303,822
Materials & Services	N/A	190,462	244,200	251,548
Capital Outlay	N/A	2,212	295,000	-
Total Budgeted Expenditures	**$ -**	**$ 487,014**	**$ 826,535**	**$ 555,370**
Full-Time Budgeted Employees	**N/A**	**2.86**	**2.92**	**2.92**

Revenue Statement

This program is funded two-thirds through stormwater user fees and one-third using street fund resources.

Significant Changes

- GPS technology demos track location and sweeping activity to more accurately determine sweeper accomplishments, frequency, and operational response.
- Pedestrian refuge island and ADA ramps are requiring unbudgeted resources to keep clean.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Reduce deferred maintenance	Curb miles swept	3,980	4,202	3,980
	Tons of debris swept from streets	500	500	500

*FY19 Actuals are estimated as of February 2019

BICYCLE FACILITIES AND PROGRAMS - 1068

Program Overview

This program enhances bicycle travel opportunities to complement with other travel modes through education and encouragement programs, and project development and delivery. Program provides for bike lane striping, improved safety and convenience of existing routes, adding new on and off street facilities for travel and parking, and staffs the City Bicycle and Pedestrian Advisory Committee. The program effectively utilizes the required 1% minimum of State Fuel Tax Revenue set aside.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Intergovernmental	N/A	(39,057)	(42,500)	(45,000)
Total Budgeted Revenue	**N/A**	**$ (39,057)**	**$ (42,500)**	**$ (45,000)**
Expenditures by Category				
Personnel Services	N/A	48,448	65,826	57,754
Materials & Services	N/A	25,753	37,603	35,036
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 74,201**	**$ 103,429**	**$ 92,790**
Full-Time Budgeted Employees	**N/A**	**0.60**	**0.52**	**0.42**

Revenue Statement

Program is supported by the required 1% minimum State Fuel Tax set aside for bike and pedestrian infrastructure within the right of way. This program has enabled the City, through the Central Lane MPO, to apply for and receive pass-through funds for capital improvements, e.g. $650,000 for 2018 Walking and Biking Safety Improvements, and the Statewide Transportation Improvement Program, e.g. $427,000 for Filling the Gaps – Safe Walking Routes to Schools.

Significant Changes

- Council has placed a focus on filling gaps in the city's bikeway system, particularly around schools and in response to identified safety concerns and a suite of suitable projects are being developed for 2019-2020 construction.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Promote and Enhance Our Hometown Feel While Focusing on Livability and Environmental Quality				
Maintain and develop bike lanes and encourage partnerships to complete bike trails	Number of bike facility projects completed annually	1	2	1

*FY19 Actuals are estimated as of February 2019

LOCATES AND ENCROACHMENTS - 1069

Program Overview

This program performs right-of-way and infrastructure systems inspections assuring the integrity of the City's infrastructure by locating and marking underground utilities to prevent damage. The program reviews and approves Encroachment permitting, which includes initial permit review assuring that submittal meets current development construction standards, as well as acceptable methods and inspections of construction.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Licenses, Permits & Fees	N/A	(23,167)	(30,000)	(30,000)
Total Budgeted Revenue	**N/A**	**$ (23,167)**	**$ (30,000)**	**$ (30,000)**
Expenditures by Category				
Personnel Services	N/A	258,139	255,949	249,480
Materials & Services	N/A	65,178	72,507	90,544
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 323,317**	**$ 328,456**	**$ 340,024**
Full-Time Budgeted Employees	**N/A**	**2.26**	**2.41**	**2.26**

Revenue Statement

Encroachment revenues have gradually increased over time. Beginning in calendar year 2019 most utility companies now pay for encroachment permits, which will lead to an increase in revenue for the program. Locates do not generate revenue.

Significant Changes

- No significant service level changes for FY2020.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Financially Responsible and Innovative Government Services				
Maintain a consistent level of service year after year	Average number of days to complete review of permits.	5	5	5
	Average number of days to complete field inspections	2	2	2

*FY19 Actuals are estimated as of February 2019

STREET MAINTENANCE AND PRESERVATION - 1070

Program Overview

This program performs preservation and maintenance on City streets and rights-of-way to sustain and optimize the life cycle through activities such as: bridge repairs, crack sealing, Customer Service Requests, ice and snow control, pothole patching, street rocking, skin patching, base repair, curb repair, overlays, shoulder repair. It provides street system communications and public outreach activities.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	588,720	590,443	634,739
Materials & Services	N/A	264,455	387,049	398,102
Capital Outlay	N/A	4,340	46,126	-
Total Budgeted Expenditures	**$ -**	**$ 857,515**	**$ 1,023,618**	**$ 1,032,841**
Full-Time Budgeted Employees	**N/A**	**5.60**	**5.66**	**5.66**

Revenue Statement

This program is primarily funded through fuel tax apportionment from State fuel tax and local fuel tax.

Significant Changes

- Asphalt/pothole repairs using asphalt grinder will be a focus this season to reduce reoccurring asphalt failures.
- Preventive maintenance crack sealing will be conducted on local residential streets in anticipation of future slurry seal projects.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Reduce backlog of street maintenance and repairs	Miles of street crack sealed	3.9	2.10	3.9
	Average number of days to fill requested potholes	1	6	1

*FY19Actuals are estimated as of February 2019

STREET SIDEWALK MAINTENANCE AND PRESERVATION - 1071

Program Overview

This program responds to citizen complaints on poor or hazardous conditions of sidewalks and involves property owner notification of City Code and inherent compliance. The program provides sidewalk grinding and repairs in the public right-of-way; ADA sidewalk upgrades/repair; and Customer Service Requests inspections. When funds are available it provides support to citizens who are obligated to repair damaged sidewalks caused by public trees.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	60,830	59,242	61,945
Materials & Services	N/A	37,384	59,862	57,555
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 98,214**	**$ 119,104**	**$ 119,500**
Full-Time Budgeted Employees	**N/A**	**0.60**	**0.57**	**0.57**

Revenue Statement

This program has no cost recovery. The City currently subsidizes some repair to sidewalks damaged by tree roots.

Significant Changes

- Sidewalk repair is request driven.
- The current sidewalk repair request backlog is several years with current funding levels and FTE.
- A sidewalk condition survey is ongoing.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Reduce deferred maintenance	Average days to complete requested sidewalk repairs	82	720	82
	Square feet of sidewalk repairs completed	2,000	6,000	2,000

*FY19 Actuals are estimated as of February 2019

TRAFFIC OPERATIONS – ENGINEERING - 1072

Program Overview

This program designs, builds, operates and maintains the City's traffic systems in compliance with federal and state requirements, and implements best practice designs. These systems include traffic signals, communication systems, street lights, signs and pavement markings, bicycle, pedestrian and transit facilities. The program reviews and approves traffic control plans for work performed in the rights of way such as encroachment and special event permits, and all capital construction; ensures that the traffic control systems comply with the Americans with Disabilities Act; develops and delivers safety education and outreach programs; responds to citizen service requests. This program provides leadership and traffic engineering expertise to the Bicycle and Pedestrian Committee; and represents the City in cooperative programs with regional partners, and other service providers.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	255,750	333,132	359,613
Materials & Services	N/A	73,389	113,052	106,603
Capital Outlay	N/A	5,599	-	-
Total Budgeted Expenditures	**$ -**	**$ 334,739**	**$ 446,184**	**$ 466,215**
Full-Time Budgeted Employees	**N/A**	**2.35**	**2.42**	**2.41**

Revenue Statement

This program is predominately funded from State and Local fuel taxes. Relatively small amounts of revenue are generated from fees for Encroachment Permits, Special Event Permits, and Signal Maintenance Agreements with International Paper, ODOT and LTD. The permit fees could be increased to cover actual costs or generate revenue in excess of cost. Street light replacement projects will generate one-time energy rebate incentives, typically used to offset the capital cost of replacement.

Significant Changes

- No significant service level changes in FY2020.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Minimize future impact and costs	Average number of days to close a customer service request.	21	11	21

*FY19 Actuals are estimated as of February 2019

TRAFFIC OPERATIONS – SIGNAL MAINTENANCE AND REPAIR - 1073

Program Overview

This program establishes the timing for and operates, maintains and repairs the City's, LTD's, International Paper's, and ODOT's traffic signal systems; pedestrian hybrid, rapid flashing, school speed zone beacons; and, signal communication systems. This work complies with federal and state requirements and industry best practices.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Intergovernmental	N/A	(145,031)	(75,000)	(80,000)
Charges For Service	N/A	(2,886)	(2,500)	(12,681)
Miscellaneous Receipts		(4,458)	-	-
Total Budgeted Revenue	**N/A**	**$ (147,917)**	**$ (77,500)**	**$ (92,681)**
Expenditures by Category				
Personnel Services	N/A	352,558	295,228	320,022
Materials & Services	N/A	181,360	232,955	228,865
Capital Outlay	N/A	1,976	-	-
Total Budgeted Expenditures	**$ -**	**$ 535,895**	**$ 528,183**	**$ 548,887**
Full-Time Budgeted Employees	**N/A**	**2.55**	**2.23**	**2.32**

Revenue Statement

This program is predominately funded from State and Local fuel taxes. Some revenue is generated through Signal Maintenance Agreements ("SMA") with IP, ODOT and LTD, and recovery from drivers and insurance companies as a result of traffic crashes which damage City facilities.

Significant Changes

- No significant service level changes in FY2020.
- The traffic signal controllers and cabinets are at end-of-life and need system-wide replacement.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Reduce deferred maintenance	Number of hours to restore a traffic signal or beacon to operation following report of a malfunction or damage	24	24	24
	% of annual preventive maintenance activities completed	100%	100%	100%

*FY19 Actuals are estimated as of February 2019

TRAFFIC OPERATIONS – SIGNS AND PAVEMENT MARKINGS - 1074

Program Overview

This program constructs and maintains traffic signs and pavement markings on the City streets. Signs and pavement markings require regular maintenance and replacement to maintain visibility and compliance with federal and state requirements and industry best practices. Program support activities include renewing pavement markings through intergovernmental agreements and private contractors. Signs are surveyed annually for adequate reflectivity and replaced as needed. In addition, signs are replaced to mitigate vandalism, crashes, and updated to meet changing standards.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	168,483	140,573	228,098
Materials & Services	N/A	104,285	105,361	122,998
Capital Outlay	N/A	-	38,951	-
Total Budgeted Expenditures	**$ -**	**$ 272,767**	**$ 284,885**	**$ 351,096**
Full-Time Budgeted Employees	**N/A**	**0.77**	**1.25**	**2.02**

Revenue Statement

This program is predominately funded from State and Local fuel taxes. Relatively small amounts of revenue are generated from recovery from drivers and insurance companies as a result of traffic crashes which damage City facilities. Potential revenue may be generated by increasing fees/cost recovery for damages as a result of traffic crashes.

Significant Changes

- Street name sign update is complete.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Reduce deferred maintenance	Number of signs replaced due to failing reflectivity	100	100	100
	Number of hours to replace a sign and/or a pole following report of a knockdown or other damage	24	24	24
	Number of pavement legends replaced	120	120	120

*FY19 Actuals are estimated as of February 2019

STREET LIGHTING - 1075

Program Overview

This program operates and maintains the street light system on City and utility poles. The program manages SUB and other contracted service providers. It designs, finances and implements replacement needs with energy savings, longevity enhancement, and improves safety and provides customer service goals. The program supports economic development and community revitalization with decorative street lighting in nodal development areas and high priority districts. It promotes wire theft prevention, monitoring and remediation.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	88,765	106,072	95,138
Materials & Services	N/A	385,002	402,240	402,722
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 473,766**	**$ 508,312**	**$ 497,860**
Full-Time Budgeted Employees	**N/A**	**1.12**	**0.80**	**0.69**

Revenue Statement

This program is predominately funded from State and Local fuel taxes. Relatively small amounts of revenue are generated from recovery from drivers and insurance companies as a result of traffic crashes which damage City facilities. Potential revenue may be generated by increasing fees/cost recovery for damages as a result of traffic crashes.

Significant Changes

- Street light replacement programs will dramatically reduce long-term energy and maintenance costs. The financing of this project is complex and requires research and development with Energy Service Companies. Current status is as follows: the project Request for Proposals for Energy Services Companies (ESCO) is ready for publication; following action will require Council decision on selecting ESCO and proceeding with construction/replacement.
- SUB committed $50,000 for the replacement of failed underground street light wire in calendar year 2018. This funding source will continue at SUB's discretion.
- Planned completion of City-wide LED street light replacement project in FY20.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Reduce deferred maintenance	Number of days to relight a dark fixture following report of outage	1	1	1
	Number of days to replace a pole following report of a knockdown or other failure	21	45	21
	Number of kilowatt-hours per fixture per year	850	850	850

*FY19 Actuals are estimated as of February 2019

TRANSIENT RELATED ISSUES – 1077

Program Overview

Transient related issues was originally included in program 1049 Surface Drainage Vegetation Management, but has been determined to be a significant issue warranting its own program.
The program is intended to reduce the number of transient camps that affect water quality. Camps are generally located in open spaces around drainage areas. The program is housed in the Operations Division, however Environmental Services and Community Development have significant roles including camp detection, developing affordable housing strategies, and providing social services.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	N/A	N/A	-
Materials & Services	N/A	N/A	N/A	37,000
Capital Outlay	N/A	N/A	N/A	-
Total Budgeted Expenditures	**$ -**	**$ -**	**$ -**	**$ 37,000**
Full-Time Budgeted Employees	**N/A**	**N/A**	**N/A**	**-**

Revenue Statement

This program does not generate revenue.

Significant Changes

- PB1077 - Transient Related Issues has been developed to address the increasing incidents of transient camps through increased monitoring, detection and vegetation manipulation.
- LCOG's transient reporting system identifies camps more readily requiring increased resources for camp cleanup.
- The program budget includes $37,000 for the Homeless Overnight Parking Program. Council approved an increase from $10,000 towards overnight parking in the FY19 Amended Budget.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Protect sensitive environmental areas from illegal use	Number of transient camps cleaned	20	48	40
	Number of car camping spaces provided	20	12	20

*FY19 Actuals are estimated as of February 2019

DEPARTMENT ADMINISTRATION - 7000

Program Overview

Management oversees the daily operations of the department; budget development, personnel matters; training and development, contract administration; business relationship management; strategic planning.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	362,872	390,716	436,994
Materials & Services	N/A	327,690	469,958	407,178
Capital Outlay	N/A	22,478	333,755	518,829
Total Budgeted Expenditures	**$ -**	**$ 713,040**	**$ 1,194,429**	**$ 1,363,001**
Full-Time Budgeted Employees	**N/A**	**2.96**	**2.84**	**3.06**

Revenue Statement

This program is supported by the City of Springfield's general revenue sources.

Significant Changes

DPW removed vehicle and heavy equipment purchases from the FY2019 budget. Capital Outlay expenses increase in FY2020 to include vehicle and equipment purchases delayed from FY2019 and additional needed replacements in the next fiscal cycle. Vehicles are replaced at the end of their useful life, when maintenance costs exceed the cost of replacement.

Performance Measures

Performance measures will be developed for this program in FY20.

FACILITIES MAINTENANCE – CITY - 7022

Program Overview

This program provides electrical, mechanical, plumbing and structural systems maintenance and repair of all City owned and staffed buildings and facilities. Support activities include maintenance of such items as HVACs, roofs, fire suppression/sprinklers, elevators, construction and remodels, painting, contract management, grounds keeping, asphalt and concrete surface maintenance. Program also includes building security at City Hall and Museum and supplemental custodial services to City Hall, Carter Building, and Museum; and it may provide backup custodial services to the Operations complex.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	370,617	465,089	476,275
Materials & Services	N/A	135,967	124,824	150,736
Capital Outlay	N/A	3,231	-	-
Total Budgeted Expenditures	**$ -**	**$ 509,815**	**$ 589,913**	**$ 627,011**
Full-Time Budgeted Employees	**N/A**	**4.17**	**4.73**	**4.75**

Revenue Statement

This program has partial cost recovery from internal charges. Other possible revenue options include charging users for the use of City facilities for meeting and events to cover actual costs, or for special event services outside of normal business hours.

Significant Changes

- No significant program changes in FY20.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Public confidence that buildings are safe	Buildings are operational X% of the time	100%	100%	100%
	Average days to complete building maintenance CSRs	5	6	5
	% of time fire and life safety systems are operational and code compliant	100%	100%	100%

*FY19 Actuals are estimated as of February 2019

FACILITIES MAINTENANCE – CUSTODIAL SERVICES - 7023

Program Overview

This program provides cleaning, sanitizing and caretaking services to City Hall, Carter Building and Museum; may provide backup custodial services to Operation complex. Orders all custodial supplies; select required/necessary cleaning projects.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Charges For Service	N/A	(281,904)	(299,028)	(304,284)
Total Budgeted Revenue	**N/A**	**$ (281,904)**	**$ (299,028)**	**$ (304,284)**
Expenditures by Category				
Personnel Services	N/A	185,904	153,250	159,046
Materials & Services	N/A	26,166	28,477	28,678
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 212,070**	**$ 181,726**	**$ 187,724**
Full-Time Budgeted Employees	**N/A**	**2.43**	**2.00**	**2.00**

Revenue Statement

This program has partial cost recovery through internal charges.

Significant Changes

- Building changes, including the new Wellness Clinic, increased programming.
- Contractual services and materials funding levels impact service level quality.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Promote and Enhance Our Hometown Feel While Focusing on Livability and Environmental Quality				
Public confidence that buildings are safe	Maximum number of CSR's for supply issues annually	12	12	12
	Number of sq. ft. covered per custodian	45,000	45,000	45,000

*FY19 Actuals are estimated as of February 2019

FUEL FACILITY OPERATIONS AND MANAGEMENT - 7024

Program Overview

This program manages and provides financial oversight and day-to-day operations of the multi-agency owned fuel facility. It provides user access management to four agencies and manages all site upgrades.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Charges For Service	N/A	(417,908)	(390,000)	-
Total Budgeted Revenue	**N/A**	**$ (417,908)**	**$ (390,000)**	**$ -**
Expenditures by Category				
Personnel Services	N/A	-	-	-
Materials & Services	N/A	418,898	393,228	524,187
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 418,898**	**$ 393,228**	**$ 524,187**
Full-Time Budgeted Employees	**N/A**	**-**	**-**	**-**

Revenue Statement

The Regional Fuel Facility operates at 100% cost recovery; each partner agency is billed for actual costs. City departments are billed for fuel at actual usage. Gasoline and Oil projected budgets are provided to departments based on forecasted use and fuel pricing trends. The FY20 budget is amended with the updated program revenue after adoption.

Significant Changes

- Fuel Facility upgrades for FY20 include sanitary sewer and stormwater upfits to better manage potential spills.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Efficiently manage costs	Fuel pricing forecasts within x% of actuals	±10%	10%	±10%
	Usage reports are closed each month and invoices are issued by the 9th day of the month	100%	83%	100%

*FY19 Actuals are estimated as of February 2019

VEHICLE AND EQUIPMENT PREVENTIVE MAINTENANCE - 7026

Program Overview

This program performs preventive, scheduled and unscheduled maintenance and repairs on the City's 300+ fleet and equipment.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Charges For Service	N/A	(187,752)	(177,336)	(172,272)
Total Budgeted Revenue	**N/A**	**$ (187,752)**	**$ (177,336)**	**$ (172,272)**
Expenditures by Category				
Personnel Services	N/A	154,413	214,628	223,448
Materials & Services	N/A	32,704	36,746	42,089
Capital Outlay	N/A	-	5,100	-
Total Budgeted Expenditures	**$ -**	**$ 187,117**	**$ 256,474**	**$ 265,537**
Full-Time Budgeted Employees	**N/A**	**1.45**	**2.00**	**2.00**

Revenue Statement

This program is largely funded through internal charges; the remaining expense is paid for out of the general fund. Vehicle and Equipment Maintenance service charges are provided to departments based on forecasted maintenance needs.

Significant Changes

- Newer vehicle advances has resulted in reduced frequency of preventive maintenance service cycles for oil changes and vehicle performance inspections.
- GPS technology demo provides diagnostic information for rapid identification of repair needs, reducing downtime.
- Mechanics have coordinated with the Police Department to do a wholescale replacement of consoles, as well as rewiring lights, to accommodate a change in computer equipment and improve safety. This project includes 25 vehicles over the course of 9 weeks with one dedicated FTE.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Efficiently manage costs	Annual inspection rate of City-maintained fleet	100%	90%	100%
	Hours of downtime associated with vehicle preventive maintenance	24	12	24

*FY19 Actuals are estimated as of February 2019

REAL PROPERTY MANAGEMENT - 7900

Program Overview

This program provides for the acquisition and sale of real property for municipal reason as well as its management and maintenance while owned. The program's intent is to assure that the property is operable and as fiscally sustainable as possible until put to another use or disposed of as surplus. This is done through landlord tenant relations through the rental of all or portions of these properties along with maintaining the facility's infrastructure, including systems such as HVACs, plumbing, electric, roofs, fire suppression/sprinklers, and elevators. It also oversees construction and remodels, painting, contract management, grounds keeping, and asphalt and concrete surface maintenance of the real property. Several programs (7901, 7902, 7903, 7904) for individual properties "roll-up" into this larger encompassing program rather than duplicating the same program multiple times.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Charges For Service	N/A	(1,626,562)	(1,572,032)	(792,396)
Total Budgeted Revenue	**N/A**	**$ (1,626,562)**	**$ (1,572,032)**	**$ (792,396)**
Expenditures by Category				
Personnel Services	N/A	76,124	96,253	92,825
Materials & Services	N/A	338,630	376,207	417,697
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 414,753**	**$ 472,460**	**$ 510,523**
Full-Time Budgeted Employees	**N/A**	**0.91**	**0.89**	**0.89**

Revenue Statement

The program generates revenue through the leasing of City-owned property. Revenue is decreasing in FY20 as lease payments on the armory end.

Significant Changes

- City Facilities staff provides City property management program support, which has netted property management efficiencies, such as updating tenant/lease agreements and constructing rental space improvements.

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Public confidence that buildings are safe	Keep X% of lease properties and facilities occupied	80%	88%	80%
	Buildings are operational X% of the time	100%	100%	100%

*FY19 Actuals are estimated as of February 2019

CAPITAL PROJECTS - 8800

Program Overview

This program implements the City's Capital Improvement Program for infrastructure systems including; transportation, streets, stormwater, wastewater and buildings/facilities. Activities include all aspects of project delivery from inception to completion of City construction projects. The program also maintains and updates capital construction contracting documentation and processes consistent with State statute and City policy.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	-	-	-
Materials & Services	N/A	375,034	375,000	375,000
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 375,034**	**$ 375,000**	**$ 375,000**
Full-Time Budgeted Employees	**N/A**	**-**	**-**	**-**

Revenue Statement

Program is funded through User Fees, Gas Tax apportionment, System Development Charges, and potential grant funds when available.

Significant Changes

- No significant service level changes for FY2020.

MWMC Capital - 8810

Program Overview

This program provides Capital project planning, design; bid process and contract award; Capital budget development, user rates and models; Capital project development, construction, inspections and construction management, capital project acceptance and recordkeeping for the Regional Wastewater system.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	-	-	-
Materials & Services	N/A	385	4,000	4,000
Capital Outlay	N/A	38,974	-	-
Total Budgeted Expenditures	**$ -**	**$ 39,359**	**$ 4,000**	**$ 4,000**
Full-Time Budgeted Employees	**N/A**	**-**	**-**	**-**

Revenue Statement

Program generates revenue from wastewater utility ratepayers, system development charges (SDC) and sometimes other sources such as loans or grants.

Significant Changes

- Staff continues to monitor regulation changes that could impact the MWMC capital program and upcoming changes to environmental permit requirements. The MWMC Partial Facilities Plan Update was completed in June 2014 and has information about construction project delivery timing.

FINANCE

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

Department Overview

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.

In addition to financial services, the operations of the Municipal Court report to the Finance Director. 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.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Taxes	N/A	(37,019)	(52,000)	(52,000)
Licenses, Permits & Fees	N/A	(1,789,336)	(2,083,000)	(2,114,500)
Charges For Service	N/A	(140,049)	(147,000)	(150,528)
Fines And Forfeitures	N/A	(1,658,831)	(1,633,000)	(1,657,000)
Use Of Money & Property	N/A	-	(1,500)	-
Miscellaneous Receipts	N/A	(205,454)	(195,000)	(190,000)
Total Budgeted Revenue	**N/A**	**$ (3,830,689)**	**$ (4,111,500)**	**$ (4,164,028)**
Expenditures by Category				
Personnel Services	1,909,969	1,942,245	2,146,191	2,179,756
Materials & Services	1,118,903	1,147,087	1,285,618	1,172,046
Capital Outlay	171,783	-	58,500	70,000
Total Budgeted Expenditures	**$ 3,200,655**	**$ 3,089,332**	**$ 3,490,309**	**$ 3,421,802**
Full-Time Budgeted Employees	**20.54**	**18.54**	**18.74**	**18.74**

Initiatives FY2019-2020

- Create a partnership between the Municipal Court and other local agencies to connect individuals struggling with mental illness into available services and programs.
- Re-evaluate the City's budgeting program to identify areas for improvement in an effort to build on the current success of the City's program-based budgeting efforts. Simplification will be the primary goal so as to shift current resources to analysis and process improvement.
- Shift more small dollar purchases into the credit card program in an effort to reduce the number of vouchers created, resulting in personnel efficiencies and increasing the annual credit card program rebate.
- Our courtroom technology is outdated, having surpassed ten years in age. We have pieced together equipment from both courtrooms to get us one functioning courtroom, but it too is now failing. This equipment is essential for our video arraignments with the jail, security, and evidence presentation during trials. Municipal Court staff is currently researching options for replacing the equipment and, based on preliminary estimates, $70,000 has been programmed into the FY20 budget.

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

Accomplishments FY2018-2019

- Successfully completed recruitments for six positions, four of those in Finance and two in Municipal Court.
- Expanded the Municipal Court's online accessibility to defendants and attorneys. This included adding online record search accessibility to defense attorneys, adding an automated phone payment system that allows individuals to make payments by phone 24/7, and added the ability for individuals to set up online auto-pay or schedule payments.
- In an effort to improve the Court Appointed Attorney process, the City Prosecutor and defense attorneys are now included in the Municipal Court's in-custody arraignments, streamlining the appointment process and ensuring defendants have contact with their attorney in a timely manner.
- Submitted new Treasury Policy to Oregon State Treasury – Investment Division. The current policy in effect was last approved in November 1997. When then new policy is approved by the State, the City will have the ability to take advantage of longer term investments and enjoy better returns.

Three Year Considerations FY2021-FY2023

- There has been a greater need for courts, law enforcement, and social services to work together seamlessly to come up with solutions for the growing mental health crisis in our region. In this time of limited resources, we will need to get creative to prevent individuals from being left without options. The role the Springfield Municipal Court will play in this process will be a topic of discussion in the upcoming years.
- Improve upon the City's long range financial modeling to better identify longer range trends and objectives.
- Provide training to City-wide staff and/or add central services staffing that would be able to provide analytical services and support to program managers.
- The City's Oracle financial reporting software has been in use since 1998 and should be scheduled for a software version upgrade. Done as an in-house project, it will require significant Finance and IT staff resources to complete, diverting staff resources from other needed initiatives and projects.
- The City's procurement and contract effort is still operating without adequate technology to maximize its efficiency. Software that could streamline the contract development effort by providing on-line access to all users across the City would benefit all departments. The addition of appropriate software to the program would greatly benefit the pre-purchase activity (RFP's, RFQ's, contract development) and post-purchase activity (contract management, post-acquisition analysis), saving the City both time and money.
- Pending legislation may take away the Court's ability to suspend driving privileges for non-payment of fines/fees. If passed, this will have an impact on the Court's compliance levels. Pending legislation may also change the way courts handle mental health cases and creating a need for more creative solutions and alternatives to jail.

Financial Summary by Fund

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Fund				
100 General Fund	N/A	(3,459,537)	(3,683,000)	(3,767,500)
201 Street Fund	N/A	(125,497)	(115,000)	(125,000)
236 Police Local Option Levy Fund	N/A	(105,607)	(165,000)	(121,000)
629 Regional Fiber Consortium Fund	N/A	(140,049)	(148,500)	(150,528)
Total Budgeted Revenue	**N/A**	**$ (3,830,689)**	**$ (4,111,500)**	**$ (4,164,028)**
Expenditures by Fund				
100 General Fund	2,159,834	2,096,863	2,349,403	2,376,752
210 Community Development Fund	23,694	18,701	20,890	22,010
236 Police Local Option Levy Fund	580,113	659,668	663,894	667,092
305 Bancroft Redemption Fund	13,915	-	-	-
419 Development Assessment Capital	77,589	36,934	58,357	-
611 Sanitary Sewer Operations Fund	16,128	14,737	15,746	16,655
612 Regional Wastewater Fund	122,467	134,997	155,931	163,084
617 Storm Drainage Operations Fund	16,128	14,716	15,758	16,655
629 Regional Fiber Consortium Fund	163,987	84,136	179,075	131,650
713 Vehicle & Equipment Fund	6,071	6,970	8,400	5,000
719 SDC Administration Fund	20,728	21,611	22,855	22,905
Total Budgeted Expenditures	**$ 3,200,655**	**$ 3,089,332**	**$ 3,490,309**	**$ 3,421,802**

FINANCE

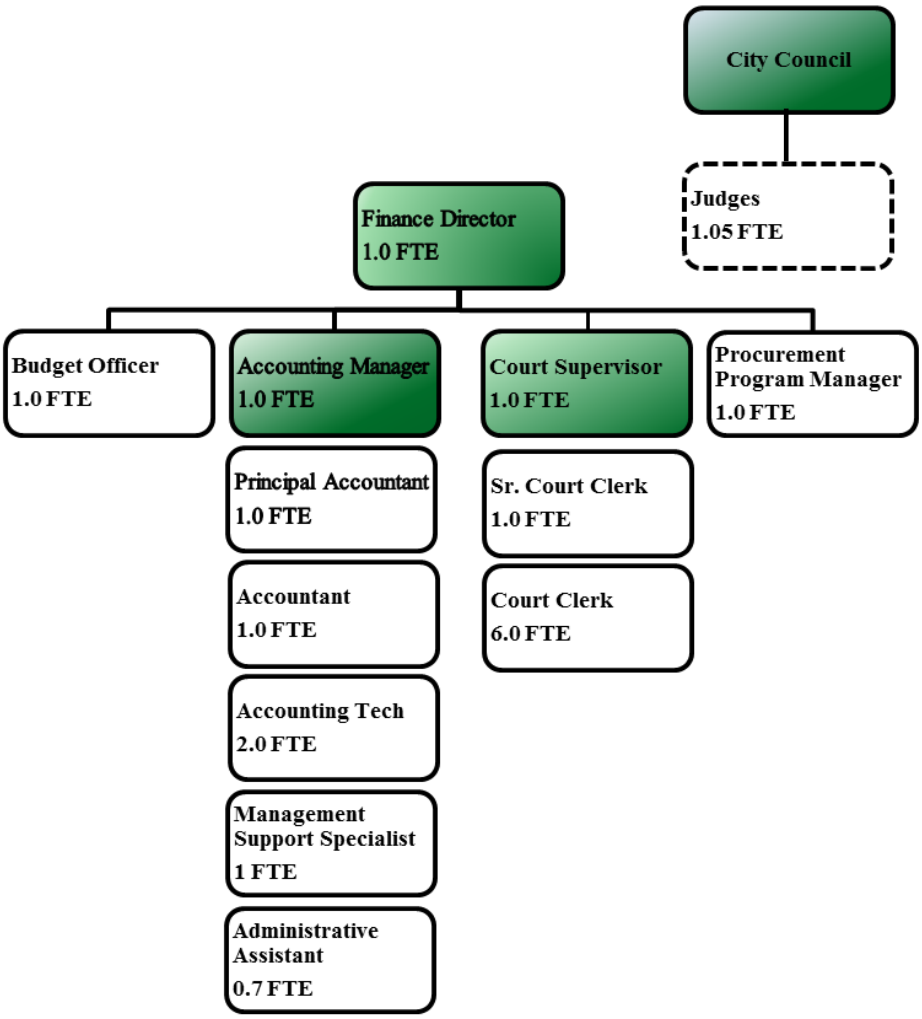
Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

Financial Summary by Program

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Program				
1029 Licensing and Franchising	N/A	(1,706,915)	(1,960,000)	(2,035,500)
1200 Municipal Court Services	N/A	-	-	(1,978,000)
7030 Accounts Payable	N/A	(16,783)	-	-
7037 Court Accounts Receivables	N/A	(1,965,030)	(361,000)	-
7036 Case Management	N/A	(1,814)	(1,642,000)	-
7035 Municipal Court Administration	N/A	(98)	-	-
7150 Fiber Consortium	N/A	(140,049)	(148,500)	(150,528)
Total Budgeted Revenue	**N/A**	**$(3,830,689)**	**$ (4,111,500)**	**$ (4,164,028)**
Expenditures by Program				
7000 Department Administration	3,200,655	20,044	8,400	5,000
7030 Accounts Payable	-	221,203	259,703	271,625
7031 Annual Audit, CAFR and Internal Reporting	-	376,043	389,789	354,267
7032 Budget Development, Forecasting & Analysis	-	380,908	472,364	384,047
7033 Procurement and Contracts	-	140,707	158,428	164,975
7034 Treasury Management	-	71,375	84,453	78,483
7035 Municipal Court Administration	-	204,727	178,145	330,538
7036 Case Management	-	918,752	1,063,424	-
7037 Court Accounts Receivables	-	357,220	335,535	-
7038 General Services & Customer Support	-	159,675	173,556	-
7150 Fiber Consortium	-	84,136	179,075	131,650
7052 Employee and Labor Relations	-	14	-	-
7053 Talent Acquisition	-	40	-	-
1044 Stormwater Fiscal Management and Customer Services	-	14,716	15,758	16,655
1056 Regional Wastewater Administration	-	125,035	155,931	163,084
1059 Wastewater Fiscal Management and Customer Services	-	14,737	15,746	16,655
1200 Municipal Court Services	-	-	-	1,504,447
Total Budgeted Expenditures	**$3,200,655**	**$ 3,089,332**	**$ 3,490,309**	**$ 3,421,426**

Note: In FY20 programs 7036 Case Management, 7037 Court Accounts Receivables and 7038 General Services & Customer Support were consolidated into programs 7036 Case Management and 1200 Municipal Court Services.

Organizational Structure



Note: Municipal Court Judges report to the City Council and do not appear on any departmental organization chart, although the positions are funded through Finance.

Summary of Full-Time Equivalent by Fund

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted
100 General Fund	16.08	14.68	14.79	15.09
210 Community Development Fund	0.22	0.22	0.22	0.22
236 Police Local Option Levy Fund	2.23	2.23	2.23	2.23
305 Bancroft Redemption	0.13	-	-	-
419 Development Assessment Capital	0.67	0.20	0.30	-
611 Sanitary Sewer Operations Fund	0.10	0.10	0.10	0.10
612 Regional Wastewater Fund	0.88	0.88	0.88	0.88
617 Storm Drainage Operations Fund	0.10	0.10	0.10	0.10
719 SDC Administration Fund	0.13	0.13	0.13	0.13
Total FTE	**20.54**	**18.54**	**18.74**	**18.74**

Summary of Full-Time Equivalent by Program

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted
1044 Stormwater Fiscal Management and Customer Services	N/A	0.10	0.10	0.10
1056 Regional Wastewater Administration	N/A	0.88	0.88	0.88
1059 Wastewater Fiscal Management and Customer Services	N/A	0.10	0.10	0.10
1200 Municipal Court Services	N/A	-	-	7.83
7030 Accounts Payable	N/A	2.42	2.38	2.44
7031 Annual Audit, CAFR and Internal Reporting	N/A	2.71	2.89	2.74
7032 Budget Development, Forecasting & Analysis	N/A	2.34	2.22	2.29
7033 Procurement and Contracts	N/A	0.99	0.98	0.99
7034 Treasury Management	N/A	0.12	0.11	0.12
7035 Municipal Court Administration	N/A	0.96	0.91	1.26
7036 Case Management	N/A	3.98	4.23	-
7037 Court Accounts Receivables	N/A	2.05	2.10	-
7038 General Services & Customer Support	N/A	1.90	1.85	-
Total FTE	**N/A**	**18.54**	**18.74**	**18.74**

Note: In FY20 programs 7036 Case Management, 7037 Court Accounts Receivables and 7038 General Services & Customer Support were consolidated into programs 7036 Case Management and 1200 Municipal Court Services.

LICENSING AND FRANCHISING – 1029

Program Overview

This program reviews, approves, and processes utility licensing, franchising agreement, and public way use agreements. The staff administering this program makes municipal code interpretations and recommends changes to the municipal code. Staff provides customer service to the public by providing the necessary department staff to address citizen concerns of services provided by the various franchises.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Taxes	N/A	(37,019)	(52,000)	(52,000)
Licenses, Permits & Fees	N/A	(1,669,896)	(1,908,000)	(1,983,500)
Total Budgeted Revenues	**N/A**	**$ (1,706,915)**	**$ (1,960,000)**	**$ (2,035,500)**
Expenditures by Category				
Materials & Services	N/A	14,946	18,793	376
Total Budgeted Expenditures	**N/A**	**$ 14,946**	**$ 18,793**	**$ 376**
Full-Time Budgeted Employees	**N/A**	**0.10**	**0.10**	**-**

Revenue Statement

The licensing & franchising program generates revenues through franchise agreements with utility companies and through the issuance of utility licenses. These revenues are receipted into the general fund as general purpose revenue and are utilized by a range of programs.

Significant Changes

- Management of this program has shifted into the Finance Department effective mid-FY2019.
- FTE have been reduced to zero in FY20, but staff plan to code actual time to allow for true cost accounting.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Partnerships to Increase Opportunities	Number of Expired utility licenses and franchise agreements	0	0	0
	Average days from reciept of application to issuance of utility license	60	45	60

MUNICIPAL COURT SERVICES - 1200

Program Overview

Consists of all functions necessary to process cases from intake through final disposition, all collection actions and court accounts receivable, and any general services and customer support provided. This program includes a variety of activities such as processing automated data imports from police records system, manual data entry, filing, arraignment, appointment of counsel for indigent representation, scheduling of trials and hearings, jury management,and final disposition processes. This program includes judicial resources and clerical support for the judge and automated processing and balancing of payments received from private collections agencies on our behalf. Performs all accounting, payments, and balancing of cash drawers and compliance with City financial policies and City auditor recommendations.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Licenses, Permits & Fees	N/A	N/A	N/A	(131,000)
Fines And Forfeitures	N/A	N/A	N/A	(1,657,000)
Miscellaneous Receipts	N/A	N/A	N/A	(190,000)
Total Budgeted Revenues	**N/A**	**N/A**	**N/A**	**$ (1,978,000)**
Expenditures by Category				
Personnel Services	N/A	N/A	N/A	843,576
Materials & Services	N/A	N/A	N/A	660,870
Total Budgeted Expenditures	**N/A**	**N/A**	**N/A**	**$ 1,504,446**
Full-Time Budgeted Employees	**N/A**	**N/A**	**N/A**	**7.38**

Revenue Statement

This program is supported by the City of Springfield's general revenue sources.

Significant Changes

- This is a new program for FY20 resulting from a roll-up of programs 7036 (Misdemeanor Crimes & Violations), 7037 (Collections & Court Accounts Receivables/Court Fines & Fees) and 7038 (General Services and Customer Support).

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Maintain a consistent level of service year after year	Time to disposition - within 90 days	100%	97.76%	100%
	Time to disposition - within 180 days	100%	96.19%	100%
	% of Customers responding positively to the level of 'access and fairness' of muni-court services	95%	84%	95%

ACCOUNTS PAYABLE - 7030

Program Overview

The accounts payable program makes payments to all vendors on behalf of the City, including staff reimbursements. This includes check payments, ACH payments, and purchase cards. Maintenance of all vendor records, bank information, and payment addresses as well as 1099 reporting on subject payments. This program also includes reconciling purchase cards for staff with the bank invoices and proper coding of expenses to funds, departments, and programs.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Miscellaneous Receipts	N/A	(16,783)	-	-
Total Budgeted Revenues	**N/A**	**$ (16,783)**	**$ -**	**$ -**
Expenditures by Category				
Personnel Services	N/A	210,746	226,159	241,200
Materials & Services	N/A	10,458	33,544	30,425
Total Budgeted Expenditures	**N/A**	**$ 221,203**	**$ 259,703**	**$ 271,625**
Full-Time Budgeted Employees	**N/A**	**2.42**	**2.38**	**2.38**

Revenue Statement

This program is supported by the City of Springfield's general revenue sources.

Significant Changes

- The accounts payable division will be implementing phase II of the centralized paperless accounts payable process, which will include simplifying the process of coding vouchers as well as enhancements to the approval and acting-in-capacity processes. The accounts payable division will also continue to work with the accounting division and department analysts to refine allocations of expenditures to programs as we move into our third year of program accounting.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Leverage new technologies to improve productivity in the workforce	Purchases < $5000 made with P Card	>70%	67%	>70%
	Percent of AP payments made by ACH	>50%	34%	>50%
	Percent of vendors paid by ACH	>25%	20%	>25%

FINANCE

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

ANNUAL AUDIT, CAFR AND INTERNAL REPORTING - 7031

Program Overview

Work paper preparation, auditor fieldwork and inquiries, and CAFR preparation. Recording, monitoring, and analyzing of all City financial transactions, monthly financial reporting, budget, and special reporting.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	250,381	283,320	273,267
Materials & Services	N/A	125,663	106,470	81,001
Total Budgeted Expenditures	**N/A**	**$ 376,043**	**$ 389,789**	**$ 354,268**
Full-Time Budgeted Employees	**N/A**	**2.71**	**2.89**	**2.89**

Revenue Statement

This program is supported by the City of Springfield's general revenue sources.

Significant Changes

- The City expanded the general ledger accounting string to include a fifth segment for the purpose of tracking and reporting accounting information by program in support of its Priority Based Budgeting efforts. This was implemented in the beginning of Fiscal Year 2018 and will continue into FY20 as analysts and managers review and refine the allocations impacting program results. The accounting division will continue to work with departments in the third year of program accounting, looking for ways to simplify an increasingly complex accounting system. New reports will be developed and added as information gaps are identified in Fiscal Year 2020. Programs will be re-evaluated for relevance and informational value.
- The Accounting Manager position was filled with an internal candidate as the previous manager was promoted to Finance Director. The recruitment for a senior accountant is currently in process and accordingly, the accounting division has been short one FTE for most of Fiscal Year 2019. The expectation is to be back to full staffing for Fiscal Year 2020.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Provides assurance of regulatory and policy complliance to minimize and mitigate risk	Receive the Certificate of Achievement for Excellence in Financial Reporting	Receive Award	Received Award for Fiscal Year 2018	Receive Award
	Receive Unmodified Opinion on the City annual audit	Receive Unmodified Opinion	Received Unmodified Opinion for Fiscal Year 2018	Receive Unmodified Opinion

FINANCE

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

BUDGET DEVELOPMENT, FORECASTING, AND ANALYSIS - 7032

Program Overview

Coordinate the activities of the City budget from department reviews through Council approval and county/state filing. Maintain City's budgetary database BOARD. Monitor and analyze fund and department activities to verify they are within legal level limits. Perform fund balancing activities during yearly budget process and manage the supplemental budget process.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	331,441	338,268	329,603
Materials & Services	N/A	49,466	75,596	54,443
Capital Outlay	N/A	-	58,500	-
Total Budgeted Expenditures	**N/A**	**$ 380,908**	**$ 472,364**	**$ 384,046**
Full-Time Budgeted Employees	**N/A**	**3.14**	**2.22**	**2.22**

Revenue Statement

This program is supported by the City of Springfield's general revenue sources.

Significant Changes

- In December of 2018, the City's Budget Officer of ten years accepted a position with a neighboring agency and the recruitment resulted in the positon being offered to Neil Obringer, who had previously served as the Senior Analyst for the Development and Public Works Department for the past five years.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Balance current revenue with expenditures	Within 3% accuracy in forecasting General Fund revenues	3%	2.8%	3%
Observe financial policies and funding reserves appropriately	Operating reserves in the General Fund is no less than 15% of operating expenses	>15%	24%	>15%

PROCUREMENT & CONTRACTS - 7033

Program Overview

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

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	131,559	130,872	139,351
Materials & Services	N/A	9,148	27,556	25,025
Total Budgeted Expenditures	**N/A**	**$ 140,707**	**$ 158,428**	**$ 164,376**
Full-Time Budgeted Employees	**N/A**	**1.19**	**0.98**	**0.98**

Revenue Statement

This program is supported by the City of Springfield's general revenue sources.

Significant Changes

- No significant service level changes to this program.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Foster an Environment that Values Diversity and Inclusion				
Promotes outreach for MWESB businesses	Solicitations over $100,000 include MWESB	100%	100%	100%

TREASURY MANAGEMENT - 7034

Program Overview

Manage the City's investment portfolio and coordinate with cash flow and debt service requirements. Develop City program for the issuance of long-term debt and debt management (Issuance of Bonds)

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	19,533	23,549	20,083
Materials & Services	N/A	51,842	60,904	58,400
Total Budgeted Expenditures	**N/A**	**$ 71,375**	**$ 84,453**	**$ 78,483**
Full-Time Budgeted Employees	**N/A**	**0.12**	**0.11**	**0.11**

Revenue Statement

This program is supported by the City of Springfield's general revenue sources.

Significant Changes

- Submitted new Treasury Policy to Oregon State Treasury – Investment Division. The current policy in effect was last approved in November 1997. When then new policy is approved by the State, the City will have the ability to take advantage of longer term investments and enjoy better returns.

Performance Measures

Performance measures will be developed for this program in FY20.

MUNICIPAL COURT ADMINISTRATION - 7035

Program Overview

The Springfield Municipal Court Administration's mission is to oversee all operations and activities of the Municipal Court to ensure we are fairly and impartially upholding the rule of law in an accessible way. We strive to do this through innovations and new technology, while working collaboratively with other departments and agencies.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Miscellaneous Receipts	N/A	(98)	-	-
Total Budgeted Revenues	**N/A**	**$ (98)**	**$ -**	**$ -**
Expenditures by Category				
Personnel Services	N/A	122,363	105,376	179,826
Materials & Services	N/A	82,365	72,769	80,712
Capital Outlay	N/A	-	-	70,000
Total Budgeted Expenditures	**N/A**	**$ 204,727**	**$ 178,145**	**$ 330,538**
Full-Time Budgeted Employees	**N/A**	**0.96**	**0.91**	**1.26**

Revenue Statement

This program is supported by the City of Springfield's general revenue sources.

Significant Changes

- The court has expanded its online and automated services to include an online platform for defense attorneys to look at electronic case information and online dockets, an online auto payment option for anyone on a monthly payment agreement, and an automated 24/7 phone payment option to allow better access for the public outside of regular business hours.
- The increase in FTE in FY20 is the result of a consolidation of programs and moving existing FTE into Court administration.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Maintain a consistent level of service year after year	Clearance Rates: Cases Filed vs. Cases Disposed	100%	164%	100%

REGIONAL FIBER CONSORTIUM - 7150

Program Overview

City of Springfield is the contracted fiscal agent for the Regional Fiber Consortium.

The Regional Fiber Consortium (Consortium) was established in 1999 through an intergovernmental agreement between a group of Oregon cities and counties for the purpose of taking and managing a system of fiber optic cable transferred to the Consortium by a number of fiber providers in consideration of right-of-way user fees. It is the goal of the Consortium to develop an appropriate level of communication services for the citizens of the member jurisdictions and to serve the public interest by stimulating economic development in the communities through which the fiber optic cable passes.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Charges For Service	N/A	(140,049)	(147,000)	(150,528)
Use Of Money & Property	N/A	-	(1,500)	-
Total Budgeted Revenues	**N/A**	**$ (140,049)**	**$ (148,500)**	**$ (150,528)**
Expenditures by Category				
Materials & Services	163,987	84,136	179,075	131,650
Total Budgeted Expenditures	**$ 163,987**	**$ 84,136**	**$ 179,075**	**$ 131,650**
Full-Time Budgeted Employees	**-**	**-**	**-**	**-**

Revenue Statement

The program generates pass through revenue from the lease of fiber optic cable. The City of Springfield receives $12,000 annually as compensation for administrative time spent on the program and $2,500 for direct costs associated with production of the Comprehensive Annual Financial Report (CAFR).

Significant Changes

- LCOG staff are actively engaged in negotiating renewals of key consortium fiber leases.

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FIRE & LIFE SAFETY

Joe Zaludek, Fire Chief FireDept@ci.eugene.or.us 541-682-5411

Department Overview

The Cities of Springfield and Eugene consolidated their fire departments via an intergovernmental agreement in 2010. Operating as Eugene Springfield Fire, the three-battalion system provides services that prevent the loss of life and property and protect the environment not only within the boundaries of those two cities, but services extend to the urban growth boundaries and East Lane Ambulance Services areas. The City of Springfield contracts to provide contracted fire, rescue, and emergency services to the Glenwood and Rainbow Water Districts and a portion of the Willakenzie Fire Protection District. In total, the department provides services across 1,500 square miles.

Departmental services include fire protection and prevention; 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 investigation. Additionally, the department performs ambulance billing services for 15 jurisdictions throughout the State and administers the FireMed membership program for the Cities of Eugene and Springfield, Lane Fire Authority, and the City of Ashland.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Taxes	N/A	-	-	(1,714,240)
Licenses, Permits & Fees	N/A	(219,559)	(180,000)	(245,000)
Intergovernmental	N/A	(295,452)	-	(78,650)
Charges For Service	N/A	(5,719,217)	(7,154,187)	(7,493,462)
Use Of Money & Property	N/A	(43)	-	(8,500)
Miscellaneous Receipts	N/A	(10,771)	(3,000)	(5,500)
Other Financing Sources	N/A	-	-	(662,211)
Total Budgeted Revenue	**N/A**	**$ (6,245,043)**	**$ (7,337,187)**	**$ (10,207,563)**
Expenditures by Category				
Personnel Services	14,216,724	14,734,651	15,355,104	15,962,531
Materials & Services	4,187,422	4,238,905	4,399,682	4,568,583
Capital Outlay	868,106	177,846	408,200	1,542,000
Total Budgeted Expenditures	**$ 19,272,252**	**$ 19,151,403**	**$ 20,162,986**	**$ 22,073,114**
Full-Time Budgeted Employees	**97.50**	**96.75**	**101.65**	**101.65**

Initiatives FY2019-20

- Smoke detector inspections and installation program
- Increase drill field training hours
- Update 50% of existing pre-incident plans (PIPs)
- Review and revise apparatus design specifications
- Pilot a revised work schedule for line fire suppression personnel – 24 hours on, 48 hours off followed by 48 hours on, 72 hours off.

FIRE & LIFE SAFETY

Joe Zaludek, Fire Chief FireDept@ci.eugene.or.us 541-682-5411

Accomplishments FY2018-19

- Third consecutive year in which over 50% of cardiac patients leave the hospital neurologically intact-- a direct effect of the adopted Cardio Cerebral Resuscitation (CCR) protocol.
- Emergency responses increased by 1% in FY18 with no increase in operations FTE.
- Basic Life Support (BLS) unit was allocated to Springfield in July 2018. During first nine months of operation, units have responded to 1,843 calls.
- Awarded Department of Homeland Security Grant to replace cardiac monitors in department apparatus (12 in Springfield).
- Procurement and installation of updated Nederman exhaust removal system at Station 14.

Three Year Considerations FY2019-FY2021

Population growth and an aging population have contributed to a 14.7% increase in emergency responses over the last five years. With limited resources available, the department and the cities it serves continue to review systems for efficiencies including implementing the BLS unit to address lower acuity calls and reviewing contracted services to ensure full-cost recovery. The department is also focused on consolidating its administrative functions, cross-training across staff from both cities, and eliminating duplicative efforts where possible.

Even with an increase in call volume, revenues within the Ambulance Fund do not keep pace with rising expenditures. Nearly 80% of all patients transported are covered by Medicare or Medicaid which establish capitated fee schedules. These fee schedules have remained flat or shown only moderate increases (less than 2% annually) in the last few years. As a result, the Ambulance Fund has a minimal ending balance (less than 3% of operating expenditures).

Fire Marshal Office staffing levels continue to be of concern. With only 2.0 FTE funded in the City of Springfield, it is difficult for staff to complete in a timely fashion all high-hazard occupancies (i.e. assisted living facilities, memory care facilities, hazard material operations, etc.). The Fire Marshal's Office will continue to evaluate options for improving inspection rates and reducing community risks with current available staff, but additional staffing will be needed to make a significant impact.

Financial Summary by Fund

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Fund				
100 General Fund	N/A	(874,468)	(1,879,187)	(1,938,422)
235 Fire Local Option Levy Fund	N/A	-	-	(2,384,951)
615 Ambulance Fund	N/A	(5,370,574)	(5,458,000)	(5,884,190)
Total Budgeted Revenue	**N/A**	**$ (6,245,043)**	**$ (7,337,187)**	**$ (10,207,563)**
Expenditures by Fund				
100 General Fund	10,814,793	11,412,497	11,488,494	12,000,543
224 Building Code Fund	-	58,097	61,069	62,600
235 Fire Local Option Levy Fund	1,562,076	1,427,840	1,531,908	1,502,147
615 Ambulance Fund	6,003,611	6,084,456	6,673,315	6,965,825
713 Vehicle & Equipment Fund	891,772	168,513	408,200	1,542,000
Total Budgeted Expenditures	**$ 19,272,252**	**$ 19,151,403**	**$ 20,162,986**	**$ 22,073,114**

FIRE & LIFE SAFETY

Joe Zaludek, Fire Chief FireDept@ci.eugene.or.us 541-682-5411

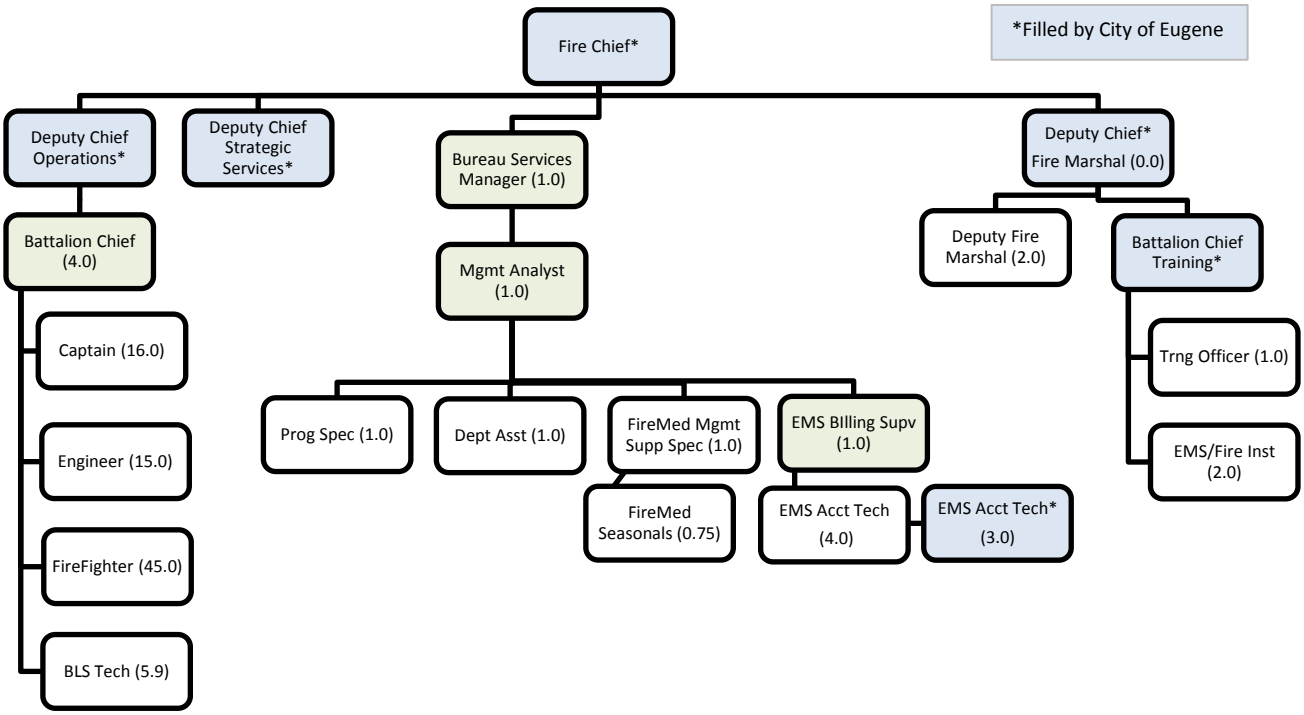
Financial Summary by Program

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Program				
1091 Community Risk Reduction	N/A	(221,559)	(183,000)	(165,000)
1096 Fire Suppression Operations	N/A	(675,172)	(1,696,187)	(4,158,373)
1097 Dispatch and Communication	N/A	(9,102)	-	-
1098 Training & Development	N/A	(9,871)	-	-
1099 EMS Operations	N/A	(18,119)	-	(4,645,000)
1102 EMS Billing - Enterprise	N/A	(245,737)	(315,000)	(362,400)
1103 EMS Billing - Springfield	N/A	(4,026,972)	(4,350,000)	(78,650)
1104 FireMed	N/A	(1,038,511)	(793,000)	(798,140)
Total Budgeted Revenue	**N/A**	**$ (6,245,043)**	**$ (7,337,187)**	**$ (10,207,563)**
Expenditures by Program				
1000 Default Community Services	19,272,252	-	-	-
1030 Building Plan Review	N/A	97,247	99,241	102,659
1039 Development Review	N/A	31,300	30,532	32,034
1090 Fire & Arson Investigation	N/A	147,501	73,550	70,966
1091 Community Risk Reduction	N/A	226,369	217,611	208,524
1092 Plan Review	N/A	1,100	-	-
1093 Apparatus & Equipment Maintenance	N/A	379,318	656,655	1,783,209
1096 Fire Suppression Operations	N/A	11,297,491	11,194,168	11,475,567
1097 Dispatch and Communication	N/A	713,550	838,749	880,641
1098 Training & Development	N/A	405,014	421,940	607,552
1099 EMS Operations	N/A	4,217,064	4,055,153	4,052,395
1100 Fire Logistics	N/A	167,582	310,700	338,500
1102 EMS Billing - Enterprise	N/A	278,783	326,264	515,007
1103 EMS Billing - Springfield	N/A	477,721	557,951	432,177
1104 FireMed	N/A	547,355	525,930	428,991
1105 Community Outreach	N/A	3,000	16,000	16,000
1106 BLS Operations	N/A	-	535,864	584,974
7000 Department Administration	N/A	161,010	302,679	543,917
Total Budgeted Expenditures	**$ 19,272,252**	**$ 19,151,403**	**$ 20,162,986**	**$ 22,073,114**

FIRE & LIFE SAFETY

Joe Zaludek, Fire Chief FireDept@ci.eugene.or.us 541-682-5411

Organizational Structure



Summary of Full-Time Equivalent by Fund

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted
100 General Fund	57.75	58.80	58.60	58.60
224 Building Code Fund	-	0.40	0.40	0.40
235 Fire Local Option Levy Fund	9.00	7.00	7.00	7.00
615 Ambulance Fund	30.75	30.55	35.65	35.65
Total FTE	**97.50**	**96.75**	**101.65**	**101.65**

Summary of Full-Time Equivalent by Program

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted
1030 Building Plan Review	N/A	0.65	0.65	0.65
1039 Development Review	N/A	0.20	0.20	0.20
1090 Fire & Arson Investigation	N/A	0.55	0.35	0.35
1091 Community Risk Reduction	N/A	1.60	0.80	0.80
1096 Fire Suppression Operations	N/A	62.00	62.00	61.00
1098 Training & Development	N/A	2.00	2.00	3.00
1099 EMS Operations	N/A	20.00	20.00	19.00
1102 EMS Billing - Enterprise	N/A	2.00	2.00	3.05
1103 EMS Billing - Springfield	N/A	3.00	3.00	1.95
1104 FireMed	N/A	2.75	2.75	1.75
1106 BLS Operations	N/A	-	5.90	5.90
7000 Department Administration	N/A	2.00	2.00	4.00
Total FTE	**N/A**	**96.75**	**101.65**	**101.65**

BUILDING PLAN REVIEW - 1030

Program Overview

This program is responsible for the review, permitting and occupancy approval of residential, commercial and industrial permit applications. Staff administering this program is certified in structural, electrical, plumbing and mechanical plan reviews addressing compliance with Oregon Specialty Code. In addition to plan reviews, the staff also provides customer service to the public by assisting with questions in regards to permit process and Specialty Code Compliance.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	97,247	99,241	101,727
Materials & Services	N/A	-	-	932
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 97,247**	**$ 99,241**	**$ 102,659**
Full-Time Budgeted Employees	**-**	**0.65**	**0.65**	**0.65**

Revenue Statement

This program is supported by the City of Springfield's general revenue and Building Code Fund sources.

Significant Changes

- No significant service level changes to this program are expected.
- Increase in Materials & Services reflects a change in allocation of central services charges.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsive and Innovative Government Services				
Maintain a consistent level of service year after year	Percentage of commercial building plans reviewed within 6 weeks	100%	100%	100%
	Percentage of residential building plans reviewed within 10 days	100%	0%	100%

DEVELOPMENT REVIEW - 1039

Program Overview

This program is responsible for the administration and processing of land use and development review applications; front counter customer service on all land use and development issues; and implementation of federal, state and local regulations in partnership with outside agencies and the City's own Development Review Committee the membership of which includes Police, Fire and Life Safety, Building, Transportation and Environmental Services. This program is also responsible for the review and approval of Public Improvement Plans (PIPs) associated with site developments.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	31,300	30,532	31,297
Materials & Services	N/A	-	-	737
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 31,300**	**$ 30,532**	**$ 32,034**
Full-Time Budgeted Employees	**-**	**0.20**	**0.20**	**0.20**

Revenue Statement

This program is supported by the City of Springfield's general revenue sources.

Significant Changes

- No significant service level changes to this program are expected.
- Increase in Materials & Services reflects a change in allocation of central services charges.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actuals	FY20 Target
Council Goal: Provide Financially Responsive and Innovative Government Services				
Maintain a consistent level of service year after year	Process minor and major MDS applications in 30 days	100%	100%	100%
Council Goal: Encourage Economic Development and Revitalization through Community Partnerships				
Partnerships to increase opportunities	Percent of Pre-Submittal applicants feel ready to submit an application after the Pre-Submittal	100%	100%	100%

FIRE & ARSON INVESTIGATION - 1090

Program Overview

Deputy Fire Marshals respond to selected fire incidents and investigate fire cause and origin, document the scene, collect evidence, and report findings when completed. Documentation of findings is used for criminal follow-up and as a vital component in insurance claims for fire loss.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	140,704	62,776	63,320
Materials & Services	N/A	6,797	10,774	7,646
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 147,501**	**$ 73,550**	**$ 70,966**
Full-Time Budgeted Employees	**-**	**0.55**	**0.35**	**0.35**

Revenue Statement

This program is supported by the City of Springfield's general revenue sources.

Significant Changes

- No significant service level changes to this program are expected.
- Reduction in Materials & Services reflects a change in allocation of central services charges.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Provides assurance of regulatory and policy compliance to minimize and mitigate risk	% of fire investigations with cause determination and documentation completed within 7 days of incident	100%	**82%**	100%

FIRE & LIFE SAFETY

Joe Zaludek, Fire Chief FireDept@ci.eugene.or.us 541-682-5411

COMMUNITY RISK REDUCTION - 1091

Program Overview

The Fire Marshal's Office performs activities required by State Fire Marshal to maintain City exemption status, including: Fire Code Inspections, Maintenance of required Fire Protections Systems, Public Education, Juvenile Fire Setters Intervention, Land Use Planning, and participation on Development Review Committee; Deputy Fire Marshal serves as liaison with Building Division on fire system plans for new/remodeled occupancies.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Licenses, Permits & Fees	N/A	(219,559)	(180,000)	(165,000)
Charges For Service	N/A	-	(3,000)	-
Miscellaneous Receipts	N/A	(2,000)	-	-
Total Budgeted Revenue	**N/A**	**$ (221,559)**	**$ (183,000)**	**$ (165,000)**
Expenditures by Category				
Personnel Services	N/A	203,249	159,500	159,381
Materials & Services	N/A	23,119	58,111	49,143
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 226,368**	**$ 217,611**	**$ 208,524**
Full-Time Budgeted Employees	**-**	**1.60**	**0.80**	**0.80**

Revenue Statement

Operational Permit Fees and Licensed Facility Inspection Fees make up the revenues generated by this Fire Marshal's Office program. Revenues are expected to remain fairly flat with routine cost-of-living increases as the only planned fee changes. No new fees are anticipated in FY19.

Significant Changes

- No significant service level changes to this program are expected. However, the deactivation of the Fire Marshal position in FY19 continues into FY20 which will continue to strain the services efforts of that office.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Provides assurance of regulatory and policy compliance to minimize and mitigate risk	% of buildings in Springfield with required Fire Protection Systems verified as compliant with fire code maintenance requirements	90%	92%	100%

APPARATUS & EQUIPMENT MAINTENANCE - 1093

Program Overview

Fire suppression and emergency medical response apparatus are inspected daily, weekly and monthly to ensure readiness, safety and proper inventory. Routine NFPA inspections and necessary repairs are scheduled with a contracted vendor. Contributions to the Vehicle and Equipment Replacement Fund are utilized (Capital Outlay) to replace vehicles and equipment at the end of their useful life.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	-	-	-
Materials & Services	N/A	218,298	248,455	241,209
Capital Outlay	N/A	161,020	408,200	1,542,000
Total Budgeted Expenditures	**$ -**	**$ 379,318**	**$ 656,655**	**$ 1,783,209**
Full-Time Budgeted Employees	**-**	**-**	**-**	**-**

Revenue Statement

This program is supported by the City of Springfield's general revenue and Ambulance Fund sources.

Significant Changes

- Two apparatus (tender and pumper) will have exceeded the 20-year useful life and be in need of replacement.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Repair, enhance, and continuously invest in well-maintained public infreastructure system	% of Fire Apparatus within 15 year service life	70%	**81%**	70%

FIRE SUPPRESSION OPERATIONS - 1096

Program Overview

The Fire Suppression Operations program provides fire and rescue response to 911 calls for assistance in a variety of emergencies. This program provides the personnel, specialized vehicles, and equipment to respond to emergencies in the community that threaten life, property, and the environment. This includes fires, rescues, natural and man-made disasters, hazardous material incidents, and medical emergencies. The department provides a coordinated all-hazard response to any/all emergency calls.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Taxes	N/A	-	-	(1,714,240)
Intergovernmental	N/A	(22,263)	-	-
Charges For Service	N/A	(652,909)	(1,696,187)	(1,773,422)
Use of Money & Property	N/A	-	-	(8,500)
Other Financing	N/A	-	-	(662,211)
Total Budgeted Revenue	**N/A**	**$ (675,172)**	**$ (1,696,187)**	**$ (4,158,373)**
Expenditures by Category				
Personnel Services	N/A	9,940,545	10,238,918	10,519,624
Materials & Services	N/A	1,356,946	955,250	955,943
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 11,297,491**	**$ 11,194,168**	**$ 11,475,567**
Full-Time Budgeted Employees	**-**	**62.00**	**62.00**	**61.00**

Revenue Statement

This program is supported by the City of Springfield's general revenue and Fire Local Option Levy Fund resources. Revenues are generated through contracts with adjacent Special Districts for fire services.

Significant Changes

- No significant service level changes to this program are expected.
- The 1.0 FTE reductions is a shift to the Training & Development Program and more accurately reflects the work of the position rather than a true service level reduction to this program.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Strengthen Public Safety by Leveraging Partnerships and Resources				
Maintain a consistent level of service year after year	% of emergency responses within 5 minutes	80%	**34%**	80%
Maintain a consistent level of service year after year	% of times first-due company was available	95%	**84%**	95%

Joe Zaludek, Fire Chief FireDept@ci.eugene.or.us 541-682-5411

DISPATCH & COMMUNICATIONS - 1097

Program Overview

Central Lane Communications Center (CLCC) provides Fire and EMS dispatch services for Eugene Springfield Fire and surrounding agencies. Services are performed under contract with City of Eugene Police Department.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Intergovernmental	N/A	(9,102)	-	-
Total Budgeted Revenue	**N/A**	**$ (9,102)**	**$ -**	**$ -**
Expenditures by Category				
Materials & Services	N/A	713,550	838,749	880,641
Total Budgeted Expenditures	**$ -**	**$ 713,550**	**$ 838,749**	**$ 880,641**
Full-Time Budgeted Employees	**-**	**-**	**-**	**-**

Revenue Statement

This program is supported by the City of Springfield's general revenue, Fire Local Option Levy, and Ambulance Fund sources.

Significant Changes

- The FY20 Proposed budget assumes a 5% increase, but actual charges from the City of Eugene will be allocated based upon population, assessed property values, and call volume of the participating agencies in CLCC's services.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Strengthen Public Safety by Leveraging Partnerships and Resources				
Maintain a consistent level of service year after year	% of Calls processed within 2 minutes	70%	**50%**	70%

TRAINING & DEVELOPMENT - 1098

Program Overview

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 and practical exercises using qualified/certified instructors. Internal career development programs continue to produce highly skilled employees that are ready for promotion within the department. The program provides the training necessary for successful, efficient, and safe service delivery to the community.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Intergovernmental	N/A	(9,102)	-	-
Total Budgeted Revenue	**N/A**	**$ (9,102)**	**$ -**	**$ -**
Expenditures by Category				
Personnel Services	N/A	347,710	310,908	479,284
Materials & Services	N/A	54,798	111,031	128,268
Capital Outlay	N/A	2,506	-	-
Total Budgeted Expenditures	**$ -**	**$ 405,014**	**$ 421,939**	**$ 607,552**
Full-Time Budgeted Employees	**-**	**2.00**	**2.00**	**3.00**

Revenue Statement

This program is supported by the City of Springfield's general revenue and Ambulance Fund sources.

Significant Changes

- The 1.0 FTE increase is a shift from the Operations Program and more accurately reflects the work of the position. While this position was authorized in the FY19 budget, funding had been suspended during that fiscal year.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Strengthen Public Safety by Leveraging Partnerships and Resources				
Improve productivity in workforce	% of Recruits entering the Academy who graduate	90%	100%	90%

Joe Zaludek, Fire Chief FireDept@ci.eugene.or.us 541-682-5411

EMS OPERATIONS - 1099

Program Overview

The Emergency Medical Services (EMS) program provides high-quality pre-hospital emergency medical treatment and ambulance transportation throughout the Eugene/Springfield metro area and much of eastern Lane County. This program provides for Quality Assurance, Paramedic continuing education and training, and stand-by medical coverage at special events. Paramedics are trained to provide Advanced Life Support (ALS) level of care to all patients, when needed.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Licenses, Permits & Fees	N/A	-	-	(80,000)
Intergovernmental	N/A	(18,119)	-	-
Charges for Service	N/A	-	-	(4,565,000)
Total Budgeted Revenue	**N/A**	**$ (18,119)**	**$ -**	**$ (4,645,000)**
Expenditures by Category				
Personnel Services	N/A	3,186,712	3,125,432	3,118,879
Materials & Services	N/A	1,030,352	929,721	933,516
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 4,217,064**	**$ 4,055,153**	**$ 4,052,395**
Full-Time Budgeted Employees	**-**	**20.00**	**20.00**	**19.00**

Revenue Statement

This program is supported by the City of Springfield's Ambulance Fund revenues.

Significant Changes

- For FY19, the department anticipated the implementation of the Ground Emergency Medical Transport program in Oregon which would have provided additional revenue resources to the department for some medical transports. However, implementation has been delayed at the State level, and the proposed budget does not include increased revenues from this program.
- The 1.0 FTE reduction is a shift to Administration Program and more accurately reflects the work of the FTE rather than a true service level reduction to this program.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Maintain a consistent level of service year after year	% of Emergency Ambulance Responses within 10 minutes	85%	**89%**	90%

Joe Zaludek, Fire Chief FireDept@ci.eugene.or.us 541-682-5411

FIRE LOGISTICS - 1100

Program Overview

Under contract with the City of Eugene, Fire Logistics provides Springfield supply ordering and distribution for medical and station supplies; annual inspection and repair of Self-Contained Breathing Apparatus (SCBA) equipment; inspection, repair, and fitting of personal protective equipment (i.e. turnouts); annual fire hose inspections; and miscellaneous equipment repair and replacement.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Materials & Services	N/A	167,582	310,700	338,500
Total Budgeted Expenditures	**$ -**	**$ 167,582**	**$ 310,700**	**$ 338,500**
Full-Time Budgeted Employees	**-**	**-**	**-**	**-**

Revenue Statement

This program is supported by the City of Springfield's general revenue and Ambulance Fund sources.

Significant Changes

No significant service level changes to this program are expected.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Maintain employee safety	Inspect and repair, as needed, 154 turnout ensembles annually	100%	**100%**	100%
Ensure adequate equipment availability for emergency response	Maintain fire hose inventory including annual testing for all apparatus	100%	**100%**	100%
Maintain employee safety	Maintain and repair, as needed, SCBA including annual testing	100%	**100%**	100%

EMS BILLING - ENTERPRISE - 1102

Program Overview

This Ambulance Account Services program provides ambulance billing services for other public entities around the state. Includes full-cycle management of all accounts for a per account fee; revenue source for support of Springfield ambulance operations.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Charges For Service	N/A	(245,737)	(315,000)	(362,400)
Total Budgeted Revenue	**N/A**	**$ (245,737)**	**$ (315,000)**	**$ (362,400)**
Expenditures by Category				
Personnel Services	N/A	178,414	184,496	313,051
Materials & Services	N/A	100,369	141,768	201,956
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 278,783**	**$ 326,264**	**$ 515,007**
Full-Time Budgeted Employees	**-**	**2.00**	**2.00**	**3.05**

Revenue Statement

This program is supported by charges for services to 14 client agencies and the Ambulance Fund source.

Significant Changes

- The department will implement a fee increase in FY20 to $52 per transport ticket entered. Current fees range from $36 to $40, but are insufficient to cover the cost of services. Due to the availability of lower cost, for-profit competitors, some clients may opt to not renew contracts.
- The change in FTE reflects a more accurate allocation of resources between this program and program 1103 – EMS Billing-Springfield, rather than an actual staffing or service level change.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Support timely collection of revenues	Average days to entry from trip date	<8	11.8	<8

EMS BILLING - SPRINGFIELD - 1103

Program Overview

This Ambulance Account Services program provides ambulance billing services for the City of Springfield ambulance operations. Includes full-cycle management of all accounts; revenue source for support of Springfield ambulance operations.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Intergovernmental	N/A	(28,165)	-	(78,650)
Charges For Service	N/A	(3,997,359)	(4,350,000)	-
Miscellaneous Receipts	N/A	(1,449)	-	-
Total Budgeted Revenue	**N/A**	**$ (4,026,973)**	**$ (4,350,000)**	**$ (78,650)**
Expenditures by Category				
Personnel Services	N/A	291,256	304,448	200,147
Materials & Services	N/A	181,476	253,503	232,030
Capital Outlay	N/A	4,988	-	-
Total Budgeted Expenditures	**$ -**	**$ 477,720**	**$ 557,951**	**$ 432,177**
Full-Time Budgeted Employees	**-**	**3.00**	**3.00**	**1.95**

Revenue Statement

This program collects the revenue generated by the EMS Operations program which is approximately 75% of the total Ambulance Fund revenue each year. Ambulance fees are part of the Master Fees & Charges schedule.

Significant Changes

- The change in FTE reflects a more accurate allocation of resources between this program and program 1103 – EMS Billing-Springfield, rather than an actual staffing or service level change.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Support timely collection of revenues	% of Accounts Receivable over 90 days	<29%	**36.6%**	<29%

Joe Zaludek, Fire Chief FireDept@ci.eugene.or.us 541-682-5411

FIREMED - 1104

Program Overview

FireMed is voluntary ambulance membership program which covers patient out-of-pocket expenses for medically necessary ambulance transportation to the nearest appropriate hospital. The FireMed reciprocal network covers nearly all corners of Oregon. Membership may also subscribe to FireMed Plus and include Life Flight Network services as well. Springfield provides management and marketing of the program for Springfield, Eugene, Lane Fire Authority, and the Life Flight Network.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Intergovernmental	N/A	(207,933)	-	-
Charges For Service	N/A	(823,212)	(790,000)	(792,640)
Use Of Money & Property	N/A	(43)	-	-
Miscellaneous Receipts	N/A	(7,322)	(3,000)	(5,500)
Total Budgeted Revenue	**N/A**	**$ (1,038,510)**	**$ (793,000)**	**$ (798,140)**
Expenditures by Category				
Personnel Services	N/A	205,448	223,564	132,849
Materials & Services	N/A	341,907	302,366	296,142
Capital Outlay	N/A	-	-	-
Total Budgeted Expenditures	**$ -**	**$ 547,355**	**$ 525,930**	**$ 428,991**
Full-Time Budgeted Employees	**-**	**2.75**	**2.75**	**1.75**

Revenue Statement

This program is supported by annual membership fees which have not been increased since FY14. FireMed membership is $65 per household per year. FireMed Plus membership is an additional $50 per household per year. Springfield household memberships are approximately 9,500 but have declined in the last few years.

Significant Changes

- As part of the continued consolidation efforts with the City of Eugene, the department's administrative function has been restructured. 1.0 FTE from this program is now allocated to the Administration Program to better reflect the activities of the position.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Provide valued medical related coverage and increased citizen financial stability	% of City of Springfield households that are FireMed members	45%	**38%**	45%

Joe Zaludek, Fire Chief FireDept@ci.eugene.or.us 541-682-5411

COMMUNITY OUTREACH - 1105

Program Overview

Fire participates in a variety of community events throughout the year providing fire and life-safety education. Events may include: Safety Fairs, 2nd grade classroom visits, Teen Day, and Young Women's Fire Camp events. The Fire Marshal's Office reviews permits and inspects certain special events providing opportunities to educate organizers of community events.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Materials & Services	N/A	3,000	16,000	16,000
Total Budgeted Expenditures	**$ -**	**$ 3,000**	**$ 16,000**	**$ 16,000**
Full-Time Budgeted Employees	**-**	**-**	**-**	**-**

Revenue Statement

This program is supported by the City of Springfield's general revenue and Ambulance Fund sources.

Significant Changes

- No significant service level changes to this program are expected.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Strengthen Public Safety by Leveraging Partnerships and Resources				
Increased public awareness for fire safety and preparedness	# of community events participated in by dept	10	9	10
	# of classrooms reached	30	49	30

Joe Zaludek, Fire Chief FireDept@ci.eugene.or.us 541-682-5411

Basic Life Support Operations - 1106

Program Overview

Eugene Springfield Fire's Basic Life Support System (BLS) creates a tiered ambulance system for 911 calls for service in the Eugene and Springfield metro areas. Basic Life Support (BLS) ambulances respond to lower priority calls along with Advanced Life Support (ALS) fire engines. This allows each patient to receive a Paramedic assessment. That assessment will determine the patient's need for a BLS or ALS transport. This tiered, flexible approach allows ALS ambulances to be more available for high-acuity calls within their own area, and decreases their response time to aid patients who most need their service.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	-	360,864	383,487
Materials & Services	N/A	-	175,000	201,488
Total Budgeted Expenditures	**$ -**	**$ -**	**$ 535,864**	**$ 584,975**
Full-Time Budgeted Employees	**-**	**-**	**5.90**	**5.90**

Revenue Statement

This program is supported by the City of Springfield's Ambulance Fund sources.

Significant Changes

- No significant service level changes to this program are expected.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Strengthen Public Safety by Leveraging Partnerships and Resources				
Appropriate response level provided	BLS Unit reponse to total call volume	28%	26%	28%

Joe Zaludek, Fire Chief FireDept@ci.eugene.or.us 541-682-5411

DEPARTMENT ADMINISTRATION - 7000

Program Overview

Administrative staff oversee the daily operations of the department, including: budget development and management, contract administration, purchasing, department Accounts Payable and Accounts Receivable activities, City Council processes, business relationship management, labor/management issues, and strategic planning.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	111,665	254,424	459,485
Materials & Services	N/A	40,011	48,255	77,432
Capital Outlay	N/A	9,333	-	-
Total Budgeted Expenditures	**$ -**	**$ 161,009**	**$ 302,679**	**$ 536,917**
Full-Time Budgeted Employees	**-**	**2.00**	**2.00**	**4.00**

Revenue Statement

This program is supported by the City of Springfield's general revenue and Ambulance Fund sources.

Significant Changes

- As part of the continued consolidation efforts with the City of Eugene, the department's administrative function has been restructured. 2.0 FTE are now allocated to the Administration Program from EMS Operations and FireMed to better reflect the activities of the position.
- Materials & Services budget was increased by $7,000 for increased licensing for scheduling software.

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HUMAN RESOURCES

Chaim Hertz, Human Resources Director Chertz@springfield-or.gov 541.726.3787

Department Overview

The Human Resources Department (HR) serves as a support system and strategic partner with other City departments by providing all major employment, risk, and benefit services for the City. These services are delivered through ten program areas: Human Resources Administration, Class and Compensation, Employee and Labor Relation, Talent Acquisition, Employee Training, Benefit Administration, Leave Administration, Risk Administration, Workers' Compensation Claims, and Payroll Administration.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Intergovernmental	N/A	$ (46,938)	$ (35,000)	$ (35,000)
Charges For Service	N/A	$ (306,030)	$ (2,069,022)	$ (1,857,280)
Use Of Money & Property	N/A	$ -	$ (65,000)	$ -
Miscellaneous Receipts	N/A	$ (72,079)	$ (30,000)	$ (35,000)
Total Budgeted Revenue	**$ -**	**$ (425,048)**	**$ (2,199,022)**	**$ (1,927,280)**
Expenditures by Category				
Personnel Services	$ 905,199	$ 847,089	$ 854,531	$ 885,468
Materials & Services	$ 363,562	$ 943,561	$ 1,096,268	$ 1,044,938
Capital Outlay	$ 876	$ 54,194	$ 121,474	$ -
Total Budgeted Expenditures	**$ 1,269,638**	**$ 1,844,844**	**$ 2,072,273**	**$ 1,930,406**
Full-Time Budgeted Employees	**8.00**	**9.00**	**7.00**	**7.00**

Initiatives FY2019 - 2020

- Complete implementation of applicant tracking and new hire management system.
- Complete negotiations with SEIU.
- Begin implementation of a risk management information system (RMIS).
- Continue to find ways to automate HR process to improve productivity for the City.
- Begin needs assessment of a learning management tool.
- Continue implementing and updating City-wide Administrative Regulations.

Accomplishments FY2018-2019

- Implemented and/or updated 13 City-wide Administrative Regulations.
- Reached agreement and ratified collective bargaining agreements with AFSCME, IAFF, and IAFF Battalion Chief labor unions.
- Received the Silver Star safety award from the League of Oregon Cities for the 3rd consecutive year.
- Rolled out a new performance evaluation tool.
- Started a new wellness initiative with a 40% participation rate.
- Completed the PeopleSoft 9.2 upgrade
- Switched medical plan network which lowered the increase in administrative and claims costs by 3% for 2019.

Chaim Hertz, Human Resources Director Chertz@springfield-or.gov 541.726.3787

Three Year Considerations FY2020-2022:

There are a number of opportunities for the HR Department to improve on over the next three fiscal years. In particular HR will work towards the development of an overall strategic plan. Parts of the plan would include:

- Continued emphasis on evaluating current health plan design with a goal of maintaining comparable plans while controlling/containing costs and complying with governmental regulations.
- Improve and enhance the coordination and return-to-work of employees on both work and non-work related leaves. Anticipating ongoing and increasing complexities of leave administration while (1) staying in compliance with State and Federal laws, (2) managing multiple policies with outside carriers, and (3) recognizing and supporting the individualized needs of employees.
- Improve and enhance recruitment efforts (including diversity of qualified applicants) recognizing an increasing number of retirement eligible employees, low unemployment rates, nation-wide shortage of qualified applicants, and increased regulations.
- Keeping current with technology which requires adequate labor and budget resources. This is important because of regulatory requirements, automated reporting, union labor agreements, recruitment, performance management, data reporting, employee access and overall HR efficiencies.
- Insurance cost increases as a result of cyber activity, employment practices and police & jail services.

Financial Summary by Fund

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Fund				
100 General Fund	N/A	$ (4,990)	$ -	$ -
707 Insurance Fund	N/A	$ (387,325)	$ (2,199,022)	$ (1,927,280)
713 Vehicle & Equipment Fund	N/A	$ (32,732)	$ -	$ -
Total Budgeted Revenue	**N/A**	**$ (425,048)**	**$(2,199,022)**	**$ (1,927,280)**
Expenditures by Fund				
100 General Fund	$ 540,375	$ 578,842	$ 685,933	$ 588,068
707 Insurance Fund	$ 724,675	$ 1,263,002	$ 1,386,341	$ 1,342,338
713 Vehicle & Equipment Fund	$ 4,588	$ 3,000	$ -	$ -
Total Budgeted Expenditures	**$ 1,269,638**	**$ 1,844,844**	**$ 2,072,273**	**$ 1,930,406**

HUMAN RESOURCES

Chaim Hertz, Human Resources Director Chertz@springfield-or.gov 541.726.3787

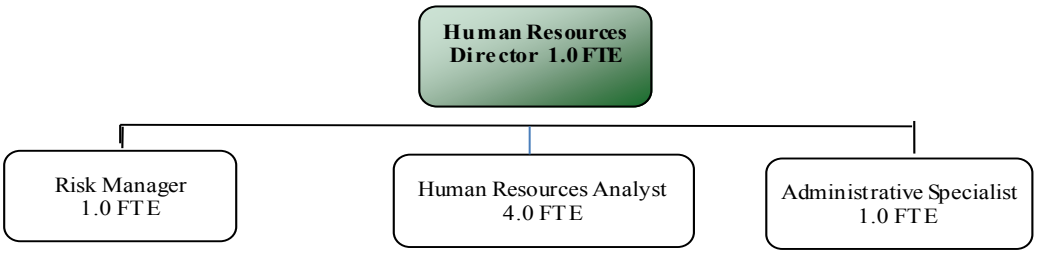
Financial Summary by Program

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Program				
7051 Class and Compensation	N/A	(3,214)	-	-
7062 Workers Compensation	N/A	(337,728)	(794,102)	(655,783)
7063 Liability & Property Claims Management	N/A	(72,054)	-	-
7060 Risk Administration	N/A	(12,052)	(1,039,824)	(957,313)
7057 Benefit Administration	N/A	-	(365,096)	(314,184)
Total Budgeted Revenue	**N/A**	**$ (425,048)**	**$ (2,199,022)**	**$ (1,927,280)**
Expenditures by Program				
7000 Department Administration	1,269,638	249,750	52,476	308,393
7050 Organizational Development	N/A	52,758	127,446	-
7051 Class and Compensation	N/A	23,873	40,552	71,541
7052 Employee and Labor Relations	N/A	72,525	143,467	62,419
7053 Talent Acquisition	N/A	125,826	191,437	137,163
7056 Employee Training	N/A	20,791	28,842	7,219
7057 Benefit Administration	N/A	182,769	354,499	242,895
7058 Health and Wellness Program	N/A	63,397	-	-
7059 Leave Administration	N/A	44,300	49,252	63,370
7060 Risk Administration	N/A	81,344	375,202	404,814
7061 Safety & Loss Prevention	N/A	106,849	-	-
7062 Workers Compensation	N/A	395,365	590,588	496,277
7063 Liability & Property Claims Management	N/A	250,109	-	-
7064 Volunteer Administration	N/A	36,563	-	-
7065 Payroll Administration	N/A	138,625	118,512	136,314
Total Budgeted Expenditures	**$ 1,269,638**	**$ 1,844,844**	**$ 2,072,273**	**$ 1,930,406**

HUMAN RESOURCES

Chaim Hertz, Human Resources Director Chertz@springfield-or.gov 541.726.3787

Organizational Structure



Summary of Full-Time Equivalent by Fund

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
100 General Fund	3.90	4.90	4.00	4.00
707 Insurance Fund	4.10	4.10	3.00	3.00
Total FTE	**8.00**	**9.00**	**7.00**	**7.00**

Summary of Full-Time Equivalent by Program

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
7000 Department Administration	N/A	1.68	0.20	2.00
7050 Organizational Development	N/A	0.25	0.20	-
7051 Class and Compensation	N/A	0.15	0.20	0.50
7052 Employee and Labor Relations	N/A	0.74	1.00	0.50
7053 Talent Acquisition	N/A	1.16	1.20	1.00
7056 Employee Training	N/A	0.15	0.20	-
7057 Benefit Administration	N/A	0.60	1.10	0.50
7058 Health and Wellness Program	N/A	0.42	-	-
7059 Leave Administration	N/A	0.45	0.40	0.50
7060 Risk Administration	N/A	0.47	1.00	1.00
7061 Safety &	N/A	0.45	-	-
7062 Workers Compensation	N/A	0.22	0.50	-
7063 Liability & Property Claims Management	N/A	0.44	-	-
7064 Volunteer Coordination	N/A	0.62	-	-
7065 Payroll Administration	N/A	1.24	1.00	1.00
Total FTE	**N/A**	**9.00**	**7.00**	**7.00**

HUMAN RESOURCES

Chaim Hertz, Human Resources Director Chertz@springfield-or.gov 541.726.3787

HUMAN RESOURCES ADMINISTRATION - 7000

Program Overview

Department-wide strategic planning for optimizing and matching needs of organization with available HR capital resources. Maintains the City's personnel records; maintenance of website content for the department.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	$ 175,835	$ 18,852	$ 269,965
Materials & Services	N/A	$ 73,914	$ 33,624	$ 38,429
Capital Outlay	N/A	$ -	$ -	$ -
Total Budgeted Expenditures	**$ -**	**$ 249,750**	**$ 52,476**	**$ 308,393**
Full-Time Budgeted Employees	**N/A**	**1.68**	**0.20**	**2.0**

Revenue Statement

Program is supported by the City of Springfield's general revenue sources.

Significant Changes

FY20 total proposed budget increased for this program over FY19 due to the consolidation of multiple programs, including 7050 Organizational Development, 7056 Employee Training, and 7053 Talent Acquisition (.20 FTE).

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actual	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Improve productivity in workforce	% of voluntary turnover, excluding limited duration, temp positions and retirements	4%	5.4%	4%

HUMAN RESOURCES

Chaim Hertz, Human Resources Director Chertz@springfield-or.gov 541.726.3787

CLASS AND COMPENSATION MANAGEMENT - 7051

Program Overview

Development of competitive compensation strategies, the evaluation of relevant labor markets, compliance with State and Federal regulations, and with collective bargaining agreements.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	$ 15,454	$ 21,960	$ 58,822
Materials & Services	N/A	$ 8,419	$ 18,592	$ 12,718
Total Budgeted Expenditures	**$ -**	**$ 23,873**	**$ 40,552**	**$ 71,541**
Full-Time Budgeted Employees	**N/A**	**0.15**	**0.20**	**0.50**

Revenue Statement

Program is supported by the City of Springfield's general revenue sources.

Significant Changes

The following program FTEs were consolidated into this program - 7052 Employee and Labor Relations (.10 FTE) and 7057 Benefit Administration (.20 FTE).

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actual	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Improve productivity in workforce	Number of upheld state, federal, or labor union wage claims.	0	0	0

HUMAN RESOURCES

Chaim Hertz, Human Resources Director Chertz@springfield-or.gov 541.726.3787

EMPLOYEE AND LABOR RELATIONS - 7052

Program Overview

Employee and Labor Relations supports employees and leadership by developing, implementing, by administering the City's policies and procedures, by negotiating and administering labor contracts, and by coordinating and conducting internal investigations in accordance with state and Federal regulations.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	$ 67,632	$ 137,079	$ 58,822
Materials & Services	N/A	$ 4,893	$ 6,388	$ 3,597
Total Budgeted Expenditures	**$ -**	**$ 72,525**	**$ 143,467**	**$ 62,419**
Full-Time Budgeted Employees	**N/A**	**0.15**	**0.20**	**0.50**

Revenue Statement

Program is supported by the City of Springfield's general revenue sources.

Significant Changes

The HR Director FTE was reassigned to the 7000 Department Administration program and the HR Analyst FTE was increased.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actual	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Be adaptive and proactive in assessing new processes and services while encouraging use of benchmarks to identify best practices	Number of different Admin Rules updated/reviewed per year	10	13	10

HUMAN RESOURCES

Chaim Hertz, Human Resources Director Chertz@springfield-or.gov 541.726.3787

TALENT AQUISITION - 7053

Program Overview

Recruitment includes analysis of hiring priorities based on the City's business needs, assisting managers and applicants regarding the hiring process, and policy/procedure development, interpretation and compliance. It also includes the administration and support of selection processes e.g. diversity and inclusion, administering tests and evaluation methods, coordinating candidate scheduling and correspondence with applicants during the application process.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	$ 83,372	$ 154,802	$ 114,477
Materials & Services	N/A	$ 13,586	$ 19,835	$ 22,686
Capital Outlay			$ 16,800	
Total Budgeted Expenditures	**$ -**	**$ 125,826**	**$ 191,437**	**$ 137,163**
Full-Time Budgeted Employees	**N/A**	**1.16**	**1.20**	**1.0**

Revenue Statement

Program is supported by the City of Springfield's general revenue sources.

Significant Changes:

The Administrative Specialist FTE was reassigned to the 7000 Department Administration program.

Materials & Services budget was increased for the purpose of funding a vendor solution to perform pre-employment background checks. This is a necessary change for the City to comply with regulatory requirements.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actual	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Outreach to diversified community for employment opportunities	% of minority applicants for open position	20%	19.1%	20%

HUMAN RESOURCES

Chaim Hertz, Human Resources Director Chertz@springfield-or.gov 541.726.3787

EMPLOYEE TRAINING - 7056

Program Overview

Human Resources provides training opportunities that address mandatory, regulatory and employee development.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	$ 18,631	$ 21,393	$ -
Materials & Services	N/A	$ 2,160	$ 7,449	$ 7,219
Total Budgeted Expenditures	**$ -**	**$ 20,791**	**$ 28,842**	**$ 7,219**
Full-Time Budgeted Employees	**N/A**	**0.15**	**0.20**	**-**

Revenue Statement

Program is supported by the City of Springfield's general revenue sources.

Significant Changes:

FTE funding for this program was reallocated to 7053 Talent Acquisition. Materials & Services training dollars will still be used for City Wide trainings.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actual	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
First issue resolution; provided training and grant autonomy to City employees to resolve the issues of the community	# of development trainings/webinars offered in the fiscal year	4	7	4

HUMAN RESOURCES

Chaim Hertz, Human Resources Director Chertz@springfield-or.gov 541.726.3787

BENEFIT ADMINISTRATION - 7057

Program Overview

This program is responsible for administration, coordination and delivery of the City's employee and retiree benefits and wellness programs while meeting state and Federal mandates. This includes administering the onsite wellness center services.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	$ 27,273	$ 139,992	$ 58,215
Materials & Services	N/A	$ 155,496	$ 214,507	$ 184,680
Total Budgeted Expenditures	**$ -**	**$ 182,769**	**$ 354,499**	**$ 242,895**
Full-Time Budgeted Employees	**N/A**	**0.60**	**1.10**	**0.50**

Revenue Statement

Program is supported by the City of Springfield's general revenue sources.

Significant Changes

The FTE for this program was reduced. Additionally the FTE for the Administrative Specialist support was consolidated into the 7000 Department Administration program.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actual	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Be adaptive and proactive in assessing new processes and services while encouraging use of benchmarks to identify best practices	% increase in total healthcare cost at the most recent renewal, compared to national average	-9%	-6%	-9%

HUMAN RESOURCES

Chaim Hertz, Human Resources Director Chertz@springfield-or.gov 541.726.3787

LEAVE ADMINSTRATION - 7059

Program Overview

This program coordinates and administers the leave process under various programs including ADA/ADAAA, short-term disability, long-term disability, military and FMLA/OFLA leave per state and Federal regulations.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	$ 37,423	$ 42,497	$ 58,215
Materials & Services	N/A	$ 6,877	$ 6,755	$ 5,155
Total Budgeted Expenditures	**$ -**	**$ 44,300**	**$ 49,252**	**$ 63,370**
Full-Time Budgeted Employees	**N/A**	**0.45**	**0.40**	**0.50**

Revenue Statement

Program is supported by the City of Springfield's general revenue sources.

Significant Changes

FTE (.10) was reallocated from 7062 Workers Compensation into this program.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actual	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Improve productivity in workforce	% of leave requests received by HR, initiated within 5 days of receipt	90%	100%	90%

HUMAN RESOURCES

Chaim Hertz, Human Resources Director Chertz@springfield-or.gov 541.726.3787

RISK ADMINSTRATION - 7060

Program Overview

This program coordinates methods and processes used to manage risk and seize opportunities related to City objectives per state and Federal regulations and best practices. This program administers the insurance program and safety and loss control.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	$ 60,264	$ 122,945	$ 141,836
Materials & Services	N/A	$ 21,080	$ 252,257	$ 262,979
Total Budgeted Expenditures	**$ -**	**$ 81,344**	**$ 375,202**	**$ 404,814**
Full-Time Budgeted Employees	**N/A**	**0.47**	**1.00**	**1.00**

Revenue Statement

Program is supported by the City of Springfield's general revenue sources as funded through internal departmental charges.

Significant Changes

The Risk Manager FTE was consolidated into this program.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actual	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Be adaptive and proactive in our use of best practices	5 year average incurred loss ratio for Liability/Property (claim cost divided by premium)	.8	1.35	.8

Chaim Hertz, Human Resources Director Chertz@springfield-or.gov 541.726.3787

WORKERS' COMPENSATION CLAIMS - 7062

Program Overview

The Workers' Compensation program manages workers' compensation claims and facilitates employees' return from work-related injuries per state and Federal regulations.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	$ 28,346	$ 60,282	$ -
Materials & Services	N/A	$ 367,019	$ 530,305	$ 496,277
Total Budgeted Expenditures	**$ -**	**$ 395,365**	**$ 590,588**	**$ 496,277**
Full-Time Budgeted Employees	**N/A**	**0.22**	**0.50**	**0.00**

Revenue Statement

Program is primarily supported by the City of Springfield's general revenue sources as funded through internal departmental charges. This program is also funded through Employer at Injury Program (EAIP) wage subsidy and worksite modification reimbursement from the state.

Significant Changes

FTE for this program was moved to the 7059 Leave Administration program. Material & Service costs remain but down slightly from as compared to FY19.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actual	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Be adaptive and proactive in our use of best practices	Workers' Compensation injury rate as compared to similar industries (Experience modification rate)	1.00	1.08	1.0
Improve productivity in workforce	% of claims reported to Workers' Comp carrier within 5 days of employer's date of knowledge	>95%	92%	>95%

HUMAN RESOURCES

Chaim Hertz, Human Resources Director Chertz@springfield-or.gov 541.726.3787

PAYROLL ADMINSTRATION - 7065

Program Overview

Process and audit biweekly payroll and provide mandatory reporting in compliance with collective bargaining agreements, State and Federal wage and hour laws, and vendor contracts.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	$ 135,019	$ 113,336	$ 125,117
Materials & Services	N/A	$ 3,606	$ 5,176	$ 11,197
Total Budgeted Expenditures	**$ -**	**$ 138,625**	**$ 118,512**	**$ 136,314**
Full-Time Budgeted Employees	**N/A**	**1.24**	**1.00**	**1.00**

Revenue Statement

Program is supported by the City of Springfield's general revenue sources.

Significant Changes

No significant changes to this program are expected.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Actual	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Improve productivity in workforce	% of payroll reporting completed by state/federal deadline(s)	100%	100%	100%

INFORMATION TECHNOLOGY

Brandt Melick, IT Director IT@springfield-or.gov 541.726.3751

Department Overview

The Information Technology (IT) Department provides IT service strategy, service design, service transition, service operation, and continual process improvement based on internationally recognized best practices and standards. Primary IT industry standards include the IT Infrastructure Library (ITIL), IT Service Management (ITSM) and International Organization for Standards (ISO). The Department coordinates application development and IT operations through IT service management to provide innovative and efficient IT solutions with a series of programs.

The objective of the department as a whole is to ensure that IT services are provided in a focused, client-friendly and cost-optimized manner, that services are clearly defined, that success can be measured against service provision, and that targeted improvement measures can be initiated where necessary.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	1,718,349	1,774,596	2,014,757	2,210,056
Materials & Services	798,409	888,637	1,390,765	1,252,431
Capital Outlay	53,124	29,937	-	600,000
Total Budgeted Expenditures	**$ 2,569,883**	**$ 2,693,169**	**$ 3,405,522**	**$ 4,062,486**
Full-Time Budgeted Employees	**15.00**	**14.80**	**15.80**	**15.80**

Three Year Considerations FY2020-FY2023

- **Information Security and Compliance –** As each year passes, security compliance becomes more a part of the business challenge to providing information services to customers and will continue to be a significant challenge. In 2018, it is estimated that more than 446 million digital records were subject to a data breach of some kind worldwide. Government regulators and financial institutions continue to more tightly regulate "best practices" for businesses working with digital data, including the requirements for frequent third-party auditing. IT's challenge will be to work with the Cybersecurity Committee to treat the risks associated with cybersecurity against the business and financial constraints of the City. This may result in some project delays.

- **Phone System Replacement –** As core network security controls fall into place (e.g. security policy, IT asset inventory, network segmentation, etc.), the City plans to move forward with replacing its 22-year-old phone system. The old system is at risk of failing and vendor support is becoming increasingly difficult to secure. The replacement system will use Voice over IP (VoIP) technology. Basic system requirements have been identified. Once funding is secured, implementation will proceed over the next fiscal year. Given the age of the existing phone system, further delaying replacement creates considerable risk. After replacement, the City will be in a position to implement Unified Communication.

- **Consolidation of Enterprise Resource Planning Systems –** The City licenses multiple enterprise resource planning systems (PeopleSoft, Infor and Accela). These systems are typically designed to support *all* business functions within an organization, but the City only licenses a few select modules from each system. The resulting administration costs for labor, contractual support and licensing to support multiple enterprise resource planning systems are quite significant. IT monitors the true administration cost of these systems through its performance measures and proposes options to consolidate systems to reduce administrative and licensing costs.

- **Business Intelligence –** Business Intelligence increases value of existing information to enhance decisions across the organization. It is a set of processes, applications, data, and software products that are used to

support the collection, analysis, presentation and dissemination of business information. With the recent improvements in network infrastructure, application upgrades, and database platform consolidation, the City has a robust toolkit to merge its various application and data systems for improved analysis. Building on the FY18 work between IT and DPW business and data analysts to explore methods to better analyze application data in the Accela system, IT is developing projects using financial and facilities data through FY20.

- **Software Licensing** – In the past, the City purchased software licenses from vendors and had fairly liberal rights to share and move software licenses between workstations to accommodate changing business needs. However, an increasing number of software companies are switching to software-as-a-service licensing models, where customers "rent" software on an as-needed basis, such that the only a specified "named user" customer can access the software. This limits opportunities to bank and share a single license among several occasional users. IT is monitoring the progression of this trend and is identifying where the City can better manage software licensing and control cost.

- **Disaster Recovery and Business Continuity –** IT's lack of a comprehensive Business Continuity and Disaster Recovery plan inhibits the City's ability to aid citizens in the event of a significant natural disaster. IT needs to identify critical systems and alternative host sites for IT services if the City Hall server room is unavailable. Several business continuity activities are underway, such as the installation of an emergency generator to provide power to the City Hall server room and the implementation of virtual servers that can be recovered quickly. IT will continue working with emergency operations management, the IT Steering Committee, and the Executive Team to identify appropriate risk treatment and to prioritize and fund a comprehensive plan.

- **Overcome Resource Challenges –** As staff funding becomes increasingly constrained, City departments look to IT for new application tools that increase remaining staff efficiency and maintain basic service levels. While these new tools are beneficial to the line departments and customers they serve, they also create support and staffing challenges for IT to maintain. Newer applications are built on multiple layers of IT infrastructure, such as virtual servers, networked storage, database, messaging, and business logic. Each layer requires specialty knowledge and skills to implement and maintain. Additionally, each new application, especially mobile applications, increases the endpoints to secure from inherent risks of cybersecurity threats (please see Information Security and Compliance above). To meet service level expectations, IT is increasing, and will continue to increase, the use of external contracts to acquire the additional expertise

INFORMATION TECHNOLOGY

Brandt Melick, IT Director IT@springfield-or.gov 541.726.3751

Financial Summary by Fund

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Fund				
100 General Fund	1,635,608	1,704,777	2,079,288	2,389,350
201 Street Fund	271,291	253,061	355,483	367,742
611 Sanitary Sewer Operations Fund	253,136	247,547	360,427	352,722
617 Storm Drainage Operations Fund	207,731	187,002	284,539	273,483
713 Vehicle & Equipment Fund	144,552	250,379	258,831	608,831
719 SDC Administration Fund	57,564	50,402	66,954	70,357
Total Budgeted Expenditures	**$ 2,569,883**	**$ 2,693,169**	**$ 3,405,522**	**$ 4,062,486**

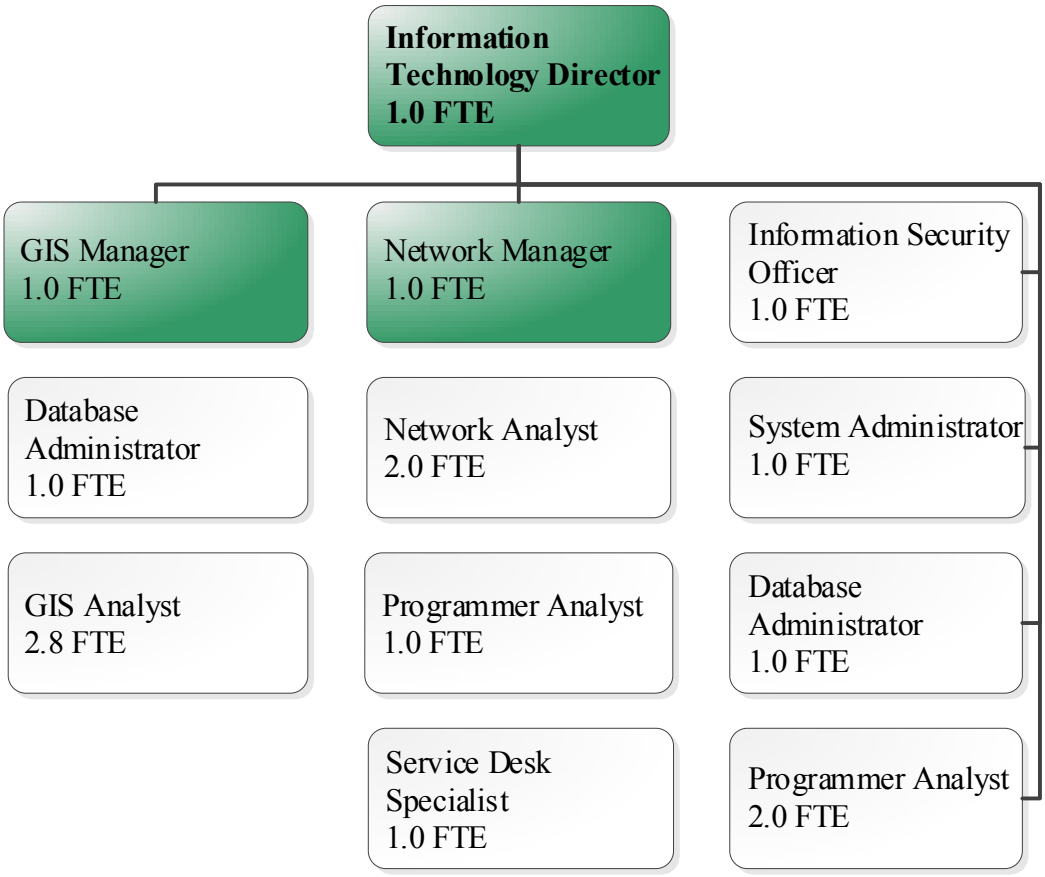
Financial Summary by Program

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Program				
7000 Department Administration	2,569,883	509,067	401,708	466,555
7070 Financial Systems	-	170,267	322,528	272,285
7071 Human Resource Systems	-	201,747	323,871	321,513
7072 Land Management Systems	-	92,674	264,236	259,186
7073 Facilities Management Systems	-	245,031	459,863	439,336
7074 Criminal Justice Systems	-	145,163	257,222	273,175
7075 Fire and Life Safety Systems	-	52,349	91,138	92,932
7076 Community Development Systems	-	165,725	287,708	294,618
7077 Public Library Systems	-	53,688	19,512	20,657
7078 Shared Systems	-	947,613	827,030	1,422,401
7079 Information Security Compliance	-	103,621	150,705	199,828
Non-IT Programs	-	6,225	-	-
Total Budgeted Expenditures	**$ 2,569,883**	**$ 2,693,169**	**$ 3,405,522**	**$ 4,062,486**

INFORMATION TECHNOLOGY

Brandt Melick, IT Director IT@springfield-or.gov 541.726.3751

Organizational Structure



INFORMATION TECHNOLOGY

Brandt Melick, IT Director IT@springfield-or.gov 541.726.3751

Summary of Full-Time Equivalent by Fund

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted
100 General Fund	10.36	10.33	11.33	11.33
201 Street Fund	1.55	1.49	1.49	1.49
611 Sanitary Sewer Operations Fund	1.55	1.49	1.49	1.49
617 Storm Drainage Operations Fund	1.24	1.18	1.18	1.18
719 SDC Administration Fund	0.30	0.30	0.30	0.30
Total FTE	**15.00**	**14.80**	**15.80**	**15.80**

Summary of Full-Time Equivalent by Program

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted
7000 Department Administration	N/A	1.95	2.17	2.17
7070 Financial Systems	N/A	1.40	1.39	1.39
7071 Human Resource Systems	N/A	1.66	1.67	1.67
7072 Land Management Systems	N/A	0.89	0.93	0.93
7073 Facilities Management Systems	N/A	1.80	1.80	1.80
7074 Criminal Justice Systems	N/A	1.58	1.51	1.51
7075 Fire and Life Safety Systems	N/A	0.45	0.43	0.43
7076 Community Development Systems	N/A	1.18	1.27	1.27
7077 Public Library Systems	N/A	0.08	0.09	0.09
7078 Shared Systems	N/A	3.51	3.50	3.50
7079 Information Security Compliance	N/A	0.30	1.04	1.04
Total FTE	**N/A**	**14.80**	**15.80**	**15.80**

INFORMATION TECHNOLOGY

Brandt Melick, IT Director IT@springfield-or.gov 541.726.3751

DEPARTMENT ADMINISTRATION - 7000

Program Overview

This program includes systems that support administering underpinning contracts, service level agreements, budget, personnel administration, portfolio management, work plan management, roadmap development, regional collaboration, staff meetings, business relationship management, and strategic planning.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	469,561	293,943	328,683
Materials & Services	N/A	39,506	107,764	137,872
Total Budgeted Expenditures	**N/A**	**$ 509,067**	**$ 401,708**	**$ 466,555**
Full-Time Budgeted Employees	**N/A**	**1.95**	**2.17**	**2.17**

Revenue Statement

City of Springfield's general revenue sources support this program.

Significant Changes

- **Project Portfolio Management** – IT administrators oversee a project environment in which the organizational demand for new products and services outweigh capacity to deliver. As a result, IT projects start but fail to finish. Constant difficulties delivering results on time, on-budget, in scope and of high quality result in too much work in progress as well as incomplete and/or insufficient solutions. The outcome is technological debt, a situation where the implied cost of additional rework increases with each project rather than decreases. IT has begun implementing a project portfolio management strategy to stop this trend.
- **Addition of Information Security Analyst Position** –Position continues forward movement with policy development and increasing security compliance, closing the cyber-exposure gap (seeing all IT assets and exposures across the organization), and advancing key initiatives such as measuring and prioritizing cyber exposure, integrating cyber exposure with existing infrastructure, and evolving from vulnerability management to a Cyber Exposure platform.
- **Leveraging Regional Partnerships –** IT will work toward modernizing and standardizing local, regional, state, and to some extent, federal partnerships to decrease waste, increase efficiency and save dollars for the City of Springfield. This includes work with local partners such as Lane council of Governments, Lane County, the City of Eugene, the Springfield Utility Board and the Eugene Water and Electric Board as well as partners at the State of Oregon.

Performance Measures

Outcomes	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services.				
1. Develop responsible budget that identifies the communities highest priorities **2. Efficiently manage costs** **3. Leverage new technologies to improve productivity in the workforce** **4. Maintain a consistent level of service year after year** **5. Be adaptive and proactive in our use of best practices**	Number of Customer Satisfaction Surveys: Number of formal Customer Satisfaction Surveys carried out during the reporting period	1/Yr	1	1/Yr
	Cost/Benefit Estimation: Number/Percent of project files containing cost/benefit estimates	50%	25%	75%
	Percentage of Unplanned New Services: Percentage of new services which are developed without being triggered by strategic reviews	0%	50%	25%

FINANCIAL SYSTEMS - 7070

Program Overview

This program includes systems that support general ledger, procurement, budgeting, financial reporting, financial forecasting, and financial regulatory compliance.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	139,926	194,392	208,412
Materials & Services	N/A	30,341	128,136	63,874
Total Budgeted Expenditures	**N/A**	**$ 170,267**	**$ 322,528**	**$ 272,285**
Full-Time Budgeted Employees	**N/A**	**1.40**	**1.39**	**1.39**

Revenue Statement

City of Springfield's general revenue sources support this program.

Significant Changes

- **Oracle PeopleTools Upgrade** – Completed the upgrade of PeopleTools on PeopleSoft Financials Servers. This significantly enhances the security of the PeopleSoft Financials environment and provides a platform for further PeopleSoft Financials upgrades and enhancements.
- **BOARD Upgrade** – IT has performed required BOARD budget application upgrade. The upgrade introduces new productivity features and moves to a completely browser-based platform, reducing staff time needed for client installations.
- **Business Intelligence** – IT will leverage reporting platforms and dashboards in the BOARD platform and Microsoft Business Intelligence tools to provide flexible real-time financial reporting to City staff.
- **Contract Management System** – IT will design and implement a new system to manage the contracting workflow. This will greatly enhance the efficiency of the contracting process.
- **PeopleSoft Roles, Permissions, Security Audit** – The PeopleSoft team will engage in an extensive analysis project to determine what information users currently have access to and compensating controls will be created in order to better protect City financial data.

Performance Measures

Outcomes	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services.				
1. Develop responsible budget that identifies the communities' highest priorities **2. Efficiently manage costs** **3. Leverage new technologies to improve productivity in the workforce** **4. Maintain a consistent level of service year after year** **5. Be adaptive and proactive in our use of best practices**	Number of Incidents: Number of incidents registered by the Service Desk grouped into categories	90	57	90
	Incident Resolution Time: Average time for resolving an incident grouped into categories	TBD	TBD	TBD

INFORMATION TECHNOLOGY

Brandt Melick, IT Director IT@springfield-or.gov 541.726.3751

HUMAN RESOURCE SYSTEMS - 7071

Program Overview

The Human Resource (HR) Systems program includes systems that support payroll, position management, benefits administration, labor contract administration, recruitment, risk management and HR regulatory compliance.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	179,929	234,028	250,322
Materials & Services	N/A	21,818	89,842	71,190
Total Budgeted Expenditures	**N/A**	**$ 201,747**	**$ 323,871**	**$ 321,513**
Full-Time Budgeted Employees	**N/A**	**1.66**	**1.67**	**1.67**

Revenue Statement

City of Springfield's general revenue sources support this program.

Significant Changes

- **PeopleSoft Human Capital Management Upgrade** – IT upgraded the PeopleSoft HRMS environment. The upgrade brought several new features and a new look that allows for fluid pages (fluid pages allow employees to see the system on a PC, tablet, iPad, and iPhone). The upgrade also brings the system current with Oracle requirements to maintain full supportability.
- **PeopleSoft Candidate Gateway & Talent Acquisition Manager Implementation** – The IT Department implemented a new recruitment/hiring module in PeopleSoft. This new system will allow prospective applicants to apply online in a simpler, more efficient manner. The system also streamlines the backend workflow for HR staff, greatly enhancing the efficiency of the hiring and onboarding process.
- **Risk Management Information System Implementation** – The IT Department will implement a digital risk management system. This system will enhance the City's ability to track claims and manage risk with far greater efficiency.
- **PeopleSoft Roles, Permissions, Security Audit –** The PeopleSoft team will engage in an extensive analysis project to determine what information users currently have access to and which compensating controls will be created in order to better protect City employee's sensitive data.

Performance Measures

Outcomes	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services.				
1. Develop responsible budget that identifies the communities highest priorities **2. Efficiently manage costs** **3. Leverage new technologies to improve productivity in the workforce** **4. Maintain a consistent level of service year after year** **5. Be adaptive and proactive in our use of best practices**	Number of Incidents: Number of incidents registered by the Service Desk grouped into categories	220	108	220
	Incident Resolution Time: Average time for resolving an incident grouped into categories	TBD	TBD	TBD

LAND MANAGEMENT SYSTEMS - 7072

Program Overview

The Land Management Systems program includes systems that support property management, Right-Of-Way management, cadastral mapping, assessment and taxation, base mapping (elevation, vegetation, hydrography, structures, etc.), deeds and land records.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	56,118	113,276	121,526
Materials & Services	N/A	36,555	150,960	137,660
Total Budgeted Expenditures	**N/A**	**$ 92,674**	**$ 264,236**	**$ 259,186**
Full-Time Budgeted Employees	**N/A**	**0.89**	**0.93**	**0.93**

Revenue Statement

City of Springfield's General fund, Street Fund (100), Sanitary Sewer Operations Fund (611), Storm Drainage Operations Fund (617), and System Development Charges Fund (719) revenue sources support this program.

Significant Changes

- **Facilities Information Update** – Complete the storm basin network update, once consultant recommendations for the Glenwood network have been adopted.
- **Map Imagery** – The next phase in cooperative imagery procurement project is the generation of six-inch imagery for the Springfield area. The product will be delivered at the end of FY19. Funding for this data is in the IT Capital Projects.
- **Map Feature Metadata** –The geospatial metadata project was restarted in FY19 and will conclude with the implementation of the "GeoPortal" application that includes a complete inventory of all geospatial data sets, maps and applications. As the application is refined, it will be rolled out for use by the map users across the City.
- **Engineering Information Update** – Review the need for a city-wide detailed engineering map information vs. using targeted data update technologies used for project specific areas. Planimetrics support a wide variety of analysis from land-use planning to engineering. Funding is in Contractual Services.
- **Federal Emergency Management Agency (FEMA) Remapping** – Integrate the updated FEMA flood data into the City's data sets.

Performance Measures

Outcomes	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services.				
1. Develop responsible budget that the identifies the communities highest priorities **2. Efficiently manage costs** **3. Leverage new technologies to improve productivity in the workforce** **4. Maintain a consistent level of service year after year** **5. Be adaptive and proactive in our use of best practices**	Number of Incidents: Number of incidents registered by the Service Desk grouped into categories	20	146	20
	Incident Resolution Time: Average time for resolving an incident grouped into categories	TBD	TBD	TBD

FACILITIES MANAGEMENT SYSTEMS - 7073

Program Overview

The Facilities Management Systems program includes systems that support the design, construction, operation and maintenance of wastewater and storm water systems, transportation systems and municipal buildings.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	151,102	226,839	243,533
Materials & Services	N/A	93,929	233,024	195,803
Total Budgeted Expenditures	**N/A**	**$ 245,031**	**$ 459,863**	**$ 439,336**
Full-Time Budgeted Employees	**N/A**	**1.80**	**1.80**	**1.80**

Revenue Statement

City of Springfield's General fund, Street Fund (100), Sanitary Sewer Operations Fund (611), Storm Drainage Operations Fund (617), and System Development Charges (SDCs) Fund (719) revenue sources support this program.

Significant Changes

- **Mobile Data Management** – Finished implementing mobile data management solutions for the field crews. Future efforts will involve refinement and support of the applications and reporting (Business Intelligence) infrastructure to provide services to Operations Division managers.
- **Infor System Assessment** – Completed Infor needs assessment and submitted recommendation on platform enhancements. If the determination is made to replace Infor, partial funding is available in the IT Capital Projects accounts.
- **Infor System Upgrade or Replacement** – Based on adopted recommendations, use the Infor needs assessment and begin implementation of system upgrade or replacement.
- **Data Collection** – Assisted DPW's Operations Division with designing and implementing data collection tool for the State-required street condition inventory.
- **Street Sign Inventory** – Design and implement data collection tools for a street sign inventory.
- **Constructware Analysis** – Support the Environmental Service Division in its analysis to replace the Constructware application.

Performance Measures

Outcomes	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services.				
1. Develop responsible budget that identifies the communities highest priorities **2. Efficiently manage costs** **3. Leverage new technologies to improve productivity in the workforce** **4. Maintain a consistent level of service year after year** **5. Be adaptive and proactive in our use of best practices**	Number of Incidents: Number of incidents registered by the Service Desk grouped into categories	70	152	70
	Incident Resolution Time: Average time for resolving an incident grouped into categories	TBD	TBD	TBD

CRIMINAL JUSTICE SYSTEMS - 7074

Program Overview

The Criminal Justice Systems program includes systems that support community police, animal control, courts, and jail.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	126,787	196,009	211,613
Materials & Services	N/A	18,376	61,213	61,561
Total Budgeted Expenditures	**N/A**	**$ 145,163**	**$ 257,222**	**$ 273,175**
Full-Time Budgeted Employees	**N/A**	**1.58**	**1.51**	**1.51**

Revenue Statement

City of Springfield's general revenue sources support this program.

Significant Changes

- **Implementation of Two-Factor Authentication System** – The IT Department has implemented a two-factor authentication system for all Police mobile computers. This puts the department ahead of upcoming CJIS policy changes and allows officers to remove devices from vehicles for enhanced ability to collect evidence and access critical information on-scene.
- **Criminal Justice Information Systems (CJIS) Audit** – Along with the Police Department, the IT Department has completed its CJIS audit. This audit, performed every three years, ensures that the City is in full compliance with all CJIS rules as mandated by the FBI.
- **Modernization/Replacement of Police Mobile Computers** – The IT Department has completed a complete refresh of all mobile computers in Police vehicles. These devices will enable greater performance, connectivity, and functionality for a force increasingly reliant on mobile technology.
- **Upgrade to Phone System** – The phone system that serves Dispatch and Records was upgraded to the most current software/firmware to ensure continued reliability, as well as full manufacture support.
- **Full Replacement of Core Network Infrastructure** – IT will re-engineer and replace all core networking equipment, including switches, firewalls, and routers. This will continue to provide high levels of availability.

Performance Measures

Outcomes	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services.				
1. Develop responsible budget that identifies the communities highest priorities **2. Efficiently manage costs** **3. Leverage new technologies to improve productivity in the workforce** **4. Maintain a consistent level of service year after year** **5. Be adaptive and proactive in our use of best practices** **6. Provides assurance of regulatory and policy compliance to minimize and mitigate risk**	Number of Incidents: Number of incidents registered by the Service Desk grouped into categories	60	199	60
	Incident Resolution Time: Average time for resolving an incident grouped into categories	TBD	TBD	TBD

FIRE AND LIFE SAFETY SYSTEMS - 7075

Program Overview

The Fire and Life Safety Systems program includes systems that support emergency patient transport, fire and hazardous materials response, etc.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	41,426	60,023	64,430
Materials & Services	N/A	10,923	31,115	28,502
Total Budgeted Expenditures	**N/A**	**$ 52,349**	**$ 91,138**	**$ 92,932**
Full-Time Budgeted Employees	**N/A**	**0.45**	**0.43**	**0.43**

Revenue Statement

City of Springfield's general revenue sources support this program.

Significant Changes

- **ZOLL Software Upgrades –** Upgraded both the electronic patient care and ambulance-billing systems to current versions. This creates enhancements in the department's State reporting capability and provides additional functional and security updates.
- **System and Dataflow Blueprinting –**
- IT worked in conjunction with FLS to create a comprehensive blueprint of the dataflows of the major patient, care and billing systems, records management systems, and logistics systems. This will aid in efforts to modernize the systems managing these functions, as well as better protect the data they manage.
- **Robotic Office Automation –** Working with Eugene Springfield Fire and consultants, IT will implement a proof of concept using robotic office automation in FY19. The system will automate manual processes generally performed by an office technician, tasks that normally take a person hours to complete can be performed in minutes or seconds. Depending on the findings of this test, IT will begin production deployment for targeted processes in early FY20 and research other suitable applications in the City.
- **Mobile Device Replacement** – IT will work in conjunction with City of Eugene Information Services Department and Eugene Springfield Fire to replace mobile computers in all Fire and EMS apparatus. New computers enhance performance and connectivity as well as create a more consistent user experience across devices managed by both Eugene ISD and Springfield IT.

Performance Measures

Outcomes	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services.				
1. Develop responsible budget that the identifies the communities highest priorities **2. Efficiently manage costs** **3. Leverage new technologies to improve productivity in the workforce** **4. Maintain a consistent level of service year after year** **5. Be adaptive and proactive in our use of best practices** **6. Provides assurance of regulatory and policy compliance to minimize and mitigate risk**	Number of Incidents: Number of incidents registered by the Service Desk grouped into categories	40	136	40
	Incident Resolution Time: Average time for resolving an incident grouped into categories	TBD	TBD	TBD

COMMUNITY DEVELOPMENT SYSTEMS - 7076

Program Overview

The Community Development Systems program includes systems that support planning, code enforcement, permitting, franchising, economic development, and housing program management.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	120,020	152,346	163,572
Materials & Services	N/A	45,705	135,363	131,046
Total Budgeted Expenditures	**N/A**	**$ 165,725**	**$ 287,708**	**$ 294,618**
Full-Time Budgeted Employees	**N/A**	**1.18**	**1.27**	**1.27**

Revenue Statement

City of Springfield's General fund, Street Fund (100), Sanitary Sewer Operations Fund (611), Storm Drainage Operations Fund (617), and System Development Charges (SDCs) Fund (719) revenue sources support this program.

Significant Changes

- **Accela Reporting** – Moved all Accela reporting objects and data connections to the State's new warehouse database.
- **Thurston Hills Waterline Break Analysis** – Performed a Thurston Hills waterline break analysis to estimate impacts on City facilities and to show Springfield Utility Board how geospatial tools and facility management systems can provide significant value over paper tracking systems.
- **Business Intelligence** – The test projects to demonstrate business intelligence tools have been very successful. The project will expand into additional business cases and programs through FY20.
- **Emergency Operation Center**– Continue expanding services for emergency management activities including an upgrade to the OpsCenter application.

Performance Measures

Outcomes	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services.				
1. Develop responsible budget that identifies the communities highest priorities **2. Efficiently manage costs** **3. Leverage new technologies to improve productivity in the workforce** **4. Maintain a consistent level of service year after year** **5. Be adaptive and proactive in our use of best practices**	Number of Incidents: Number of incidents registered by the Service Desk grouped into categories	120	155	120
	Incident Resolution Time: Average time for resolving an incident grouped into categories	TBD	TBD	TBD

PUBLIC LIBRARY SYSTEMS - 7077

Program Overview

The program includes systems that support media control, digital literacy, public education, and Library administration functions. Specific systems include hosted library systems (SIRSI), locally hosted systems (such as office) and purchase card systems (once the PCI audit is complete and the organization meets appropriate levels of Purchase Card Industry Standards), device (PC, laptop, etc.) selection, purchase and build, as well as Wi-Fi services, Local Area Network (LAN) services and Wide Area Network (WAN) services which includes but is not limited to virus protection, intrusion detection, patching, and upgrades.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	50,362	13,948	15,081
Materials & Services	N/A	3,326	5,565	5,575
Total Budgeted Expenditures	**N/A**	**$ 53,688**	**$ 19,512**	**$ 20,657**
Full-Time Budgeted Employees	**N/A**	**0.08**	**0.09**	**0.09**

Revenue Statement

City of Springfield's general revenue sources support this program.

Significant Changes

- **Rollout of Virtual Desktops for Patron PCs –** Completed initial rollout of a virtual desktop system to deliver computer services to Library patrons. This provides patrons with a modern, high-performance desktop in a safe and secure manner and decreases management time for both IT and Library staff.
- **Further Enhancements to Patron PCs** – IT will work with Library staff to enhance the accessibility to patron PCs for patrons with disabilities, as well as non-English speakers.
- **Increased Bandwidth for Patron PCs and Library WiFi –** IT will work with several regional partners to increase the Internet bandwidth for publicly available Library Internet services. This will enhance Library's ability to effectively deliver programing, as well as bring the Library into parity with generally recommended bandwidth speeds for Libraries of its size.

Performance Measures

Outcomes	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services.				
1. Develop responsible budget that identifies the communities highest priorities **2. Efficiently manage costs** **3. Leverage new technologies to improve productivity in the workforce** **4. Maintain a consistent level of service year after year** **5. Be adaptive and proactive in our use of best practices**	Number of Incidents: Number of incidents registered by the Service Desk grouped into categories	12	33	12
	Incident Resolution Time: Average time for resolving an incident grouped into categories	TBD	TBD	TBD

SHARED SYSTEMS - 7078

Program Overview

The Shared Systems program includes sub-programs that provide essential services to all other programs such as document management, emergency management, risk management, email, phones, productivity software (MS Office Software), etc.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	367,387	431,281	464,362
Materials & Services	N/A	553,954	395,749	358,039
Capital Outlay	N/A	26,272		600,000
Total Budgeted Expenditures	**N/A**	**$ 947,613**	**$ 827,030**	**$ 1,422,401**
Full-Time Budgeted Employees	**N/A**	**3.51**	**3.50**	**3.50**

Revenue Statement

City of Springfield's general revenue sources support this program.

Significant Changes

- **Implementation and Consolidation of Mobile Device Management Platform –** IT consolidated multiple mobile device management solutions into one single platform and created a common approved set of mobile devices. This creates a more efficient support model and further enhances IT's ability to manage the security and application delivery of mobile devices.
- **Upgrade of E-Mail Archiving System –** The e-mail archiving system has been upgraded to a newer version that enhances IT's ability to respond to litigation and public records requests. The newer version also enables IT to distribute some functionality to departments, allowing requests to be fulfilled much quicker.
- **Telephone System Replacement –** In conjunction with all City Departments, IT is in the process of the replacement of the telephone system that services all City locations. The new telephone system will enable all City employees to communicate in a more seamless and efficient manner. The new system will also greatly enhance the reliability and recovery of City telephony services.
- **Windows 10 Upgrade –** All City workstations will be upgraded to Windows 10. This work will allow for an improved user experience for all City staff, as well as continue to allow IT to update and patch workstations.
- **Microsoft Enterprise Agreement Renewal –** IT will renew the licensing agreement with Microsoft that licenses the operating system and productivity software for all City workstations. Deep analysis will be done to determine whether this renewal will be the most advantageous time for the move to Office 365.

Performance Measures

Outcomes	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services.				
1. Develop responsible budget that identifies the communities highest priorities **2. Efficiently manage costs** **3. Leverage new technologies to improve productivity in the workforce** **4. Maintain a consistent level of service year after year** **5. Be adaptive and proactive in our use of best practices**	Number of Incidents: Number of incidents registered by the Service Desk grouped into categories	1,400	396	1,400
	Incident Resolution Time: Average time for resolving an incident grouped into categories	TBD	TBD	TBD

INFORMATION SECURITY COMPLIANCE - 7079

Program Overview

The Information Security Compliance program includes systems that support regulatory compliance, liability management, risk management, access management, public records requests, litigation requests, employee investigation, and system security analysis.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	71,978	98,672	138,520
Materials & Services	N/A	27,979	52,033	61,308
Capital Outlay	N/A	3,665		
Total Budgeted Expenditures	**N/A**	**$ 103,621**	**$ 150,705**	**$ 199,828**
Full-Time Budgeted Employees	**N/A**	**0.30**	**1.04**	**1.04**

Revenue Statement

City of Springfield's general revenue sources fund this program.

Significant Changes

- **Hiring of Information Security Officer –** IT has added the position to address Information Security. This role will aid greatly in the implementation of a significant number of IT Policies that will continue to keep the City secure and in compliance with multiple IT security standards and best practices. This role will also play a significant role in the advancement of IT asset management and the culture shift and employee education necessary to continue to protect the City's digital assets.

- **Two-Factor Authentication for Internet-Facing Assets** – Given the rise of highly-targeted spear phishing attacks that are explicitly targeting government entities in an attempt to harvest credentials, the IT Department will be piloting several two-factor authentication solutions with the ultimate goal to implement two-factor authentication for any IT asset that is accessible from the public Internet.

Performance Measures

Outcomes	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services.				
1. Develop responsible budget that identifies the communities highest priorities **2. Efficiently manage costs** **3. Leverage new technologies to improve productivity in the workforce** **4. Maintain a consistent level of service year after year** **5. Be adaptive and proactive in our use of best practices** **6. Provides assurance of regulatory and policy compliance to minimize and mitigate risk**	Number of Incidents: Number of incidents registered by the Service Desk grouped into categories	40	111	40
	Incident Resolution Time: Average time for resolving an incident grouped into categories	TBD	TBD	TBD

LEGAL SERVICES

Nate Bell, Finance Director finance@springfield-or.gov 541.726.3704

Department Overview

The City Attorney and City Prosecutor comprise the service area identified as Legal Services. The City Attorney program is overseen directly by the City Council. 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. 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. 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.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	-	-	376,800	406,643
Materials & Services	952,426	698,363	425,436	433,973
Total Budgeted Expenditures	**$ 952,426**	**$ 698,363**	**$ 802,236**	**$ 840,616**
Full-Time Budgeted Employees	**-**	**-**	**3.00**	**3.00**

Accomplishments

- "Open" in-house City Attorney Office by relocating office from Leahy Cox, LLP and establishing new office in City Hall.
- Enhanced representation of the City of Springfield through increased dedicated attorney hours and improved accessibility and efficiencies.
- Shepherded through Development Code changes in response to federal law direction regarding small cell telecommunication facilities.
- Worked to become a subject matter expert in telecommunications law to assist City with franchise agreements and utility licenses.
- Acting as liaison with City Council in recruitment for City Manager vacancy.

Three Year Considerations

- The City Attorney's Office has continued to provide professional legal services and counsel on a wide range of legal issues confronting the City Council, departments, employees, and boards and commissions. As a newly created department, the City Attorney's Office plans to use this initial timeframe to learn more about the City, and improve the delivery of legal services.
- Assist with right-of-way acquisition for Franklin Blvd., Phase II.
- Assist with Development Code Update project.
- Assist with economic development efforts in urban renewal areas.

LEGAL SERVICES

Nate Bell, Finance Director finance@springfield-or.gov 541.726.3704

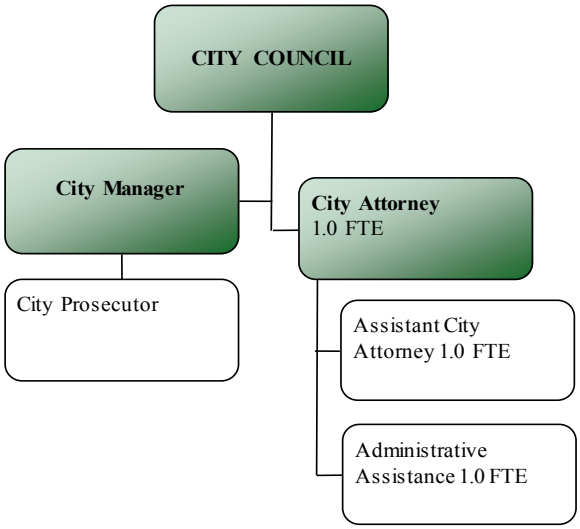
Financial Summary by Fund

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Fund				
100 General Fund	898,752	644,794	726,153	757,373
236 Police Local Option Levy Fund	53,673	53,568	76,083	83,243
Total Budgeted Expenditures	**$ 952,426**	**$ 698,363**	**$ 802,236**	**$ 840,616**

Financial Summary by Program

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Program				
1000 Default Community Services	952,426	-	-	-
1012 City Prosecutor	N/A	214,830	326,736	343,580
7100 City Attorney	N/A	483,532	475,500	497,036
Total Budgeted Expenditures	**$ 952,426**	**$ 698,363**	**$ 802,236**	**$ 840,616**

Organizational Structure



Summary of Full-Time Equivalent by Fund

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted
100 General Fund	-	-	3.00	3.00
Total FTE	**-**	**-**	**3.00**	**3.00**

Nate Bell, Finance Director finance@springfield-or.gov 541.726.3704

Summary of Full-Time Equivalent by Program

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted
1012 City Prosecutor	N/A	N/A	-	-
7100 City Attorney	N/A	N/A	3.00	3.00
Total FTE	**N/A**	**N/A**	**3.00**	**3.00**

CITY PROSECUTOR - 1012

Program Overview

The City contracts for Prosecution Services with the firm of Leahy Cox LLP. The City Prosecutor represents the City in Municipal Court and Appellate courts. Prosecution services are provided for all misdemeanor criminal and traffic crimes and for any violation cases in which the defendant has retained counsel. Services provided include screening of reports filed, negotiations for settlement of cases and for representation of the City in trials by court or by jury. The City Prosecutor also recommends revisions to the Municipal Code to conform with case law and state statutes, and provides legal advice and training for the Police Department.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Materials & Services	-	214,830	326,736	343,580
Total Budgeted Expenditures	**-**	**$ 214,830**	**$ 326,736**	**$ 343,580**
Full-Time Budgeted Employees	**-**	**-**	**-**	**-**

Revenue Statement

This program is supported by the City of Springfield's general revenue sources.

Significant Changes

No significant changes to this program are expected.

Performance Measures

Performance measures will be developed for this program in FY20.

LEGAL SERVICES

Nate Bell, Finance Director finance@springfield-or.gov 541.726.3704

CITY ATTORNEY - 7100

Program Overview

The City Attorney's Office is responsible for procedural aspects of 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. Most contracts and all ordinances and resolutions are reviewed and approved to assure compliance with the applicable state and federal laws, as well as the possibility of liability exposure or litigation.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services			376,800	406,643
Materials & Services	-	483,532	98,700	90,393
Total Budgeted Expenditures	**$ -**	**$ 483,532**	**$ 475,500**	**$ 497,036**
Full-Time Budgeted Employees	**-**	**-**	**3.00**	**3.00**

Revenue Statement

This program is supported by the City of Springfield's general revenue sources.

Significant Changes

- The City Attorney's Office has just completed its first year as an in-house department. The City Attorney is a member of the Executive Team. Being in-house counsel has created an environment where the City Attorney's Office is more accessible to the City Council and City staff.

Performance Measures

Performance measures will be developed for this program in FY20.

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LIBRARY SERVICES

Emily David, Library Director library@springfield-or.gov 541.726.3766

Department Overview

The Springfield Public Library is the heart and hub of the Springfield community, providing residents of all ages, backgrounds, and economic statuses access to information, education, job development and business resources, early literacy training, and a wide range of programs for all. The Library provides high-speed internet access as well as the ability to download digital content from home. In addition to our early literacy efforts focused on ensuring that every Springfield child enters school "ready to read", the Library supports Springfield School District's teachers and students by purchasing and making available resources to support classroom curriculum and student learning.

The Library excels 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 training for adults, the Library strives to support all members of the community in achieving their educational and economic aspirations, as well as providing cultural experiences and community connections. In addition, the Library continues to be an anchor for downtown, bringing over 166,000 visits to the area each year.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Licenses, Permits & Fees	-	(33,859)	(38,000)	(38,000)
Intergovernmental	-	(21,906)	(15,000)	(19,072)
Charges For Service	-	(57,886)	(64,200)	(63,742)
Fines And Forfeitures	-	(25,875)	(26,000)	(26,000)
Miscellaneous Receipts	-	(75,960)	(23,757)	(31,000)
Total Budgeted Revenue	**-**	**$ (215,486)**	**$ (166,957)**	**$ (177,814)**
Expenditures by Category				
Personnel Services	1,315,559	1,176,202	1,433,126	1,512,819
Materials & Services	400,271	351,301	468,265	301,920
Capital Outlay	138,041	128,373	152,423	99,300
Total Budgeted Expenditures	**$ 1,853,872**	**$ 1,655,876**	**$ 2,053,814**	**$ 1,914,039**
Full-Time Budgeted Employees	**13.50**	**14.13**	**15.06**	**15.13**

Initiatives FY19-20

- Evaluate sustainable library service levels for our current location with current staffing level. This procedure will depend in part on whether we are pursuing a bond measure on the fall ballot.
- Implement the strategies that were identified as year two goals in the five-year Library Strategic Plan that was adopted in September 2017.
    - Four work groups have been developed to focus on specific initiatives identified in the strategic plan:
        - Technology Group – begin implementation of three-year Tech Plan
        - Outreach Group –Working to define "underserved population"; this term/concept is integral to the implementation and success of outreach efforts.
        - Marketing Group – continue with analysis of social media plan and targeted promotion of events. Use new logo and marketing materials for consistent library message.

        - Reference Group – continually updating resources for accurate information referral, networking with local social service organizations, training staff and public on use of electronic resources.
- Technology initiatives:
    - Investigate new security software for public computers that is more compatible with VMWare and allows for remote print option.
    - Credit card payments: This initiative was delayed from FY19 due to staff vacancies that shifted workload priorities. In FY20, the Library will begin accepting payment via credit card through our online public access catalog. Patrons will be able to pay fines and fees at home or while at the library.
- Implement grant-based outreach program, *Get on Board, Removing Barriers to Library Access.* This grant will hire a part-time limited duration outreach staff person to work with SPS Title 1 schools to identify students and families to qualify for bus passes to access the library.
- The Museum will continue to update the collection records and storage. Phase I of the reorganization of the Museum, bringing all exhibits to the first floor and creating work and collection storage space on the second floor will be completed. Phase II will begin to update the permanent exhibit.
- Work with Library support groups, Library Foundation and Friends of the Library to ensure sufficient funding for library initiatives, as well as with the Library Advisory Board to work on any deficiencies identified in the review of the Oregon Library Standards.
- Address holes in security coverage for the library in order to ensure that staff feel supported and safe when difficult patron interactions occur.

Accomplishments FY18-19:

- **Community engagement/partnerships**
    - The Library secured a third and final year of the LSTA, *For Every Student, A Library* Grant. Having reached 88% of the target audience, Springfield Library won the LSTA Grant project of the Year from the State Library. We are working to secure sustainable funding to continue this important program. With funding from this program we are able to provide an online tutor program that all SPS students can access with their library cards.
    - The Library provided Glenwood cards at no cost to the residents for one year. Ninety-one households signed up for cards.
- **New Library Project:**
    - The Library engaged in a comprehensive marketing plan with Verb PR and Marketing to highlight library accomplishments, challenges and the need for a new facility.
    - The Library Foundation hired a consultant to complete a feasibility study and help with capital campaign readiness.
- **Technology:**
    - Developed a new website with SpringShare
    - Created staff efficiencies with VMWare installation for the public computers
- **The Museum:**
    - The Collections Assessment for Preservation (CAP) site visits and report were completed, providing direction for Museum needs and projects.
    - A remodel and reorganization of the Museum will bring all the exhibits to the first floor and allow for collection and work spaces on the second floor.
    - A Two-year Strategic Plan for the Museum was developed and adopted by the Museum Committee.
- **Arts Commission:**
    - By early 2019, the Arts Commission awarded five Heritage Arts Grants totaling $4600.

- Held monthly Art Walk receptions in the City Hall Gallery and installed lights over the recently installed Testa statues at Booth Kelly.

Three Year Considerations FY2021-FY2023

In the three-year period of FY2021-FY2023 the library will continue to look at how to update the library facility, either with a new building or using the current location, depending on direction from City Council. Library staffing will continue to be a challenge. Libraries today face greater demands from their community. Not only is our library a location to access information, but we provide community programs and technology, act as a meeting and gathering space, and a virtual library which allows 24 hours access to library services. The library has the same FTE as in 2005, but the demands on what are expected of that FTE has grown exponentially. According to the Public Library Statistics report compiled by The State Library of Oregon, our staffing level is approximately half of the statewide average for communities of our population size. Depending on the direction that the library goes regarding the new facility, we will need to evaluate what services we can provide at current staffing levels. The Museum will need additional staff needed for collections and database care to complete the needs of the Museum workload and meet the recommendations of the CAP report.

The Library will continue to focus on the priorities outlined in the three areas of focus in the Strategic Plan:

- Be a hub for information and innovation
- Foster an environment of cultural and economic diversity in Springfield
- Expand access to library services

Specifically, the library, in collaboration with community partners, will:

- continue to identify and reach out to residents who are not accessing library services
- work with the business community to ensure that we are offering resources for job readiness and business support
- continue our award-winning early literacy efforts and support of our schools, as well as activities that encourage life-long learning
- evaluate our physical collections and digital offerings to ensure that we are meeting the needs of our community

The Library/Museum will work with our support groups and also actively seek grants to fund projects that align with our Strategic Plan but are not covered by the City General Fund.

A user survey will be conducted and we will continue to evaluate our statistics collection and analysis to ensure that we dedicate resources to provide services that meet the specific needs of our growing and diversifying community with the greatest efficiency.

Financial Summary by Fund

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Fund				
100 General Fund	-	(117,620)	(128,200)	(132,314)
204 Special Revenue Fund	-	(97,866)	(38,757)	(45,500)
Total Budgeted Revenue	**N/A**	**$ (215,486)**	**$ (166,957)**	**$ (177,814)**
Expenditures by Fund				
100 General Fund	1,650,245	1,491,649	1,702,653	1,706,805
204 Special Revenue Fund	147,610	96,074	99,449	22,725
208 Transient Room Tax Fund	48,017	61,712	243,712	176,508
713 Vehicle & Equipment Fund	8,000	6,441	8,000	8,000
Total Budgeted Expenditures	**$ 1,853,872**	**$ 1,655,876**	**$ 2,053,814**	**$ 1,914,039**

LIBRARY SERVICES

Emily David, Library Director library@springfield-or.gov 541.726.3766

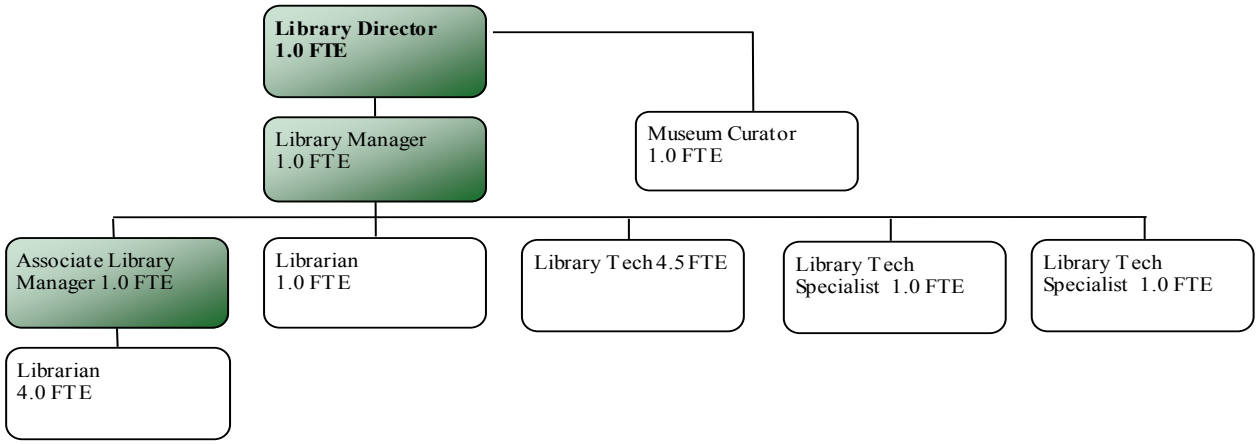
Financial Summary by Program

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Program				
1120 Reference and Reader Advisory Services	N/A	-	-	(4,462)
1121 Digital Services	N/A	(17,913)	(80,200)	(28,962)
1122 Borrower Services	N/A	(110,223)	(56,000)	(102,004)
1123 Collection Management	N/A	(22,214)	-	(17,386)
1125 Library Development & Marketing	N/A	(41,335)	(15,257)	-
1126 Adult Programs	N/A	-	-	(4,000)
1127 Youth and Family Programs	N/A	(14,564)	(13,500)	(19,000)
1128 Latino Outreach	N/A	(2,800)	(2,000)	(2,000)
1130 Museum	N/A	(6,437)	-	-
Total Budgeted Revenue	**N/A**	**$ (215,486)**	**$ (166,957)**	**$ (177,814)**
Expenditures by Program				
1000 Default Community Services	1,853,872	-	-	-
1120 Reference and Reader Advisory Services	N/A	265,460	279,242	311,741
1121 Digital Services	N/A	116,721	185,757	156,795
1122 Borrower Services	N/A	344,551	345,351	326,198
1123 Collection Management	N/A	412,271	395,374	383,479
1124 Library Volunteer Program	N/A	25,352	27,828	29,313
1125 Library Development & Marketing	N/A	146,745	257,487	201,608
1126 Adult Programs	N/A	48,251	53,035	63,239
1127 Youth and Family Programs	N/A	109,552	98,896	89,749
1128 Latino Outreach	N/A	27,824	30,760	32,034
1129 Arts Commission	N/A	36,282	72,563	64,492
1130 Museum	N/A	26,639	174,000	117,531
7000 Department Administration	N/A	96,182	133,521	137,860
7022 Facilities Maintenance - City	N/A	46	-	-
Total Budgeted Expenditures	**$ 1,853,872**	**$ 1,655,876**	**$ 2,053,814**	**$ 1,914,039**

LIBRARY SERVICES

Emily David, Library Director library@springfield-or.gov 541.726.3766

Organizational Structure



Summary of Full-Time Equivalent by Fund

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted
100 General Fund	13.00	13.63	13.56	13.63
208 Transient Room Tax Fund	0.50	0.50	1.50	1.50
Total FTE	**13.50**	**14.13**	**15.06**	**15.13**

Summary of Full-Time Equivalent by Program

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted
1120 Reference and Reader Advisory Services	-	3.04	2.94	3.10
1121 Digital Services	-	0.94	1.02	1.13
1122 Borrower Services	-	3.41	3.34	3.09
1123 Collection Management	-	2.43	2.37	2.26
1124 Library Volunteer Program	-	0.22	0.22	0.21
1125 Library Development & Marketing	-	1.18	1.46	1.57
1126 Adult Programs	-	0.44	0.42	0.55
1127 Youth and Family Programs	-	0.72	0.65	0.62
1128 Latino Outreach	-	0.23	0.22	0.20
1129 Arts Commission	-	0.51	0.51	0.50
1130 Museum	-	-	1.00	1.00
7000 Department Administration	-	1.04	0.94	0.92
Total FTE	**-**	**14.13**	**15.06**	**15.13**

LIBRARY SERVICES

Emily David, Library Director library@springfield-or.gov 541.726.3766

REFERENCE AND READER'S ADVISORY SERVICES - 1120

Program Overview
The library reference staff answers thousands of reference queries and technical questions each year. These queries include information referral, reader's advisory and assisting patrons in finding materials. Staff also instructs patrons on: searching databases, online resources, and the online catalog; downloading audiobooks, ebooks and music; and building computer skills. Directional help includes placing patron holds and scheduling public spaces in the library.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Charges for Service	-	-	-	(4,462)
Total Budgeted Revenue	**-**	**-**	**-**	**$ (4,462)**
Expenditures by Category				
Personnel Services	-	245,442	257,646	290,714
Materials & Services	-	20,018	21,595	21,027
Total Budgeted Expenditures	**-**	**$ 265,460**	**$ 279,242**	**$ 311,741**
Full-Time Budgeted Employees	**-**	**3.04**	**3**	**3.1**

Revenue Statement
Library Automation Revenue, a portion of which supports reference and reader's advisory.

Significant Changes
- The Library responded to patron needs and added our *Please Bother Me* program, aimed at helping with a wide variety of tech help and job preparation.
- Thanks to a grant, the library will update our online catalog in the Spring of 2019 which will provide updated searching capabilities.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Promote and enhance our hometown feel while focusing on livability				
Promote Springfield	Number of Reference Inquiries	15,964	16,692	16,700
	Number of searches and sessions on library research databases	39,270	40,580	41,000

LIBRARY SERVICES

Emily David, Library Director library@springfield-or.gov 541.726.3766

DIGITAL SERVICES - 1121

Program Overview
Patrons use library computers and free WiFi to apply for work, access information from our specialized databases, and communicate via email and social media. Outside the library, our digital services allow patrons to use the library any time of day or night, from downloading ebooks to managing their accounts using the library website or library app, *Bookmyne*.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Licenses, Permits & Fees	-	(6,663)	(8,000)	(8,000)
Intergovernmental	-		(8,000)	(7,500)
Miscellaneous Receipts	-	(11,250)		(9,000)
Charges for Service	-	(63,477)	(64,200)	(4,462)
Total Budgeted Revenue	**-**	**$ (81,390)**	**$ (80,200)**	**$ (28,962)**
Expenditures by Category				
Personnel Services	-	86,104	98,531	113,737
Materials & Services	-	30,617	57,638	43,058
Capital Outlay	-		29,587	-
Total Budgeted Expenditures	**-**	**$ 116,721**	**$185,757**	**$156,795**
Full-Time Budgeted Employees	**-**	**3.41**	**1.02**	**1.13**

Revenue Statement
Per an inter-governmental agreement, the Springfield Library manages an Integrated Library Service database (SIRSI) for six additional libraries in Lane County.

Significant Changes

- After a delay in FY17 and FY18, in FY19 the Library worked with the IT department to install 40 new public computer stations and institute VMWare management for staff efficiency, regular maintenance, and online public safety with immediate positive effect.
- We now offer color and black and white printing options, and an upgraded scanner and photocopier.
- Migrated to a new online library calendar that allows for staff efficiency for updates and increased ease of use for patrons.
- Library staff is creating a new website and moving to a new platform that will be released in FY19.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Promote and enhance our hometown feel while focusing on livability and				
Promote Springfield	Number of Public Computer Uses	22,674	22,910	23,000
	Number of Downloads of Books & Media	29,000	37,952	38,000

LIBRARY SERVICES

Emily David, Library Director library@springfield-or.gov 541.726.3766

BORROWER'S SERVICES - 1122

Program Overview
The library circulation staff checks in and out library materials and registers patrons for library cards. They assist patrons with self-checkout. Staff collects overdue fines and helps patrons resolve account issues, e.g. lost or damaged items. The staff manages the materials that patrons have reserved including items borrowed from and lent to other libraries. Staff sends out overdue and holds notices.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Licenses, Permits & Fees	-	(26,463)	(30,000)	(30,000)
Intergovernmental	-	-	-	(4,572)
Charges for Service	-	(57,886)	-	(41,432)
Fines and Forfeitures	-	25,875	(26,000)	(26,000)
Total Budgeted Revenue	**-**	**$110,223**	**($56,000)**	**$102,004**
Expenditures by Category				
Personnel Services	-	287,814	279,254	266,177
Materials & Services	-	56,737	66,097	60,021
Total Budgeted Expenditures	**-**	**$344,551**	**$345,351**	**$326,198**
Full-Time Budgeted Employees	**-**	**3.41**	**3.34**	**3.09**

Revenue Statement
For a third year, we received an LSTA-supported grant to allow us to provide library cards to all students and their families who are enrolled in the Springfield School District. We also partnered with Glenwood Urban Renewal to provide library cards for Glenwood residents in unincorporated areas of Glenwood. We conduct an IGA for Courier service. Charges for Service are toward our library automation software that we share an IGA to maintain for a group of libraries in Lane County.

Significant Changes
- We continued to increase our purchasing of downloadable books in order to shorten holds queues for patrons.
- We experienced two part-time Library Tech vacancies and a full-time vacancy due to retirement in FY19, both public desk positions that provide front-line assistance to library users.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Promote and Enhance Hometown Feels while Focusing on Livability				
Promote Springfield	Total Circulation	365,763	381,602	381,600
	Patron Visits	166,486	166,784	167,000
	Total Active Users Each Month	16,492	16,658	16,700

COLLECTION MANAGEMENT- 1123

Program Overview

The library staff build and maintain a collection of books, movies, periodicals, music, databases and downloadable ebooks and audiobooks. Through ordering, processing, and curation, all library staff play a role in the materials we provide our community. Systematic collection maintenance is also key to keeping the collection current and relevant to our patrons.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Charges for Service	-	-	-	(13,386)
Miscellaneous Receipts	-	-	-	(4,000)
Total Budgeted Expenditures	**-**	**-**	**-**	**(17,386)**
Expenditures by Category				
Personnel Services	-	217,865	220,197	222,703
Materials & Services	-	73,155	52,341	61,476
Capital Outlay	-	121,252	122,836	99,300
Total Budgeted Expenditures	**-**	**$412,271**	**$395,374**	**$383,479**
Full-Time Budgeted Employees	**-**	**2.43**	**2.37**	**2.26**

Revenue Statement:

Program is supported by the City of Springfield's general revenue sources and special revenue funding.

Significant Changes

- In FY19, we completed a collection shift of the Adult Fiction & Mystery area to provide better access, additional display areas, and more obvious wayfinding for patrons. We were able to work on this physical task because it happened during the flood which prevented us from using any computers in the library and caused us to be closed two-and-a-half days. All staff and some volunteers pitched in to move 20,000 books.
- Thanks to our LSTA grant, the library added new databases in FY19 in response to user request, most notably Brainfuse, an online tutor and job help database.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Promote and enhance our hometown feel while focusing on livability				
Promote Springfield	Volumes Added	12,638	9,604	9,600
	Holds Placed	16,102	18,306	18,300

LIBRARY VOLUNTEER PROGRAM - 1124

Program Overview

Library volunteers shelve library returns, assist with processing materials, and help with library events. Library volunteer work totals over 5,400 hours per year. This program provides skills training for special education students and seniors in the community. Teens are able to gain leadership skills by volunteering for the Teen Advisory Board where they make purchase, programming, and policy recommendations and help with special projects.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	-	19,110	22,064	21,986
Materials & Services	-	6,242	5,764	7,327
Total Budgeted Expenditures	**-**	**$25,352**	**$27,828**	**$29,313**
Full-Time Budgeted Employees	**-**	**0.22**	**0.22**	**0.21**

Revenue Statement

Program is supported by the City of Springfield's general revenue sources.

Significant Changes

- Library support groups such as the Board, Foundation, and Friends ramped up efforts to support our Community Outreach campaign, including forming a steering committee to help guide the feasibility study effort. They also attended outreach events, sharing library information and even walking in the Christmas parade.
- To meet the demands for library outreach services, we developed a Storytime-in-a-Bag program and trained volunteers to do storytimes at Headstart and other local preschools.
- The library gained back an Experience Works volunteer who has been shelving 24 hours/week.
- The Museum has developed a volunteer training manual and has recruited new volunteers who are trained to help with new initiatives in the Museum, as outlined by the Strategic Plan.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Promote and enhance our hometown feel while focusing on livability				
Promote Springfield	Volunteer Hours	6,838	7,440	7,500

LIBRARY SERVICES

Emily David, Library Director library@springfield-or.gov 541.726.3766

LIBRARY DEVELOPMENT & MARKETING - 1125

Program Overview

Staff members provide assistance and guidance for our essential library support groups: the Library Foundation, Friends of the Library, Teen Advisory Board, Library Advisory Board, and Lane Council of Libraries. Librarians work to secure outside grants and gifts to support programs and collections and plan for a new library. The library creates community awareness of its collections, programs, and services through a variety of marketing strategies, including: in-person outreach, in-house graphic design, social media posts, and collaboration with area businesses and organizations.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	-	76,469	169,951	188,591
Materials & Services	-	70,276	87,536	13,017
Total Budgeted Expenditures	**-**	**$146,745**	**$257,487**	**$201,608**
Full-Time Budgeted Employees	**-**	**1.18**	**1.46**	**1.57**

Revenue Statement

Revenues received in this program, although not allocated in this table, derive from multiple streams comprised of individual grants & gifts. Some of this funding is generated by staff work and some from the work of our private non-profit fund-raising groups. These funds are directed to myriad library service needs from adult and youth programs to collection-building initiatives to improving our digital services.

Significant Changes

- The Library did not ask the Foundation for a direct gift in FY19. The Foundation used funds raised to hire a consultant to help with a feasibility study and begin preparation of a capital campaign for the new library. The library will make a request for services support for FY20.
- The Friends gave the library $14,000 for resources and services that was raised directly from their on-going and annual book sale.
- The Library hired a PR and marketing firm and engaged in a comprehensive marketing campaign to raise awareness about library services and the challenges faced in the current location. The campaign also engaged the community in conversation about a new library facility.
- The Library hired of a research company to conduct survey gauging community support of a bond measure to fund a new library facility.
- The Library Advisory Board has been reviewing the updated Oregon Library Standards to help ensure that SPL is providing the best services possible for our community.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Promote and enhance our hometown feel while focusing on livability and				
Promote Springfield	Amount raised through grants and donations	-	-	$96,000

ADULT PROGRAMS - 1126

Program Overview

The library provides cultural and educational programming to adults. Cultural programs include film and book discussions, author visits, and writing workshops. Educational programing includes the Oregon Humanities Conversation Project, lifelong learning opportunities, continuing education, employment and job search guidance, informational meetings with service organizations, and computer and technology instruction. Book-a-librarian is also offered for one-on-one learning on any topic.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	-	34,715	42,059	55,573
Materials & Services	-	11,520	10,976	7,666
Capital Outlay	-	2,016	-	-
Total Budgeted Expenditures	**-**	**$48,251**	**$53,035**	**$63,239**
Full-Time Budgeted Employees	**-**	**0.44**	**0.42**	**0.55**

Revenue Statement

M&S supported mostly by gifts and grants in the 204 Special Revenue fund.

Significant Changes

- Developed a weekly "Please Bother Me" drop-in program to assist patrons with any tech issues and job-related needs.
- The Springfilm movie series continues to grow in popularity, regularly drawing over 100 adults to downtown Springfield on a Thursday night. Attendance in FY19 has increased 35% over FY18 and 342% increase since the first year of the program.
- One of the part-time adult services librarian positions was open for four months. We re-structured the position for recruitment of a full-time adult services librarian with a focus on business outreach and tech and job skills development.
- Developed summer and winter reading programs for adult patrons, with 868 adults registered for 2018 Summer Reading, compared to 113 participants in 2017.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Promote and Enhance Hometown Feels while Focusing on Livability				
Promote Springfield	Participation in Adult Programs	1,114	2,600	2,600

YOUTH AND FAMILY PROGRAMS - 1127

Program Overview

Librarians provide a wide variety of programming and events focused on literacy and early literacy, STEM (science, technology, engineering, and math), and the arts. Storytimes teach and model early literacy skills for both parents and caregivers, while kindergarten readiness programs aid the transition to Springfield Public Schools. Grade school programs promote teamwork and problem-solving skills. Programs for teens support civic engagement, including teen input and feedback, and support creativity and STEM learning. The library supports student learning by providing robust, specialized programs during school breaks throughout the year. Family-wide activities and events bring multicultural performers and guests. Librarians also welcome classrooms and organizations to the library and provide tours and information sharing.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Intergovernmental	-	(7,080)	(7,000)	(7,000)
Miscellaneous Receipts	-	(6,500)	(6,500)	(12,000)
Total Budgeted Revenue	**-**	**($13,580)**	**($13,500)**	**($19,000)**
Expenditures by Category				
Personnel Services	-	67,665	65,030	63,966
Materials & Services		41,878	33,866	25,783
Capital Outlay	-	9	-	-
Total Budgeted Expenditures	**-**	**$109,552**	**$98,896**	**$89,749**
Full-Time Budgeted Employees	**-**	**0.72**	**0.65**	**0.62**

Revenue Statement

Youth programming is supported by a state Every Child Ready to Read grant that will total $7,080 for FY18. The Library applies for an annual grant from the Cressey Family Charitable Trust, which we anticipate will be $7,000 for FY20. Additional special revenue funding is used to support this program.

Significant Changes

- Introduced new programs Chapter Book Storytime and UpperEl to increase programming for elementary school age groups, in addition to our existing supportive early literacy initiatives.
- A Harry Potter Academy event in February brought 90 teens to the library. They had to complete activities to earn their Hogwarts Certificate.
- Youth programming breaks in September and May in the library allows staff to provide outreach at all Springfield public schools.
- Hit our best summer reading participation ever with 2,947 youth and teen participants and created a youth winter reading program enabled by the new Beanstack platform.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est Actuals	FY20 Target
Council Goal: Promote and enhance our hometown feel while focusing on livability and environmental quality.				
Promote Springfield	Participation in Children's Programming	15,500	18,389	18,500
	Participation in Teen programming	700	1,337	1,350

LATINO OUTREACH - 1128

Program Overview

The library has a dedicated librarian for services to the Spanish-speaking population. These services include assistance in Spanish, Spanish language collections, outreach, literacy support, and cultivating service partners to support Latino community needs. The library provides programming to the Latino population including cultural events, bilingual story times, book discussions, and a summer reading program.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Miscellaneous Receipts	-	(2,000)	(2,000)	(2,000)
Total Budgeted Revenue	**-**	**$ (2,000.00)**	**$ (2,000.00)**	**$ (2,000.00)**
Expenditures by Category				
Personnel Services	-	20,579	22,656	22,638
Materials & Services	-	7,246	8,104	9,395
Total Budgeted Expenditures	**-**	**$27,824**	**$30,760**	**$32,033**
Full-Time Budgeted Employees	**-**	**0.23**	**0.22**	**0.20**

Revenue Statement

Program is supported by the City of Springfield's general revenue sources and special revenue funding.

Significant Changes

- The Latino Liaison, with grant assistance, attended the Guadalajara International Book Fair to select Spanish-language materials to grow our library collections with robust offerings of materials originally published in Spanish (not translations of English titles into Spanish, which are most often available for selection in the U.S.). Grant funds allowed the librarian to purchase a collection of high-quality fiction and non-fiction for young readers so that the library can meet the needs of school aged children and public school teachers.
- Over 1,000 people attended our El día de los niños El día de los libros event in April 2018, our highest turnout yet for the event. This is the City of Springfield's largest community celebration of diversity.
- After a year hiatus due to staffing constraints, the Grupo de Lectura Spanish Language Book Club for adults saw high levels of attendance in FY18 with both Native Spanish speakers and Spanish-language learners reading and discussing Spanish literature.

Performance Measures

Outcome	Measure	FY19Target	FY19 Est. Actuals	FY20 Target
Council Goal: Foster and Environment that Values Diversity and Inclusion				
Expand outreach to diverse…	Help provided in Spanish in the Library	106	348	350
	Number of people who participate in Latino programs	N/A	2,100	2,100

ARTS COMMISSION- 1129

Program Overview

The Springfield Arts Commission provides unique events and ongoing programs that result in opportunities for Springfield artists, enhanced quality of life for Springfield residents, and an increase in visitors to downtown Springfield. A Management Support Technician serves as the staff liaison to the commission, providing budget oversight, administration, and support to the commission.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	-	28,687	46,970	40,978
Materials & Services	-	7,595	25,594	23,515
Total Budgeted Expenditures	**-**	**$ 36,282**	**$ 72,564**	**$ 64,493**
Full-Time Budgeted Employees	**-**	**0.51**	**0.51**	**0.50**

Revenue Statement

The Springfield Arts Commission is supported by the Transient Room Tax Fund.

Significant Changes

- Repairs to murals in FY19, starting with the Oregon Trail Mural
- Renewed partnership with Lane Arts Council with a Springfield Mural Tour happening in June
- 13 projects were funded during the FY18 Heritage Art Grant cycles
- Permanent installation of Luigi Testa sculptures owned by the City at Booth Kelly with signage and lighting also arranged and paid for by the Arts Commission

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Foster and Environment that Values Diversity and Inclusion				
Foster arts…	Art events & programs created, supported and facilitated by the Springfield Arts Commision	60	65	65

MUSEUM - 1130

Program Overview

The Springfield Museum is an educational institution that falls under the library's management. The museum is authorized by the City of Springfield to acquire, preserve, and interpret materials that illustrate the history and development of the City of Springfield, the surrounding rural areas of East Lane County, and the state of Oregon. The Museum features rotating art and historical exhibits, permanent exhibits, and additional educational programming for our community throughout the year. As one of Lane County's FREE museums, the Museum exhibits and programming provide an outstanding value for our community. The Museum relies heavily on volunteers to help with guests, exhibits and collections.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	-	21,662	84,261	91,531
Materials & Services	-	4,977	89,739	26,000
Total Budgeted Expenditures	**-**	**$ 26,639**	**$ 174,000**	**$ 117,531**
Full-Time Budgeted Employees	**-**	**0.90**	**1.00**	**1.00**

Revenue Statement

Due to the approximately seven months of staff vacancy in the Museum during FY18, the transient Room Tax money used to support the Museum staffing and daily operations was not spent out. This $62K was rolled over to the FY19 budget to help pay for the remodeling of the Museum building. The Museum. has some small revenue streams from donations and fundraising, merchandise sales, sponsorships and grants..

Significant Changes

- The Museum has been fully staffed by a qualified Museum Curator for FY19.
- The Museum participated in the Collections Assessment for a preservation program, which identified and prioritized the greatest needs.
- The Museum Committee has assisted the Curator with creating and updating the Mission Statement, Image Request Policy and Procedure, Docent Manual and other volunteer procedures, Artifact Donation forms and procedures, Strategic Plan & Implementation Plan, and 2019 exhibit calendar and program plan.
- Updated gallery and gift shop.
- Updating physical spaces to create more accessibility to the Permanent exhibit and more security for collections storage by renovating the existing building's first and second floors.
- Developing program collaborations with Library and other Lane County Museums.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actuals	FY20 Target
Council Goal: Promote and enhance our hometown feel while focusing on livability and environmental				
Promote Springfield	Number of exhibits and programs	N/A	8	8
	Number of patron visits to the Museum	N/A	2,878	2,900

LIBRARY SERVICES

Emily David, Library Director library@springfield-or.gov 541.726.3766

DEPARTMENT ADMINISTRATION - 7000

Program Overview

Management oversees the daily operations of the library including programming, collections, customer service, as well as the library budget, payroll, personnel matters, training and development, county consortium activities, maintaining equipment and automated library system, and volunteer initiatives.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	-	70,092	124,506	134,224
Materials & Services	-	20,993	9,015	3,636
Capital Outlay	-	5,096	-	-
Total Budgeted Expenditures	**-**	**$96,182**	**$133,521**	**$137,860**
Full-Time Budgeted Employees	**-**	**1.04**	**0.94**	**0.92**

Revenue Statement

This program is supported by the City of Springfield's general revenue sources.

Significant Changes

- We have recruited for our three Library Technician openings and the Adult Services Librarian.
- We restructured and created a full-time Adult Librarian position and a part-time Management Support Technician. This moved us into a better position to create outreach to the business community and support job skills resources.

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POLICE

Richard Lewis, Chief of Police police@springfield-or.gov 541.726.3729

Department Overview

The Police Department consists of the Office of the Chief, the Patrol Division, the Investigative Services & Records Division, and the Detention Division. The divisions work together to maintain public safety and enforce law in a fair and impartial manner.

The Police Department responds to emergency and law enforcement needs of the community through response to prioritized calls for service, visible police patrols, investigation of crime, enforcement of traffic laws, animal control enforcement, and providing detention services for municipal offenders. The Police Department also performs community outreach and provides crime prevention education.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Licenses, Permits & Fees	N/A	(86,756)	(86,500)	(82,000)
Intergovernmental	N/A	(242,894)	(242,728)	(197,500)
Charges For Service	N/A	(455,286)	(361,600)	(552,100)
Fines and Forfeitures	N/A	(40,086)	-	-
Use of Money & Property	N/A	(5,373)	-	-
Miscellaneous Receipts	N/A	(114,376)	(34,000)	(30,000)
Total Budgeted Revenue	**N/A**	**$ (944,771)**	**$ (724,828)**	**$ (861,600)**
Expenditures by Category				
Personnel Services	16,098,295	16,654,318	17,413,313	18,363,551
Materials & Services	3,012,467	3,071,646	3,770,223	3,859,962
Capital Outlay	638,701	247,140	802,000	285,000
Total Budgeted Expenditures	**$ 19,749,463**	**$ 19,973,105**	**$ 21,985,536**	**$ 22,508,513**
Full-Time Budgeted Employees	**124.00 ***	**124.00***	**123.00***	**123.00**

**Budgeted Employee FTE reduced to 122.00 for FY17 and to 121.00 for FY18, FY19 through City vacancy management efforts.*

Initiatives FY2019-2020

- Develop and implement professional stops data gathering and reporting processes in accordance with House Bill 2355 requirements.
- Evaluate feasibility of third School Resource Officer within current staffing levels.
- Complete and evaluate trial of 12 hour shifts for patrol officers, at request of Springfield Police Association.
- Recruitment and hiring of quality applicants for open positions.

Accomplishments FY2018-19:

- Upgrade of the Springfield Justice Center and Springfield Municipal Jail security camera system, scheduled for completion in May 2019
- Replacement of patrol vehicle computer solution with increased connectivity and security features
- Purchase of new mobile and portable radios for priority department personnel. The total cost of new radios was notably under prior cost estimates due to a significant negotiated discount and re-evaluation of department needs for radio functionality over the next ten years.

- Continued increase in jail and police levy fund revenue due to jail bed lease contracts and agreements.
- Awarded overtime grants to increase focused traffic safety efforts regarding speed, distracted driving, driving under the influence, and safety belts.

Three Year Considerations FY2021-FY2023

The Police Department continues to encounter a number of challenges and opportunities, including new statutory and security requirements, technology (body cameras, digital evidence, complex public safety applications), hiring, and building maintenance and equipment replacement in accordance with best practice. The following provides more information on key decision points in future years.

As previously noted, partial grant funding for CAHOOTS mobile mental health services is anticipated for fiscal years 2019-20 and 2020-21 with a 25% match from the City of Springfield (estimated at $207K/year). Lane County indicated that partial grant funding could continue in fiscal years 2021-22 and 2022-23, but with a possible increased match requirement up to 50% or $415K/year. Springfield Police and City of Springfield personnel must continue to research funding solutions and models for long-term mental health crisis assistance services.

The company supporting the Police Department's primary suite of applications used for computer aided dispatch, mobile computing, mobile reporting, and records management was acquired by Central Square Technologies in 2018. Central Square Technologies has communicated its intent to actively support the current suite of applications until a smooth migration to other software platforms is perfected. Central Square Technologies estimates a three to five year time period until they recommend migration to a compatible suite of applications. The vendor advises that efforts will be made for migrations to be available at little to no cost, however project management, training, and personnel implementation resources will be utilized heavily during the migration and may have a budgetary impact.

As the City's long range strategic plan is under development, the Police Department postponed development of a department long range strategic plan to allow for the alignment of department and city objectives. Police Department Command Staff, with input from City leadership and the Springfield Police Advisory Board, will continue to evaluate the best time to proceed with the development of a department long range strategic plan.

After more than ten years of occupancy, with 24x7 use, the physical appearance and key building systems of the Springfield Justice Center and Springfield Municipal Jail are in need of long-term maintenance or replacement. This maintenance exceeds the current budget developed for short-term building maintenance needs. The Police Department, in partnership with other departments occupying the Justice Center and DPW, must prioritize key long-term maintenance projects for planning and budget considerations. The building security systems are requiring significant maintenance and upgrades as equipment and software approach the end of their useful life. The Police Department intends to replace a key security system in FY18-19 (surveillance cameras, storage and software), however other components of the security system require updating which may require additional funding in future years.

The Police Department will continue making a concerted effort to reduce the cost of future jail and police levy funding by controlling costs and responsibly identifying revenue opportunities.

POLICE

Richard Lewis, Chief of Police police@springfield-or.gov 541.726.3729

Financial Summary by Fund

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Fund				
100 General Fund	N/A	(380,201)	(320,500)	(301,000)
204 Special Revenue Fund	N/A	(119,954)	(82,228)	(30,000)
236 Police Local Option Levy	N/A	(399,512)	(322,100)	(530,600)
713 Vehicle & Equipment Fund	N/A	(45,085)	-	-
Total Budgeted Revenue	**N/A**	**$ (944,771)**	**$ (724,828)**	**$ (861,600)**
Expenditures by Fund				
100 General Fund	13,971,060	13,979,389	14,632,274	15,557,892
204 Special Revenue Fund	260,076	80,563	746,228	325,000
236 Police Local Option Levy	5,153,506	5,666,012	6,077,034	6,348,122
713 Vehicle & Equipment Fund	364,821	247,140	530,000	277,500
Total Budgeted Expenditures	**$ 19,749,463**	**$ 19,973,105**	**$ 21,985,536**	**$ 22,508,513**

POLICE

Richard Lewis, Chief of Police police@springfield-or.gov 541.726.3729

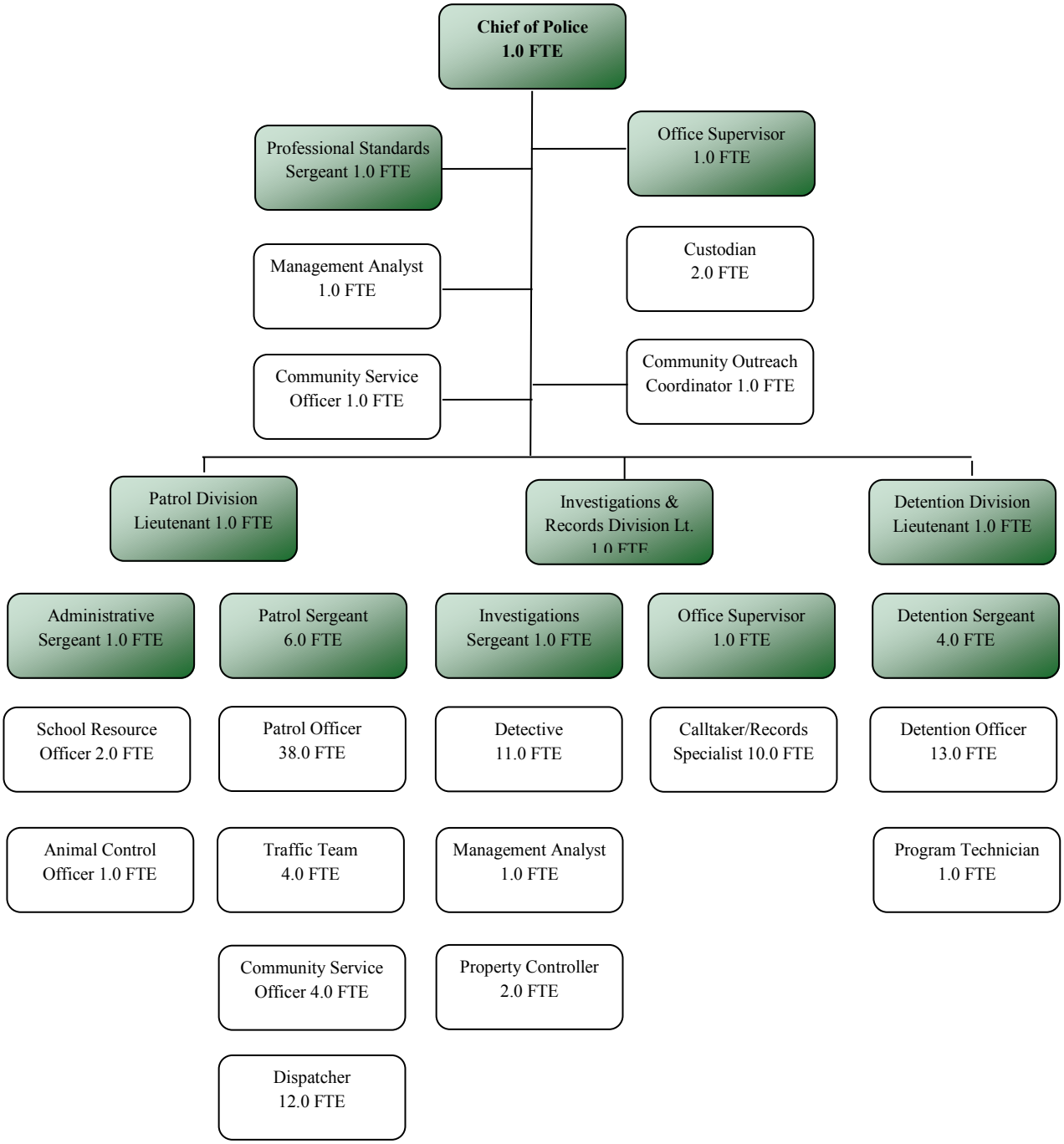
Financial Summary by Program

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Program				
7000 Police Administration	N/A	(17,200)	-	-
7090 Building and Security Maintenance	N/A	(1,440)	-	-
1142 Training/Professional Standards*	N/A	(950)	-	-
1144 Patrol – Sworn	N/A	(120,731)	(148,707)	(74,000)
1146 Traffic Team	N/A	(3,885)	(11,301)	-
1147 DUI Enforcement*	N/A	(3,848)	N/A	N/A
1148 K-9 Unit	N/A	(47,961)	(30,000)	(30,000)
1151 Bicycle Patrols*	N/A	(18,301)	N/A	N/A
1152 Special Events Coordination *	N/A	(36,558)	N/A	N/A
1154 Investigations	N/A	(45,431)	-	-
1157 Interagency Narcotics Enforce. Team*	N/A	(2,559)	N/A	N/A
1161 School Resource Officers	N/A	(189,320)	(157,000)	(175,000)
1162 Animal Control	N/A	(43,496)	(52,000)	(52,000)
1168 Records & Calltaking	N/A	(30,779)	-	-
1172 Municipal Jail – Housing	N/A	(382,312)	N/A	N/A
1175 Municipal Jail – Operations	N/A	N/A	(325,820)	(530,600)
Total Budgeted Revenue	**N/A**	**$ (944,771)**	**$ (724,828)**	**$ (861,600)**
Expenditures by Program				
1000 Default Community Services	19,749,463	-	-	-
1141 Recruitment and Hiring	-	201,896	333,359	322,074
1142 Training, Professional Std & Cert*	-	191,912	N/A	N/A
1143 Internal Investigations*	-	35,987	N/A	N/A
1144 Patrol – Sworn	-	7,304,069	9,443,733	9,438,927
1145 Patrol - Non-Sworn	-	420,603	459,861	561,311
1146 Traffic Team	-	377,121	620,892	620,419
1147 DUI Enforcement*	-	135,885	N/A	N/A
1148 K-9 Unit	-	336,861	383,455	412,823
1149 Drug Dog	-	35,955	34,609	40,085
1150 Major Accident Investigation	-	12,156	73,336	31,663
1151 Bicycle Patrols*	-	15,101	N/A	N/A
1152 Special Events Coordination*	-	47,029	N/A	N/A
1154 Investigations	-	1,918,135	2,264,843	2,219,186
1157 Interagency Narcotics Enforce.*	-	57,572	N/A	N/A
1159 Computer Forensics	-	200,338	196,296	213,625
1160 SWAT	-	53,528	157,791	128,188
1161 School Resource Officers	-	266,182	304,644	333,985
1162 Animal Control	-	159,716	168,404	189,567
1163 Crime Prevention & Community	-	141,456	347,712	362,507
1164 Reserve Police Officers*	-	7,455	N/A	N/A
1166 CAHOOTS	-	27,844	27,394	238,274
1167 Dispatch	-	1,421,436	1,592,035	1,596,053
1168 Record Keeping and Data Entry	-	669,663	1,151,395	1,286,769
1169 Business Line Call-taking*	-	471,449	N/A	N/A
1170 Property/Evidence	-	251,596	258,961	299,616
1171 Municipal Jail - Book-in*	-	775,246	N/A	N/A
1172 Municipal Jail – Housing*	-	1,398,925	N/A	N/A
1173 Municipal Jail - Central Control*	-	420,047	N/A	N/A
1174 Municipal Jail - Court Support	-	297,086	150,601	129,202
1175 Municipal Jail – Operations	-	781	2,838,779	3,027,818
1176 Municipal Jail - Record Keeping	-	268,171	276,459	305,774
7000 Department Administration	-	1,680,066	260,558	248,049
7090 Building and Security Maint.	-	371,705	640,419	502,600
Total Budgeted Expenditures	**$ 19,749,463**	**$ 19,973,105**	**$ 21,985,536**	**$ 22,508,513**

**As of FY19, programs were consolidated in to other program or removed. See following program pages for details.*

Richard Lewis, Chief of Police police@springfield-or.gov 541.726.3729

Organizational Structure



POLICE

Richard Lewis, Chief of Police police@springfield-or.gov 541.726.3729

Summary of Full-Time Equivalent by Fund

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted
100 General Fund	84.90	84.90	83.95	83.93
236 Police Local Option Levy	39.10	39.10	39.05	39.08
Total FTE	**124.00***	**124.00***	**123.00***	**123.00**

**Budgeted Employee FTE reduced to 122.00 for FY17 and to 121.00 for FY18, FY19 through City vacancy management efforts.*

Summary of Full-Time Equivalent by Program

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted
1141 Recruitment and Hiring	N/A	0.45	1.35	1.30
1142 Training/Professional Standards and Certifications	N/A	0.60	N/A	N/A
1143 Internal Investigations	N/A	0.50	N/A	N/A
1144 Patrol - Sworn	N/A	43.64	41.52	42.83
1145 Patrol - Non-Sworn	N/A	5.52	4.47	4.43
1146 Traffic Team	N/A	2.53	3.78	3.78
1147 DUI Enforcement	N/A	0.85	N/A	N/A
1148 K-9 Unit	N/A	2.00	2.10	2.15
1149 Drug Dog	N/A	0.25	0.20	0.20
1150 Major Accident Investigation Team (MAIT)	N/A	0.17	0.22	0.19
1151 Bicycle Patrols	N/A	0.13	N/A	N/A
1152 Special Events Coordination - Police Department	N/A	0.80	N/A	N/A
1154 Investigations	N/A	10.56	13.41	12.34
1157 Interagency Narcotics Enforcement Team (INET)	N/A	1.15	N/A	N/A
1159 Computer Forensics	N/A	1.15	1.20	1.20
1160 SWAT	N/A	0.92	1.02	0.81
1161 School Resource Officers	N/A	1.55	2.05	2.10
1162 Animal Control	N/A	1.00	1.05	1.10
1163 Crime Prevention and Community Relations	N/A	1.98	2.74	2.69
1164 Reserve Police Officers	N/A	0.05	N/A	N/A
1166 CAHOOTS	N/A	0.05	0.05	0.05
1167 Dispatch	N/A	12.59	12.39	12.34
1168 Record Keeping and Data Entry	N/A	6.60	11.10	11.15
1169 Business Line Call-taking	N/A	4.50	N/A	N/A
1170 Property/Evidence	N/A	2.10	2.05	2.05
1171 Municipal Jail - Book-in	N/A	5.60	N/A	N/A
1172 Municipal Jail – HousingSP	N/A	4.20	N/A	N/A
1173 Municipal Jail - Central Control	N/A	5.08	N/A	N/A
1174 Municipal Jail - Court Support	N/A	2.07	N/A	N/A
1175 Municipal Jail – Operations	N/A	N/A	15.70	15.87
1176 Municipal Jail - Record Keeping	N/A	1.90	2.05	2.05
7000 Department Administration	N/A	1.39	1.21	1.19
7090 Building and Security Maintenance	N/A	2.15	2.20	2.15
Total FTE	**N/A**	**124.0***	**123.0***	**123.0**

**Budgeted Employee FTE reduced to 121.00 for FY18, FY19 through City vacancy management efforts.*

Richard Lewis, Chief of Police police@springfield-or.gov 541.726.3729

HIRING & PROFESSIONAL STANDARDS - 1141

Program Overview

This program oversees recruitment, hiring, training, Department of Public Safety Standards and Training (DPSST) certification, review of use of force and pursuit incidents, and oversight of personnel commendations and complaints from the public.

	FY17 Actuals	FY18 Actuals	FY19 Amended*	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	184,300	228,759	216,024
Materials & Services	N/A	17,596	104,600	106,050
Total Budgeted Expenditures	**N/A**	**$201,896**	**$333,359**	**$322,074**
Full-Time Budgeted Employees	**N/A**	**0.45**	**1.35**	**1.30**

**As of FY19, programs 1142-Training & Certifications and 1143- Internal Investigations added to 1141 – Hiring & Professional Standards.*

Revenue Statement

Program is supported by the City of Springfield's general revenue sources.

Significant Changes

- Lieutenant of Professional Standards retired June 2018.
- Role reclassified from a lieutenant to a sergeant. Sergeant overseeing program since June 2018.
- 12 positions have been filled in FY19 to date; two positions were filled with internal candidates.
- Three hiring processes are open in various statuses of completion (police officer, dispatcher, records and communications specialist).
- One new police reserve officer was sworn in February 2019.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actual	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Establish strong recruitment and succession planning	Percentage of new hires completing probation period	100%	92%	100%
Increase staff training for emergency management and public safety response	Percentage of personnel meeting State of Oregon DPSST maintenance training standards	100%	100%	100%

POLICE

Richard Lewis, Chief of Police police@springfield-or.gov 541.726.3729

PATROL – SWORN - 1144

Program Overview

Sworn patrol officers enforce state and local laws and municipal codes, perform preventative community policing, respond to emergency and non-emergency calls for service in an effort to protect life and property and maintain peace and safety in the community. Officers proactively generate calls for service through observation, prevention and detection activities. As part of their duties, officers investigate crime, pursue, restrain and arrest individuals, enforce traffic laws, prepare written reports, and interact with other law enforcement agencies in accordance with policy.

	FY17 Actuals	FY18 Actuals	FY19 Amended*	FY20 Adopted
Revenue by Category				
Licenses, Permits & Fees	N/A	(43,241)	(30,000)	(30,000)
Intergovernmental	N/A	(15,000)	(43,378)	(22,500)
Charges for Service	N/A	-	(44,000)	(21,500)
Fines and Forfeitures	N/A	(25)	-	-
Miscellaneous Receipts	N/A	(38,282)	-	-
Total Budgeted Revenue	**N/A**	**$ (120,731)**	**$ (117,378)**	**$ (74,000)**
Expenditures by Category				
Personnel Services	N/A	6,058,993	7,401,815	7,952,751
Materials & Services	N/A	997,935	1,389,918	1,331,176
Capital Outlay	N/A	247,140	652,000	155,000
Total Budgeted Expenditures	**N/A**	**$7,304,069**	**$9,433,733**	**$9,438,927**
Full-Time Budgeted Employees	**N/A**	**43.64**	**41.52****	**42.83**

***As of FY19, programs 1151-Bicycle Patrol, 1152 – Special Events, and 1164-Reserve Officers added to program 1144-Patrol-Sworn.**
***** Budgeted Employee FTE reduced by 1 FTE in FY19***

Revenue Statement

Police services for traffic control, bicycle patrol, special event support, as well as vehicle impound release fees generate revenue.

Significant Changes

- New lieutenant providing oversight to Patrol Services Division.
- Reduced revenue due to reduced need for police traffic control for UO football games due to successful reassessment of traffic control plans.
- Five patrol sergeants promoted from March to July 2018.
- Two sergeants retired in June 2018 and January 2019.
- Implement professional stops data gathering and reporting in accordance with House Bill 2355 requirements.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actual	FY20 Target
Council Goal: Financially Responsible and Innovative Government Services				
Maintain a consistent level of service	Average response time to high priority calls for service level 1 & 2	3:30	3:42	3:30

PATROL – NON-SWORN – 1145

Program Overview

Non-sworn patrol community service officers (CSOs) respond to non-emergency calls for service. CSOs perform a variety of services, to include retrieval of stolen and recovered property, processing and lodging of evidence, support at accident scenes, and arranging for the towing of vehicles. CSOs prepare written reports on incidents that are not in progress and do not require sworn officer presence, enforce parking control laws such as nuisance vehicle and traffic hazard removal, assist with local subpoena service, and provide operational support at major incident scenes.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	357,396	405,484	520,603
Materials & Services	N/A	63,207	54,377	40,708
Total Budgeted Expenditures	**N/A**	**$420,603**	**$459,861**	**$561,311**
Full-Time Budgeted Employees	**N/A**	**5.52**	**3.47***	**4.43**

** Budgeted Employee FTE reduced by 1 FTE in FY19*

Revenue Statement

Program is supported by the City of Springfield's general and police & levy fund revenue sources.

Significant Changes

- One Patrol Community Service Officer's position remains open. This position is the only general fund CSO position and was identified as a position to hold open in FY19 for general fund budgetary savings purposes. The position is funded in the FY20 proposed budget and will be evaluated for hiring or vacancy management purposes to address overall police overtime shortage issues.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actual	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Maintain a consistent level of service year after year	Average response time to calls for service	10:00 minutes	10:23 minutes	10:00 minutes
	Percentage of abandoned vehicles moved in 30 days	90%	95.8%	90%

Richard Lewis, Chief of Police police@springfield-or.gov 541.726.3729

TRAFFIC TEAM - 1146

Program Overview

The traffic team consists of three motorcycle officers and one driving under the influence (DUI) enforcement officer. The motorcycle team emphasizes enforcement of traffic laws, to include focus on speed, distracted driving, pedestrian safety, bike safety, and safety belts. The motorcycle team regularly participates in local and regional community events, to include traffic control for parades and marathons. The DUI enforcement officer is assigned an unmarked patrol car equipped with an in car video system, and emphasizes patrol efforts toward identification and enforcement of intoxicated drivers. Many officers selected for the DUI officer position are certified Drug Recognition Experts (DRE), which is an additional skillset for identifying non-alcohol related intoxicated driving.

	FY17 Actuals	FY18 Actuals	FY19 Amended*	FY20 Adopted
Revenue by Category				
Intergovernmental	N/A	(3,885)	(11,301)	-
Total Budgeted Revenue	N/A	**$ (3,885)**	**$ (11,301)**	**-**
Expenditures by Category				
Personnel Services	N/A	337,622	570,404	560,351
Materials & Services	N/A	39,499	50,488	50,068
Capital Outlay	N/A	-	-	10,000
Total Budgeted Expenditures	**N/A**	**$377,121**	**$620,892**	**$620,419**
Full-Time Budgeted Employees	**N/A**	**2.53**	**3.78**	**3.78**

***As of FY19, program 1147 – DUI Enforcement added to program 1146 – Traffic Team.**

Revenue Statement

Awarded several mini-grants to support additional overtime for focused enforcement of speed, distracted driving, driving under the influence, and safety belts. The traffic team also participates in revenue generating traffic control efforts.

Significant Changes

- New sergeant overseeing the traffic team.
- Motor officer promoted to sergeant in May 2018. Open team position has yet to be filled.
- DUI enforcement officer position has been vacant in FY19, to date, due to patrol staffing issues.
- Unmarked DUI vehicle to receive new in car video hardware and software solution in FY20, as current equipment is nearing the end of its useful life.
- Awarded several mini-grants for overtime dedicated to enforcement of speed, safety belts, distracted driving and driving under the influence.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actual	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Maintain a consistent level of service year after year	Self-initiated stops as a percentage of total calls for service	70%	63%	70%

Richard Lewis, Chief of Police police@springfield-or.gov 541.726.3729

K-9 UNIT - 1148

Program Overview

The program is made up of four sworn K9 officers and their police dogs. The dogs are used for suspect apprehension, locating missing persons, and handler and officer protection. The K9 officers and their dogs performed public demonstrations and attend various community and special events throughout the year. The Springfield K9 unit also hosts a state-wide police dog competition each year, which is a free event for the community to attend.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Miscellaneous Receipts	N/A	(47,961)	(30,000)	(30,000)
Total Budgeted Revenue	N/A	**$ (47,961)**	**$ (30,000)**	**$ (30,000)**
Expenditures by Category				
Personnel Services	N/A	298,837	324,705	347,823
Materials & Services	N/A	38,024	58,750	65,000
Total Budgeted Expenditures	**N/A**	**$ 336,861**	**$ 383,455**	**$ 412,823**
Full-Time Budgeted Employees	**N/A**	**2.00**	**2.10**	**2.15**

Revenue Statement

The K9 donation fund was established to support the K9 unit in the purchase of new police dogs and dog related equipment.

Significant Changes

- Police dog Falko retired January 2019.
- A new police dog and handler will be selected and trained in Spring 2019.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actual	FY20 Target
Council Goal: Strengthen Public Safety by Leveraging Partnerships and Resources				
Engage greater number of citizens in support for safer community	Number of community demonstrations	25	24	20
Council Goal: Provide Financially Responsible and Innovative Government Services				
Maintain a consistent level of service year after year	Average number of dog deployment calls	200	180	200

DRUG DOG - 1149

Program Overview

A specially trained officer and dog use their training to identify and intercept drug trafficking activity in Springfield and surrounding areas. The drug dog provides drug search and detection services for the execution of search warrants, and regional law enforcement partners, schools and businesses.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	35,545	28,159	32,385
Materials & Services	N/A	410	6,450	7,700
Total Budgeted Expenditures	**N/A**	**$ 35,955**	**$ 34,609**	**$ 40,085**
Full-Time Budgeted Employees	**N/A**	**0.25**	**0.20**	**0.20**

Revenue Statement

The drug dog has the potential to locate assets, which could be subsequently forfeited, because they were used in or acquired as a result of criminal activity. After case-specific expenses incurred are covered, the asset's net proceeds are distributed to law enforcement agencies in proportion to the degree of their direct participation in the law enforcement effort that resulted in the forfeiture. Drug forfeiture funds may only be used for qualifying expenditures. Revenue associated to drug forfeiture funds are difficult to predict.

Significant Changes

- Due to patrol staffing levels, the drug dog team's time dedicated solely to traffic interdiction has been limited.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actual	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Maintain a consistent level of service year after year	Number of dog deployment calls	30	85	85

MAJOR ACCIDENT INVESTIGATION TEAM (MAIT) - 1150

Program Overview

The Major Accident Investigation Team (MAIT) is an ad hoc team of police officers responsible for the investigation of traffic accidents involving serious physical injury or death and major crime scene reconstruction in the City of Springfield. MAIT team members are specially trained in accident investigation, evidence collection and reconstruction.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	10,959	34,236	30,663
Materials & Services	N/A	1,197	2,100	1,000
Capital Outlay	N/A	-	37,000	-
Total Budgeted Expenditures	**N/A**	**$ 12,156**	**$ 73,336**	**$ 31,663**
Full-Time Budgeted Employees	**N/A**	**0.17**	**0.22**	**0.19**

Revenue Statement

Program is supported by the City of Springfield's general revenue sources.

Significant Changes

- New sergeant overseeing the MAIT team as of June 2018.
- New incident diagramming solution purchased in February 2019, which will be utilized by both MAIT and investigations for major incidents.

Performance Measures

Outcome	Measure	FY18 Actual	FY19 Est. Actual	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Maintain a consistent level of service year after year	Number of MAIT Team call outs	11	6	N/A

INVESTIGATIONS - 1154

Program Overview

The Investigations Services Bureau investigates and follows up on person, property, and drug crimes. The crimes investigated range from murder to minor theft. The team of detectives each have a primary criminal investigative focus, to include assault, robbery and burglary crimes, property and auto theft, fraud, youth and/or gang crime, and local drug crimes. Two detectives are dedicated to sexual assault, child abuse or elder abuse cases, and receive specialized training due to the sensitive nature of the cases.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Miscellaneous Receipts	N/A	(40,058)	-	-
Use of Money & Property	N/A	(5,373)	-	-
Total Budgeted Revenue	N/A	**$ (45,431)**	**-**	**-**
Expenditures by Category				
Personnel Services	N/A	1,723,214	1,990,598	1,910,209
Materials & Services	N/A	194,921	202,245	218,977
Capital Outlay	N/A		72,000	90,000
Total Budgeted Expenditures	**N/A**	**$ 1,918,135**	**$ 2,264,843**	**$ 2,219,186**
Full-Time Budgeted Employees	**N/A**	**10.46**	**13.41**	**12.34**

** Budgeted Employee FTE reduced by 2 FTE in FY18; In FY19, program 1157– INET was added to 1154-Investigations.*

Revenue Statement

Detectives focused on drug crimes have the potential to locate assets, which could be subsequently forfeited, if they were used in or acquired as a result of criminal activity. After case-specific expenses incurred are covered, the asset's net proceeds are distributed to law enforcement agencies in proportion to the degree of their direct participation in the law enforcement effort that resulted in the forfeiture. Drug forfeiture funds may only be used for qualifying expenditures. Revenue associated to drug forfeiture funds are difficult to predict.

Significant Changes

- New lieutenant providing oversight to the Investigations & Records Division.
- Two detective positions have not been filled pending adequate patrol officer staffing.
- New incident diagramming solution purchased in February 2019, which will be utilized by both MAIT and investigations for major incidents.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actual	FY20 Target
Council Goal: Strengthen Public Safety by Leveraging Partnerships and Resources				
Reduce crimes resulting in safer neighborhoods	Percentage of person crimes assigned to investigations cleared	70%	65.4%	70%
Reduce crimes resulting in safer neighborhoods	Percentage of property crimes assigned to investigations cleared	45%	60.6%	45%

Richard Lewis, Chief of Police police@springfield-or.gov 541.726.3729

COMPUTER FORENSICS - 1159

Program Overview

The Computer Forensics program consists of one detective with specialized training and certifications to provide expertise in the retrieval and recovery of data from cell phones, computers, hard disks and internet sites related to criminal activity. Supported criminal activity includes the exploitation of children, financial fraud, and other major crimes.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	176,561	180,796	190,625
Materials & Services	N/A	23,778	15,500	23,000
Total Budgeted Expenditures	**N/A**	**$ 200,338**	**$ 196,296**	**$ 213,625**
Full-Time Budgeted Employees	**N/A**	**1.15**	**1.20**	**1.20**

Revenue Statement

Program is supported by the City of Springfield's general revenue sources.

Significant Changes

- FY19 training budget of $5,000 was deferred for use in FY20.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actual	FY20 Target
Council Goal: Financially Responsible and Innovative Government Services				
Maintain a consistent level of service year after year	Number of devices processed	N/A	175	175

Richard Lewis, Chief of Police police@springfield-or.gov 541.726.3729

SPECIAL WEAPONS AND TACTICS (SWAT) - 1160

Program Overview

The Special Weapons and Tactics (SWAT) team is an ad hoc group of specially trained police officers who respond to crisis situations such as barricaded subjects, hostage situations, high-risk warrant service, or any situation where a suspect is considered armed and dangerous. The SWAT team is made up of department members who apply to serve on the team. Members are trained in crisis intervention, building entry, and the use of special weapons. The SWAT team includes a negotiations component consisting of five specially trained negotiators.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	43,574	153,791	124,188
Materials & Services	N/A	9,954	4,000	4,000
Total Budgeted Expenditures	**N/A**	**$ 53,528**	**$ 157,791**	**$ 128,188**
Full-Time Budgeted Employees	**N/A**	**0.92**	**1.02**	**0.81**

Revenue Statement

Program is supported by the City of Springfield's general revenue sources.

Significant Changes

- No significant service level change for FY19.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actual	FY20 Target
Council Goal: Strengthen Public Safety by Leveraging Partnerships and Resources				
Increase staff training for emergency management and public safety response	Average number of monthly tactical training hours per team member	8	8	8

Richard Lewis, Chief of Police police@springfield-or.gov 541.726.3729

SCHOOL RESOURCE OFFICERS - 1161

Program Overview

In partnership with the school district, the Police Department assigns two police officers as School Resource Officers (SROs). School Resource Officers provide law enforcement presence for the school district, with focus towards the high schools.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Intergovernmental	N/A	(188,462)	(157,000)	(175,000)
Miscellaneous Receipts	N/A	(858)	-	-
Total Budgeted Revenue	N/A	**$ (189,320)**	**$ (157,000)**	**$ (175,000)**
Expenditures by Category				
Personnel Services	N/A	259,590	300,144	329,485
Materials & Services	N/A	6,592	4,500	4,500
Total Budgeted Expenditures	**N/A**	**$ 266,182**	**$ 304,644**	**$ 333,985**
Full-Time Budgeted Employees	**N/A**	**1.55**	**2.05**	**2.10**

Revenue Statement

The Springfield School District contributes 50% of base personnel costs, plus overtime, for two School Resource Officers dedicated to supporting school activities or interests.

Significant Changes

- New sergeant oversight of the program as of June 2018.
- New school resource officer assigned to Springfield High School for the 2018-19 school year.
- Springfield School District requesting consideration of third school resource officer for FY20.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actual	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Improve productivity in workforce	Percentage of reports by School Resource Officers cleared	70%	75.4%	70%

ANIMAL CONTROL - 1162

Program Overview

The Animal Control program is staffed by one Animal Control Officer who is responsible for enforcing the City's dog license and animal control ordinances. The Animal Control Officer responds to animal related calls for service, including dog bites, animals at-large and potential neglect cases. Animals found at large in the City of Springfield jurisdiction are either returned to their owner or transported to Greenhill Humane Society, as needed.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Licenses, Permits & Fees	N/A	(43,496)	(52,000)	(52,000)
Total Budgeted Revenue	N/A	N/A	**$ (52,000)**	**$ (52,000)**
Expenditures by Category				
Personnel Services	N/A	102,201	112,934	129,067
Materials & Services	N/A	57,515	55,470	60,500
Total Budgeted Expenditures	**N/A**	**$ 159,716**	**$ 168,404**	**$ 189,567**
Full-Time Budgeted Employees	**N/A**	**1.00**	**1.05**	**1.10**

Revenue Statement

Animal license applications and fees are collected throughout the year.

Significant Changes

- New sergeant oversight of the program as of June 2018.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actual	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Maintain a consistent level of service year after year	Number of current dog licenses	3250	3200	3250

CRIME PREVENTION AND COMMUNITY RELATIONS - 1163

Program Overview

This program fosters positive community interaction and coordinates community events including National Night Out, Justice Center Open House, Safety Fairs, and the annual Citizens Police Academy. The program provides training, information and crime prevention strategies to Neighborhood Watch groups. The program develops working relationships with key community stakeholder groups and acts as a liaison with independent groups, such as the Lock Out Crime Project (LOC) whose mission supports the work of the Department.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	96,552	295,340	305,122
Materials & Services	N/A	44,904	52,372	57,385
Total Budgeted Expenditures	**N/A**	**$ 141,456**	**$ 347,712**	**$ 362,507**
Full-Time Budgeted Employees	**N/A**	**1.79**	**2.74**	**2.69**

Revenue Statement

Program is supported by the City of Springfield's general and police and jail levy fund revenue sources.

Significant Changes

- The Community Outreach Coordinator position was filled by fourth quarter FY18.
- Actively establishing relationships with local community groups, to include Latin X, Brattain House, and local churches.
- One Crime Prevention and Community Outreach position remains vacant.

Performance Measures

Outcome	Measure	FY18 Actuals	FY19 Est. Actuals	FY20 Target
Council Goal: Strengthen Public Safety by Leveraging Partnerships and Resources				
Increase public safety outreach programs to promote safer neighborhoods	Meet or exceed prior year number of community outreach efforts (events, meetings, gatherings, etc.)	88	160	150

CAHOOTS - 1166

Program Overview

Partnership with CAHOOTS (Crisis Assistance Helping Out On The Streets) provides specialized response for intoxicated subjects, suicidal subjects, or persons experiencing a mental health crisis which does not require a law enforcement response.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	8,696	9.394	9,774
Materials & Services	N/A	19,148	18,000	228,500
Total Budgeted Expenditures	**N/A**	**$ 27,844**	**$ 27,394**	**$ 238,274**
Full-Time Budgeted Employees	**N/A**	**0.05**	**0.05**	**0.05**

Revenue Statement

Grant funding through Lane County provides a majority of the funds necessary to support the CAHOOTS program. City of Springfield program costs for supervisor oversight, fuel and CAHOOTS vehicle maintenance are supported by general revenue sources.

Significant Changes

- Current grant funding through Lane County ends June 2019.
- Grant funding is anticipated to continue, with a 25% match from the City of Springfield in fiscal years 2019-20 and 2020-21. Funding for fiscal years 2021-22 and 2022-23 have a possible increased match requirement up to 50%.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actual	FY20 Target
Council Goal: Strengthen Public Safety by Leveraging Partnerships and Resources				
Leverage partnerships with service providers to identify entry points for those in need	Average number of calls per day	14	14.5	14
	Average number of minutes on call for service	90	90	90

Richard Lewis, Chief of Police police@springfield-or.gov 541.726.3729

DISPATCH - 1167

Program Overview

Springfield Police dispatchers receive emergency and non-emergency phone calls and serves as the secondary Public Safety Answering Point (PSAP) in Lane County. Dispatchers guide callers through stressful situations, and obtain and relay vital information to officers in the field. Dispatchers perform queries, enter data in local, regional and national criminal justice computer systems, and provide additional support functions. Dispatchers maintain an ongoing awareness of the location and activity for all field units via radio communication and the computer-aided dispatch application, as well as monitoring the Springfield Justice Center security. Dispatchers are responsible for inter-agency communication regarding warrants, stolen vehicles, stolen property and other criminal related information.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	1,296,558	1.455.196	1.463,534
Materials & Services	N/A	124,878	136,840	132,519
Total Budgeted Expenditures	**N/A**	**$ 1,421,436**	**$ 1,592,035**	**$ 1,596,053**
Full-Time Budgeted Employees	**N/A**	**12.54**	**12.39**	**12.34**

Revenue Statement

Program is supported by the City of Springfield's general revenue sources.

Significant Changes

- New lieutenant providing oversight to Patrol Division, including dispatch.
- Long-time dispatcher retired October 2018.
- One dispatcher position remains open.
- One dispatcher position has been hired in FY19.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actual	FY20 Target
Council Goal: Financially Responsible and Innovative Government Services				
Maintain a consistent level of service	Average dispatch delay time for high priority calls for service (priority 1&2)	4:00 minutes	1:58 minutes	2:30 minutes

Richard Lewis, Chief of Police police@springfield-or.gov 541.726.3729

RECORDS AND CALLTAKING - 1168

Program Overview

This program maintains law enforcement records and receives non-emergency phone calls for police services, as well as responds to in-person enquiries in the public lobby of the Springfield Justice Center. Records responsibilities include reporting the department's Oregon – National Incident Based Reporting System (O-NIBRS) crime statistics to the State of Oregon, as well as fulfill requests for police reports from officers, law enforcement agencies, citizens and other applicable agencies in accordance with department policy and statute requirements. Calltaking duties include creation of calls for service in the computer- aided dispatch application, writing police reports with no suspect information, and providing information such as referrals to other public resources.

	FY17 Actuals	FY18 Actuals	FY19 Amended*	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	532,925	994,482	1,145,961
Materials & Services	N/A	136,738	156,914	132,519
Total Budgeted Expenditures	**N/A**	**$ 669,663**	**$ 1,151,395**	**$ 1,286,769**
Full-Time Budgeted Employees	**N/A**	**6.55**	**10.10**	**11.15**

**As of FY19, program 1169 – Calltaking was added to 1168 – Records.*

** Budgeted Employee FTE reduced by 1 FTE in FY19*

Revenue Statement

Fees for local criminal history records, and copies of reports, photographs, audio, and other miscellaneous documentation are revenue collected by the Records unit. Revenue related to local criminal history records and copies are driven by external interest and requests.

Significant Changes

- New lieutenant providing oversight to the Investigations and Records Division.
- One records and calltaking position was unfunded in FY19, but will be funded in FY20.
- One FY19 funded position remains open and a hiring process is underway for the position.

Performance Measures

Outcome	Measure	FY18 Target	FY18 Est. Actual	FY19 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Maintain a consistent level of service	Percentage of IBR statistical data submitted to the State of Oregon	100%	100%	100%
	Average call time for initial entry per call taker	2:30 minutes	2:34 minutes	2:30 minutes

PROPERTY & EVIDENCE - 1170

Program Overview

Property and evidence personnel perform a variety of complex duties including the processing, receipt, storage, safekeeping, release and disposal of property or evidence that comes into the custody and/or control of the Springfield Police Department. Property and evidence personnel ensure compliance with state and local laws, codes and regulations while maintaining record keeping system related to property and evidence.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	232,334	239,485	250,268
Materials & Services	N/A	19,262	19,476	19,348
Capital Outlay	N/A	-	-	30,000
Total Budgeted Expenditures	**N/A**	**$ 251,596**	**$ 258,961**	**$299,616**
Full-Time Budgeted Employees	**N/A**	**2.10**	**2.05**	**2.05**

Revenue Statement

Program is supported by the City of Springfield's general revenue sources.

Significant Changes

- New lieutenant providing oversight to the Investigations and Records Division, including the property & evidence program.
- Property van purchased in fiscal year 2000 is planned for FY19-20.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actual	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Maintain a consistent level of service	Rate at which property & evidence is taken into property to adjudication or disposal	1:1	1.25:1	1:1

SPRINGFIELD MUNICIPAL JAIL – COURT SUPPORT - 1174

Program Overview

The Jail Court Officer transports prisoners to and from the Lane County Jail, moves inmates to and from the Springfield Municipal Court, and provides periodic transport for the police patrol division. The Court Officer provides security and bailiff duties at all court hearings.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	276,625	132,690	114,474
Materials & Services	N/A	20,460	17,912	14,727
Total Budgeted Expenditures	**N/A**	**$ 297,086**	**$ 150,601**	**$ 129,202**
Full-Time Budgeted Employees	**N/A**	**2.07**	**1.15**	**1.05**

Revenue Statement

Springfield Jail is funded by the jail and police levy.

Significant Changes

- New lieutenant providing oversight to Detention Division.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actual	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Maintain a consistent level of service year after year	Average number of inmates booked in per month	200	256	200

SPRINGFIELD MUNICIPAL JAIL – OPERATIONS – 1175

Program Overview

Springfield Municipal Jail operations includes book-in of incoming arrestees, housing inmates, and oversight of jail security and communications. Booking processing include supervision of arrestees and inmates in pre-book cells, initial classification of inmates, medical assessment, and identifying potential safety considerations. Housing of inmates includes the assignment of inmates to housing units based upon classification criteria, performing safety checks, coordinating inmate movement, providing food service, organizing inmate visitation, overseeing inmate workers, and ensuring a clean and healthful environment for both inmates and staff. Jail staff also monitor and control security systems, security cameras, and facility access to and from the jail facility.

	FY17 Actuals	FY18 Actuals	FY19 Amended*	FY20 Adopted
Revenue by Category				
Intergovernmental	N/A	N/A	(3,720)	
Licenses, Permits & Fees	N/A	N/A	(4,500)	
Charges for Service	N/A	N/A	(317,600)	(530,600)
Total Budgeted Revenue	**N/A**	**N/A**	**$ (325,820)**	**$ (530,600)**
Expenditures by Category				
Personnel Services	N/A	781	1,955,548	2,113,794
Materials & Services	N/A	N/A	842,231	914,023
Capital Outlay	N/A	N/A	41,000	
Total Budgeted Expenditures	**N/A**	**$781**	**$ 2,838,779**	**$ 3,027,818**
Full-Time Budgeted Employees	**N/A**	**N/A**	**15.70**	**15.87**

**As of FY19, programs 1171-Jail Booking, 1172-Jail Housing, and 1173- Jail Control were combined in to 1175-Operations*

Revenue Statement

The primary revenue source for the Springfield Jail is jail bed leasing. Contracts have been established with multiple local and federal entities.

Significant Changes

- New lieutenant providing oversight to Detention Division.
- New inmate medical service provider established October 2018.
- Springfield Justice Center and Springfield Jail security camera system scheduled for completion May 2019.
- Continued increase in revenue associated with jail bed lease contracts and agreements.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actual	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Maintain a consistent level of service year after year	Average number of inmates booked in per month	200	256	200

SPRINGFIELD MUNICIPAL JAIL – RECORDS - 1176

Program Overview

Jail staff maintain electronic and/or physical records of jail inmate files, inmate trust account activity, mail services and visitor logs. Jail staff utilize a jail management system application to document the book in, housing, sentence computation, release and other jail inmate processes.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	215,386	256,410	269.070
Materials & Services	N/A	52,785	20,049	36,704
Total Budgeted Expenditures	**N/A**	**$268,171**	**$ 276,459**	**$ 305,774**
Full-Time Budgeted Employees	**N/A**	**N/A**	**2.05**	**2.05**

Revenue Statement

Springfield Jail is funded by the jail and police levy.

Significant Changes

- New lieutenant providing oversight to Detention Division.
- Inmate trust account and commissary software scheduled for update in FY19.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actual	FY20 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Maintain a consistent level of service year after year	Average number of inmates booked in per month	200	256	200

POLICE

Richard Lewis, Chief of Police police@springfield-or.gov 541.726.3729

DEPARTMENT ADMINISTRATION - 7000

Program Overview

Administrative staff oversees the daily operations of the department, including policy development, budget management, contract administration, purchasing, and department accounts payable and accounts receivable activities, City Council processes, business relationship management, labor/management issues, grant management and strategic planning.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenue by Category				
Intergovernmental	N/A	(14,000)	-	-
Total Budgeted Revenue	**N/A**	**$ (14,000)**	**$ -**	**$ -**
Expenditures by Category				
Personnel Services	N/A	1,564,332	159,319	166,094
Materials & Services	N/A	115,734	101,239	81,955
Total Budgeted Expenditures	**N/A**	**$ 1,680,066**	**$ 260,558**	**$ 248,049**
Full-Time Budgeted Employees	**N/A**	**1.20**	**1.21**	**1.19**

Revenue Statement

Program is supported by the City of Springfield's general and police & levy fund revenue sources.

Significant Changes

- Purchased replacement portable and mobile radios at a significant cost savings when compared to original cost estimates. Cost savings possible due to re-evaluation of ten year functionality needs and discount opportunity by coordinating purchase with other regional agencies.
- Police Department policy review and update scheduled for completion by end of FY19.

Performance Measures

Outcome	Measure	CY17 Actuals	CY18 Actuals	Target
Council Goal: Strengthen Public Safety by Leveraging Partnerships and Resources				
Reduce crimes resulting in safer neighborhoods	Maintain or reduce Crimes Against Person (IBR)	836	918	Maintain or reduce prior year
	Maintain or reduce Crimes Against Property (IBR)	4025	3444	Maintain or reduce prior year

BUILDING MAINTENANCE AND SECURITY - 7090

Program Overview

This program is responsible for building security, general maintenance, and custodial services for the Springfield Justice Center and Springfield Jail.

	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Expenditures by Category				
Personnel Services	N/A	161,536	183,625	181,288
Materials & Services	N/A	210,169	456,794	321,312
Total Budgeted Expenditures	**N/A**	**$ 371,705**	**$ 640,419**	**$ 502,600**
Full-Time Budgeted Employees	**N/A**	**2.15**	**2.20**	**2.15**

Revenue Statement

Program is supported by the City of Springfield's general and police & levy fund revenue sources.

Significant Changes

- Springfield Justice Center and Springfield Jail security camera system scheduled for completion in FY19.

Performance Measures

Outcome	Measure	FY19 Target	FY19 Est. Actual	FY20 Target
Council Goal: Promote and Enhance Hometown Feel while Focusing on Livability and Environmental Quality				
Public confidence that buildings are safe	Completion of quarterly first aid kit inspections.	100%	100%	100%

Tom Boyatt, DPW Interim Director DPW@springfield-or.gov 541.726.3753

Capital Budget Summary:

The FY20 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. The City's 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 CIP acting as a guide for the capital portion of the budget. In addition, the Capital Budget includes projects proposed for the Regional Wastewater Collection and Treatment Systems. These projects are included based on the actions of the Metropolitan Wastewater Management Commission (MWMC), which owns and oversees the Regional Wastewater Facilities serving the Eugene-Springfield metropolitan area. The Springfield Capital Budget includes appropriations for these items to fulfill the City's responsibilities under the Intergovernmental Agreement between the City, the City of Eugene, and Lane County, which created the MWMC, and assigns financial and capital management functions to the City of Springfield.

Each year City staff reviews cash flow projections, organizes and summarizes new projects along with unfunded projects from prior years, and develops a proposed allocation of project funding and a draft Capital Budget. The City Manager, the Budget Committee, and the City Council review this draft before adoption of the final budget.

Major funding sources include State and local fuel taxes, loans, revenue bonds, general obligation bonds, sewer and drainage user fees, assessments, and, as appropriate, revenues from System Development Charges (SDCs) previously collected. Additionally, from time to time the City receives grants, loans and other revenues from other levels of government and from private entities, which are targeted to specific capital improvements. The Capital Budget appropriates these revenues as well; to the extent they pass through the City's accounts. Because of limited revenues, many projects are either partially funded or simply cannot be funded during the next five years. Thus, projects that appear in the first and second year of the 2020-2024 CIP may not be included in the FY120 Capital Budget.

The proposed FY20 Capital Budget of $38.5 million is nearly $4.5 million less than the adopted FY19 Capital Budget. This represents a $13.7 million decrease in the Metropolitan Wastewater Management Commission capital budget fromFY19, while the local FY20 capital budget increased over $9.2 million more than FY19.

The large increase in the City of Springfield FY20 capital budget reflects voter approval of a $10 million street bond to be dedicated toward pavement preservation. In 2016, the backlog of necessary repairs to the transportation system was over $30 million in total. In addition, another $5 million per year above current revenue is needed to maintain the City's street and transportation assets in a state of good repair. During the spring of 2020 a new comprehensive street survey will be conducted to note the current condition of this critical City asset. While the City has responded with a $10 million capital issue to repair eight important city streets over the next five years, and gas tax revenue has increased from the 2017 state Transportation

Package (HB2017), the streets asset liability must be tracked to inform future investments in this important City Asset.

The City continues to face several critical building/facilities operations, maintenance and preservation issues. A growing list of deferred/backlog facilities repairs has been identified at about $59 million, in addition to an ongoing annual maintenance and preservation need of $300k. In FY09, the City implemented an Internal Building Preservation Charge with intent to program $300k annually for ongoing preservation. Since inception, the Internal Building Preservation Charge on average has generated just over $260k per year dedicated to projects, through FY19. Staff has developed the City Buildings/Facilities Work Plan inclusive of all City Fire Stations, City Hall, Springfield Justice Center, Development and Public Works operations facilities, Springfield Depot, and the Carter Building. For example, the 2018-2022 Capital Improvement Program includes an unfunded project to replace the City Hall HVAC System at a projected cost of over $1.65 million. The last major update or replacement to the system was nearly 20 years ago and the current units are nearing the end of the serviceable life.

Major Projects:

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

- South 28th Street Paving – The City of Springfield received Congestion Mitigation Air Quality funding to be utilized for paving the gravel portion of S. 28th St. from South F St. to the city limits (approximately .25 miles). In addition to paving, the project will include extension of the existing gravity wastewater pipeline from F Street south to the City limits, and new stormwater features to manage and improve stormwater quality. Due to Oregon Department of Transportation and Federal Highway Administration requirements, the City must utilize a certified agency to deliver the project. For this project the City is working with Lane County and the intergovernmental agreement is nearly complete, allowing project planning and design to begin shortly.

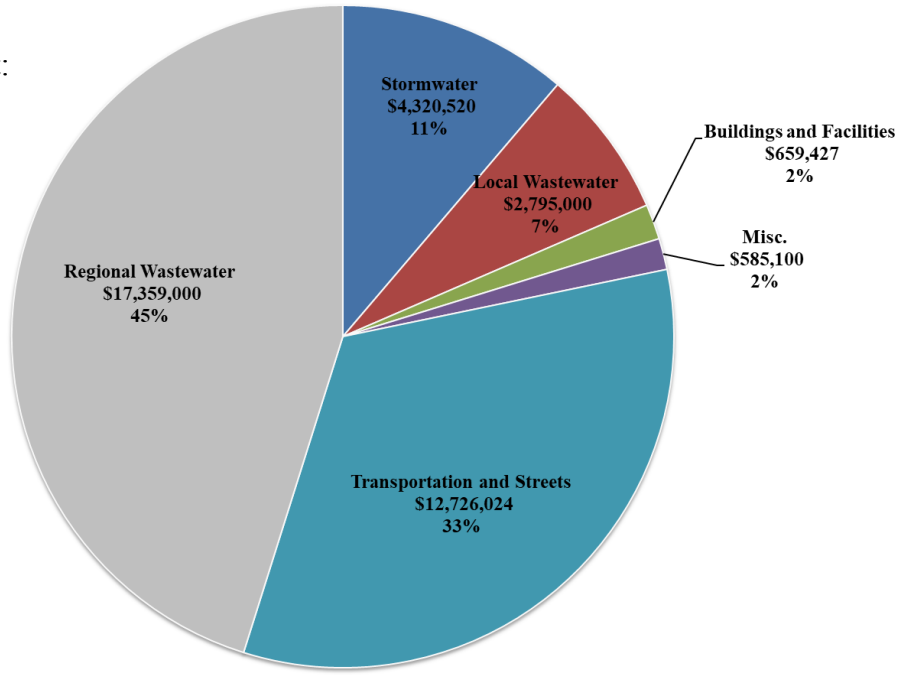
- 2018 Street Bond Preservation Projects –In the fall of 2018, Springfield voters approved a $10 million street preservation bond. Work began immediately on the first couple of projects (14th Street and Centennial), with construction planned for this summer. The City is working through procurement to secure design consultant services to assist in delivery of the larger projects (Mohawk Boulevard, High Banks and Thurston Road), with the anticipation that construction solicitations will be released in the 4th quarter of FY20.

- Virginia Avenue/Daisy Street Preservation and Bikeway – The City of Springfield partnered with the University of Oregon's 2011-2012 Sustainable City Year to plan Virginia/Daisy corridor bike boulevard improvements. Safety treatments along the entirety of the corridor include: increased signage to slow vehicles and identify the space as a bicycle boulevard, striping of bicycle lanes, sharrows, traffic calming infrastructure (e.g., bulbouts), and intersection treatments (e.g., mini-roundabouts). The City has received State grant funds to complete the bikeway and pedestrian improvements and will use a federal Street Transportation Program – Urban (STP-U) funds to complete the surface preservation portion of the project. Due to the size of the project and funding considerations, the project has now been split into 3 phases. Design of phase 1 (42nd Street to Bob Straub Parkway) is ongoing and it is anticipated that a construction solicitation will be released in the fall. Design work and construction of the other two phases will follow in order.

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.

Summary of the FY20 Capital Budget:

Total Capital Budget:
$38,445,071



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 assets. 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 local Springfield FY20 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. The Capital Budget includes approximately $1.5 million in the category of projects that have no significant operational impact. For example, projects that do not have any impact on the City's operational budget include expenditures to plan for future infrastructure needs though either the Stormwater or Wastewater Master Plan updates, and to complete base map updating. A second category of capital projects that are not estimated to have operating impacts are those where the capital expenditure is designed to replace or upgrade existing systems. In many cases, there may be operating efficiencies or future cost avoidance that results from the improvements, but these impacts are not presently quantifiable and are believed to be marginal. Examples in this project category include preservation projects for streets, drainage and sanitary sewers where the only operating impact is potential avoidance of future costs that might occur if repairs or replacement does not occur on a timely basis. Approximately $14.8 million is budgeted for such projects. Projects such as the $2.5 million budgeted for the Thurston Road Overlay may have little or no operational impact, but instead prevent the need to make significant capital investments that might otherwise be required by a full reconstruction of the road base.

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 $230,000 budgeted for City participation in private projects. These expenditures will be used to support a variety of capital improvements such as streets and sewers that are constructed by private developers. The City's participation pays for portions of those capital expenditures which are principally for the benefit of the general public, not the particular development. While there will be an operating impact to the City after these projects are completed by developers and the infrastructure is donated to the City, the maintenance impact of the City participation portion of project costs is not calculated.

In dollar terms, the cost of capital projects expected to result in increased operating expenditures, excluding MWMC projects and dedicated reserves, totals approximately $2.5 million. The increased operating costs resulting from these capital improvements are estimated to be about $150,000 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.

Capital Project Detail:

Transportation and Street Projects		FY19 Adopted	FY20 Adopted
P21092 Glenwood Riverfront Path NEPA	SEDA Glenwood Capital	$ -	$ 60,000
The project will complete required Federal National Environmental Policy Act (NEPA) documentation and approval for the new Glenwood Multi-Use Riverfront Path, including locating the path alignment along the Willamette River and completing pathway design. This path is the final remaining unbuilt segment of the riverfront path system within the metro area connecting Eugene, Springfield, and urban Lane County between the confluence of the Coast For and Middle Fork of the Willamette River to the south and the Beltline Bridge over the River to the north.	**Total Project Budget**	**$ -**	**$ 60,000**
P21114 Virginia/Daisy Bikeway	SDC Improvement	$ 314,000	$ 225,120
The City of Springfield partnered with the University of Oregon's 2011-2012 Sustainable City Year to plan Virginia/Daisy corridor bike boulevard improvements. Safety treatments along the entirety of the corridor include: increased signage to slow vehicles and identify the space as a bicycle boulevard, striping of bicycle lanes, sharrows, traffic calming infrastructure (e.g., bulbouts), and intersection treatments (e.g., mini-roundabouts).Phase 1 of the project will include construction of a RRFB at 32nd Street as well as construction of planned imprvements between 42nd Street and Bob Straub parkway.	Street Capital Fund	$ 100,000	$ 130,000
	Storm Drainage Fund	$ -	$ 600,000
	Total Project Budget	**$ 414,000**	**$ 955,120**
P21137 2017 Traffic Signal Modernization	Street Capital Fund	$ -	$ 50,000
As technology advances, the equipment in Signal Controller Cabinets becomes more advanced. These advancements offer certain advantages operationally but they also have impacts on the availability of replacement parts that are currently in use. Some recent advances that are occurring include the upgrade to 2070 controllers, IP addressable conflict monitors, remote video detection integration, pan-tilt-zoom cameras, adaptive signal controls and a host of other equipment. Funding is set aside in this program, and as projects are identified that fit into this category they are given an individual account and another source of funding will be identified to match the allowable SDC funds.	**Total Project Budget**	**$ -**	**$ 50,000**
P21147 Filling the Gaps-SRTS	Street Capital Fund	$ -	$ 210,540
Approximately 2,500 linear feet of separated walking facilities will be added to the walking network and 32 new ADA ramps will be built within city owned right of way. Five gaps in the walking network to schools will be filled and a ramp at L St will be constructed to improve bicycle access to Centennial Elementary School. Following is the list of priority locations: Rainbow (west side) - west M St to Centennial, 31st St (east side) - EWEB Multi-use Path to V St, 21st (west side) - L St to Centennial, E St (south side) - 51st St to 52nd St, E St (north side) - 51st St to E St cul-de-sac, L St Curb Cut - Centennial Elementary School Access.	**Total Project Budget**	**$ -**	**$ 210,540**
P21150 14th St. & Commercial Overlay	Street Capital Fund	$ -	$ 415,000
Pavement preservation of approximately 1,700 ft.; on 14th Street from Main St. to A St. and E St. to F St.; On Commercial St. from 42nd St. west approximately 450 ft. Project includes re-design and reconstruction of non-compliant ADA facilities to current standards. Project is funded through 2018 Street Bond funds.	**Total Project Budget**	**$ -**	**$ 415,000**
P21151 Centennial Overlay Aspen to Prescott	Street Capital Fund	$ -	$ 750,000
Pavement preservation of approximately 2,600 ft. from Aspen Street east to Prescott Street. Project includes re-design and reconstruction of non-compliant ADA facilities to current standards. Project is funded through 2018 Street Bond funds.	**Total Project Budget**	**$ -**	**$ 750,000**

Transportation and Street Projects, continued		FY19 Adopted	FY20 Adopted
P21152 High Banks/58th St. Overlay	Street Capital Fund	$ -	$ 1,700,000
Pavement preservation of approximately 5,800 ft. from OR 126 east to 58th St, and 58th St south to Thurston Rd. Project includes re-design and reconstruction of non-compliant ADA facilities to current standards. Project is funded through 2018 Street Bond funds.	**Total Project Budget**	**$ -**	**$ 1,700,000**
P21153 Mohawk Boulevard Overlay	Street Capital Fund	$ -	$ 2,100,000
Pavement preservation of approximately 3,800 ft. from G Street north to highway 126. Project includes re-design and reconstruction of the islands, and updating ADA facilitiies to current standards. Project is funded through 2018 Street Bond funds.	**Total Project Budget**	**$ -**	**$ 2,100,000**
P21154 Thurston Road Overlay	Street Capital Fund	$ -	$ 2,500,000
Pavement preservation of approximately 5,800 ft. from 58th Street east to 69th St. Project includes re-design and reconstruction of non-compliant ADA facilities to current standards. Project is funded through 2018 Street Bond funds.	**Total Project Budget**	**$ -**	**$ 2,500,000**
P21155 S. 28th St. Paving - CMAQ	Sanitary Sewer Fund	$ -	$ 1,150,000
The City of Springfield received Congestion Mitigation Air Quality funding to be utilized for paving the gravel portion of S. 28th St. from South F St. to the city limits (approximately .25 miles). In addition to paving, the project will include extension of the existing gravity wastewater pipeline from F Street south to the City limits, and new stormwater features to manage and improve stormwater quality.	Storm Drainage Fund	$ -	$ 195,000
	Total Project Budget	**$ -**	**$ 1,345,000**
P21156 Mill Street Reconstruction	Street Capital Fund	$ -	$ 82,000
Mill Street, a major collector in Springfield, is in need of reconstruction. The street has fallen beyond the feasibility of maintenance treatments. Mill Street serves as a collector for residences and some commercial use, and provides access to Centennial Boulevard and Main Street, two key Springfield arterial streets. Access along Mill Street serves an office park, medium and high density developments, mixed use commercial development, and Meadow Park. The entire segment needing reconstruction extends from South A Street north to Centennial Boulevard. The road has been overlaid many times, contributing to a large crown in the center of the road; the street foundation is failing and additional overlays are not possible. Additionally, people walk and bike along Mill Street with substandard facilities. Ramps along Mill Street need to be evaluated and brought up to ADA compliance to improve safety and accessibility for pedestrians. The Springfield Transportation System Plan (TSP) also provides for a pedestrian-bike project (PB-20) along Mill that would include striping the street for bicycle facilities and signing. Striping and adding signs will be incorporated into the reconstruction of the road to be consistent with the Springfield TSP and state planning rules for bicycle facilities.	**Total Project Budget**	**$ -**	**$ 82,000**
P21157 Olympic Street Overlay	Street Capital Fund	$ -	$ 330,000
Pavement preservation of approximately 3,700 ft. from Mohawk Boulevard east to 28th Street. Project includes re-design and reconstruction of non-compliant ADA facilities to current standards. Project is funded through 2018 Street Bond funds.	**Total Project Budget**	**$ -**	**$ 330,000**
P21159 Virginia/Daisy Bikeway Phase 2	SDC Improvement	$ -	$ 604,000
The City of Springfield partnered with the University of Oregon's 2011-2012 Sustainable City Year to plan Virginia/Daisy corridor bike boulevard improvements. Safety treatments along the entirety of the corridor include: increased signage to slow vehicles and identify the space as a bicycle boulevard, striping of bicycle lanes, sharrows, traffic calming infrastructure (e.g., bulbouts), and intersection treatments (e.g., mini-roundabouts). Phase 2 will include construction of a roundabout at the 42nd St./Daisy St. intersection.	**Total Project Budget**	**$ -**	**$ 604,000**

Transportation and Street Projects, continued		FY19 Adopted	FY20 Adopted
P21160 Virginia/Daisy Bikeway Phase 3	Street Capital Fund	$ -	$ 60,000
The City of Springfield partnered with the University of Oregon's 2011-2012 Sustainable City Year to plan Virginia/Daisy corridor bike boulevard improvements. Safety treatments along the entirety of the corridor include: increased signage to slow vehicles and identify the space as a bicycle boulevard, striping of bicycle lanes, sharrows, traffic calming infrastructure (e.g., bulbouts), and intersection treatments (e.g., mini-roundabouts). Phase 3 includes pavement preservation, ADA upgrades, and safety improvements between 32nd Street and 42nd Street.	**Total Project Budget**	**$ -**	**$ 60,000**
P41058 Franklin Boulevard Design Phase 2	SEDA Glenwood Capital	$ -	$ 77,000
The Franklin Boulevard Reconstruction Project will construct modern urban standards improvements on the old Hwy 99 alignment in Glenwood called Franklin Boulevard between the Franklin/Glenwood intersection and the Franklin/McVay intersection to support Glenwood redevelopment and regional safety and mobility for transit, bicycles/pedestrians, and autos. This portion of phase 2 will include design of the boulevard from Mississippi Street to Henderson Avenue.	**Total Project Budget**	**$ -**	**$ 77,000**
P61003 ADA Transition Projects	SDC Reimbursement	$ 131,364	$ 131,364
The Americans with Disabilities Act of 1990 requires the City to maintain a "Transition Plan" that details how it will bring facilities that were not in compliance at the adoption of the act into compliance. Currently, the City policy is to correct defects as projects occur and to make improvements as requests are received from Citizens who make their need known. This project will set aside funds to be used for high priority locations that are identified, and will allow the City to respond in a timely manner to those requests. Additionally, the City must conduct a detailed inventory of existing and missing facilities within the right of way.	Street Capital Fund	$ 55,000	$ 110,000
	Total Project Budget	**$ 186,364**	**$ 241,364**
P61007 Transportation Demand	SDC Improvement	$ 101,000	$ 116,000
The project includes match funding for other transportation options projects to enhance non-auto travel links in the community like the 60th and "E" Street multi-use path, park and ride facilities coordinated with transit stations, and other activities that promote non-single auto travel choices.	**Total Project Budget**	**$ 101,000**	**$ 116,000**
P61008 Traffic Control Projects	SDC Improvement	$ 360,000	$ 395,000
This project is for installation of new traffic signals and modification of existing signals or installation of roundabouts at various City intersections. Example intersections include: Thurston Rd. & 66th St., 42nd St. & Marcola Road, South 42nd & Daisy St., South 40th & Daisy St., and 28th St. & Centennial Blvd. Signal modifications may include changing phase order, adding overlaps, and other enhancements to safety or efficiency like improved pedestrian crossings. Various striping and signing improvements may also be implemented under the Traffic Control Projects. 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.	**Total Project Budget**	**$ 360,000**	**$ 395,000**
P61009 Gateway Traffic Improvements	SDC Improvement	$ 735,000	$ 735,000
Transportation improvements at various locations in the Gateway area to increase capacity, relieve congestion, and improve safety. 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 is identified to match the allowable SDC funds.	**Total Project Budget**	**$ 735,000**	**$ 735,000**
	Total Transportation and Street Capital Budget	***$1,796,364***	***$12,726,024***

Sanitary Sewer Projects		FY19 Adopted	FY20 Adopted
P21109 19th St Sanitary Sewer Upgrade	Sanitary Sewer Fund	$ 620,000	$ -
Project #3 in the 2008 Wastewater Master Plan involves replacing the existing 12-inch wastewater line with an 18-inch line from MH10034175 (North Springfield Interceptor) to MH10034164 (at Highway 126 westbound off ramp) in 19th Street. This upgrade will alleviate modeled surcharged flow in the system upstream of the upgrade location.	**Total Project Budget**	**$ 620,000**	**$ -**
P21130 2017 Sewer Rehab - A	Sanitary Sewer Fund	$ 828,000	$ -
As part of the CMOM implementation, this project will replace approximately 2,400 linear feet of aged sanitary sewer pipe.	**Total Project Budget**	**$ 828,000**	**$ -**
P21133 2017 Sewer Rehab - B	Sanitary Sewer Fund	$ 50,000	$ -
As part of the CMOM implementation, this project will replace approximately 2,400 linear feet of aged sanitary sewer pipe. Construcftion was completed in FY 2018, final project closeout is being completed.	**Total Project Budget**	**$ 50,000**	**$ -**
P41041 Flow Monitoring Analysis/Plan	Sanitary Sewer Fund	$ 125,500	$ 60,000
The City of Springfield's obligations in the 2001 Wet Weather Flow	SDC Improvement	$ 33,000	$ 35,000
Management Plan (WWFMP) were completed by January 2010; however it is necessary for the City to continue to fund wastewater system rehabilitation and Inflow and Infiltration (I/I) reduction projects. These additional projects will be identified through the Wastewater Master Plan Update project and the Capacity, Management, Operations and Maintenance (CMOM) program that will likely be included in the next NPDES permit for the wastewater system.	**Total Project Budget**	**$ 158,500**	**$ 95,000**
P61000 CMOM Planning &	Sanitary Sewer Fund	$ 2,200,000	$ 2,200,000
The City of Springfield's obligations in the 2001 Wet Weather Flow Management Plan (WWFMP) were completed by January 2010; however it is necessary for the City to continue to fund wastewater system rehabilitation and Inflow and Infiltration (I/I) reduction projects. These additional projects will be identified through the Wastewater Master Plan Update project and the Capacity, Management, Operations and Maintenance (CMOM) program that will likely be included in the next NPDES permit for the wastewater system.	**Total Project Budget**	**$ 2,200,000**	**$ 2,200,000**
P61001 Wastewater Repair	Sanitary Sewer Fund	$ 500,000	$ 500,000
This project involves the contracted repair or replacement of sanitary sewers that require either emergency rehabilitation as a result of Sanitary Sewer Overflows or the prospect of impending system failures. The DPW Operations Division addresses an average of four (4) emergency repairs of this nature annually.	**Total Project Budget**	**$ 500,000**	**$ 500,000**
	Total Sanitary Sewer Capital Budget	***$4,356,500***	***$2,795,000***

Stormwater Projects		FY19 Adopted	FY20 Adopted
P21052 Mill Race Stormwater Facility	SDC Reimbursement	$ 100,000	$ -
Project is a stormwater treatment facility on land immediately north of the present Mill Pond on land recently 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. The project will require careful phasing to coincide with projected Mill Race/Mill Pond work to maximize efficiencies.	**Total Project Budget**	**$ 100,000**	**$ -**
P21106 Over/Under CMP Pipe	Storm Drainage Fund	$ 100,000	$ -
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.	**Total Project Budget**	**$ 100,000**	**$ -**
P21124 5th St./EWEB Storm Pipe	Storm Drainage Fund	$ 56,500	$ 111,500
Approximately 170 feet of stormwater pipe running west along the EWEB path from N. 5th Street requireswill be upsized to a 30-inch diameter pipe from its current size of 18-inches.	SDC Reimbursement	$ 55,000	$ -
	Total Project Budget	**$ 111,500**	**$ 111,500**
P21131 2016 Manhole Surface Repair	Storm Drainage Fund	$ 56,000	$ -
This project replaces manhole rings and lids in addition to repairing the failing travelway surface. This work will be conducted on both stormwater and wastewater manholes.	Sanitary Sewer Fund	$ 56,000	$ 19,250
	Total Project Budget	**$ 112,000**	**$ 19,250**
P21138 Irving Slough Improvements	Storm Drainage Fund	$ 440,000	$ 785,000
The project consists of open channel improvements in multiple locations for flood control and the construction of a stormwater storage facility. Water quality improvements will be incorporated into the project where applicable to meet regulatory requirements.	**Total Project Budget**	**$ 440,000**	**$ 785,000**
P41020 Channel 6 Master Plan	Storm Drainage Fund	$ 800,000	$ 799,000
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. with FEMA approval of the FIRM update, the project is moving into the implementation phase.	**Total Project Budget**	**$ 800,000**	**$ 799,000**
P41021 Storm Sewer Mstr Plan Up 2013	SDC Improvement	$ 100,000	$ 100,000
Update of the 2008 Stormwater Facility Master Plan. The plan itself identified areas where additional study work is needed. There is also a need to address the proposed UGB amendments identified in the Commercial, Industrial Buildable Lands study recently completed. The plan project list will be re-prioritized and costs will be revised to represent current values. New technology for sustainable development and stormwater management at the source is available to reduce overall system requirements and long term costs.	Storm Drainage Ops Fund	$ 100,000	$ 100,000
	Total Project Budget	**$ 200,000**	**$ 200,000**

Stormwater Projects, continued		FY19 Adopted	FY20 Adopted
P41042 Glenwood Stormwater Master	SDC Improvement	$ 31,650	$ -
To improve the stormwater system including pipe and open channel	Storm Drainage Fund	$ 238,000	$ -
improvements, for flood control and water quality improvements at various	**Total Project Budget**	**$ 269,650**	**$ -**
locations within Glenwood as identified in the Stormwater Facilities Master Plan (SWFMP), and to support implementation of the existing refinement plan for Glenwood. The project will also involve evaluation and construction/enhancement of stormwater outfall structures to the Willamette River. Specific projects will be implemented as development occurs, consistent with the Public Facilities and Services Plan (PFSP). The City's current effort to update the Glenwood Refinement Plan will likely result in modifications to some of the projects identified in the SWFMP, and will be addressed in future system studies that will be performed as the Refinement Plan work proceeds.			
P41044 42nd Street Levee Study	Storm Drainage Fund	$ 344,470	$ 544,470
Conduct a study of the condition of the High Banks Road (42nd Street) Levee	**Total Project Budget**	**$ 344,470**	**$ 544,470**
to identify any structural or non-structural deficiencies and to evaluate the potential for obtaining federal accreditation of this levee as a flood control facility under the National Flood Insurance Program and for compliance with the National Levee Safety Program.			
P41045 Glenwood Park Blocks	SDC Improvement	$ 25,000	$ 4,000
It is anticipated that the Glenwood Park Blocks are to be constructed as	Storm Drainage Fund	$ 25,000	$ 46,000
development occurs within the Glenwood refinement area. It is intended that	**Total Project Budget**	**$ 50,000**	**$ 50,000**
the park blocks will become publicly owned infrastructure and incorporate stormwater treatment and Parks and Open Space upon completion. This project is intended to work with Willamalane and a consultant to develop design and landscape standards for stormwater treatment and open space.			
P61002 Stormwater Repair	Storm Drainage Fund	$ 500,000	$ 150,000
This program involves the rehabilitation of Springfield drainage system to	SDC Reimbursement	$ -	$ 50,000
repair or replace older pipe in the system and solve flooding problems and	**Total Project Budget**	**$ 500,000**	**$ 200,000**
reduce street surface failures due to poor drainage. This program also includes rehabilitation of catch basins and culverts to prevent flooding, and the contractual cleaning of large storm sewer pipe. Projects include: Repair West B St. storm outfall to Willamette River; Restore capacity in culverts on 69th St., Channel 6, 72nd St. and 48th St. canals; Repair damaged gutter bars causing localized flooding at 1105 S St., 1500 B St., and Olympic St., F St. - 9th to 10th.; Repair catch basins at various locations; Replace catch basin at 717 71st St. with combination catch basin/curb inlet; Replace storm line segments at Centennial Blvd at 10th St. intersection, A St. at 26th St. intersection, Centennial Blvd at 12th St. to Mohawk Blvd; Install storm line catch basin from intersection of 17th and S St. to storm system at 17th and T St.; Remove abandoned catch basin vault at 1482 T St.; Drainage repairs on Quarry Street and Park Street.			
P61004 Channel Improvement	SDC Improvement	$ 7,920	$ 7,920
This project is intended to provide improvements to key drainage ways to	SDC Reimbursement	$ 20,000	$ 40,000
address barriers to fish passage, and to correct previous channel modifications	Storm Drainage Fund	$ 864,080	$ 944,080
that have caused deterioration of flow capacity, water quality, and fish habitat	**Total Project Budget**	**$ 892,000**	**$ 992,000**
functions. These improvements include culvert replacements or retrofits, road crossing and outfall modifications, and channel restoration. The adoption of the Springfield Total Maximum Daily Load Implementation Plan identifies an additional temperature benefit from channel restoration and shading.			

Stormwater Projects, continued		FY19 Adopted	FY20 Adopted
P61005 MS4 Permit Implementation	SDC Reimbursement	$ 15,000	$ 15,000
Develop and implement programs and projects to comply with the National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) Discharge requirements.	Storm Drainage Fund	$ 15,000	$ 15,000
	Total Project Budget	**$ 30,000**	**$ 30,000**
P61006 Riparian Land Management	SDC Improvement	$ 255,650	$ 255,650
This project provides funding to purchase riparian area lands from private property owners where needed to meet City and regulatory objectives for stormwater management, flood control and habitat protection. It also provides funding for consultant services to evaluate riparian buffer areas, City and other activities affecting them. Property acquisitions will typically result in increased operational spending to maintain city owned property. Projects developed on property acquired may, however, produce savings through reduced spending for flood control and water quality improvement activities. Project funding levels have been reduced to conform to eligibility levels for improvement SDCs. Council adoption and implementation of a reimbursement SDC may permit restoration of prior funding levels.	SDC Reimbursement	$ 67,650	$ 82,650
	Storm Drainage Fund	$ 136,000	$ 166,000
	Total Project Budget	**$ 459,300**	**$ 504,300**
P61012 HOA Water Quality Facilities	Storm Drainage Fund	$ -	$ 85,000
There are approximately 40 WQFs in subdivisions that were built between 1993 and 2010 that are privately owned by HOAs or another private entity (individual residents, the original developer, etc.). The City has taken a progressively more active role in maintaining these facilities over the past five years. With the approval of Council in 2013, the City's Operations Division hires a temporary work crew each summer to manage vegetation in the facilities and ensure they are functioning properly. This capital program will begin setting aside funds to take over and bring into compliance selected privately owned water quality facilities.	**Total Project Budget**	**$ -**	**$ 85,000**
	Total Stormwater Capital Budget	***$4,408,920***	***$4,320,520***

Buildings and Facilities		FY19 Adopted	FY20 Adopted
P21075 Firing Range Decommissioning	Storm Drainage Fund	$ 25,000	$ 25,000
This project involves the clean-up of the outdoor firing range formerly used by the Police Department. Cleanup activities include lead mining, removal of miscellaneous materials, and overall environmental assessment of the site.	**Total Project Budget**	**$ 25,000**	**$ 25,000**
P21082 Booth Kelly Building Repair	Booth-Kelly Fund	$ 40,000	$ 40,000
Repair or removal of the building structure referred to as Building D, Suite 188 open cover.	**Total Project Budget**	**$ 40,000**	**$ 40,000**
P21083 BK Water Isolation and Repair	Booth-Kelly Fund	$ 6,000	$ 6,000
This project will consist of a water isolation analysis to the Booth Kelly Complex grounds in order to locate a slow water leakage.	**Total Project Budget**	**$ 6,000**	**$ 6,000**
P21084 Booth Kelly Roof Repair	Booth-Kelly Fund	$ 100,000	$ 100,000
Roof replacement or epoxy over coating of the existing roof decking of the "Saw-tooth" building, commonly referred to as Building G at the Booth-Kelly Center.	**Total Project Budget**	**$ 100,000**	**$ 100,000**
P21121 Regional Fuel Facility Stormwater Upgrade	Storm Drainage Fund	$ -	$ 45,000
The Regional Fuel Facility was commissioned in 1990 in partnership with the Springfield School District, Willamalane Park and Recreation, Rainbow Water District and the City of Springfield. Minimal on-going maintenance has been performed over the years and there is are currently some upgrades required to keep the facility in compliance with Federal, State and Local regulatory mandates and codes regarding water quality. the facilities current storm system does not isolate collection of water in the pump area from the remaining system. This project will connect the collection system in the pump area to the saniatary sewer per code, and install an updated oil/water separator. Costs for the upgrades will be shared between the partner agencies through Intergovernmental Agreements.	Sanitary Sewer Fund	$ -	$ 45,000
	Total Project Budget	**$ -**	**$ 90,000**
P41029 BK Facilities Assessment Plan	Booth-Kelly Fund	$ 30,000	$ 30,000
Assess Booth Kelly buildings for necessary repairs and prepare plan describing needs with potential anticipated costs	**Total Project Budget**	**$ 30,000**	**$ 30,000**
P50234 BK Site Stormwater Master Plan	Booth-Kelly Fund	$ 50,000	$ 50,000
Drainage master plan implementation for the Booth-Kelly site.	Storm Drainage Fund	$ 349,000	$ 100,000
	Total Project Budget	**$ 399,000**	**$ 150,000**
P61011 Building Preservation Projects	Building Pres. Fund	$ 253,473	$ 218,427
Perform preservation, capital maintenance and repair projects on City-owned buildings, including but not limited to City Hall, 5 Fire Stations, Museum, Justice Center, Jail, Depot, Carter Building and Maintenance Facilities. Projects can include the repair, renovation or replacement of structural, mechanical, electrical, and plumbing systems. Other projects can include systems preservation such as, painting, roofing, lighting, alarm and elevator projects as well as repair and/or upgrades to aesthetic and architectural elements.	**Total Project Budget**	**$ 253,473**	**$ 218,427**
	Total Buildings and Facilities Capital Budget	***$853,473***	***$659,427***

Miscellaneous		FY19 Adopted	FY20 Adopted
P61010 City Participation	SDC Improvement (Street)	$ 35,000	$ 35,000
City cost participation in public improvements constructed in private	Sanitary Sewer Fund	$ 33,000	$ 33,000
developments under the City's Construction Permit process. To respond to	SDC Improvement (Sewer)	$ 34,000	$ 34,000
known and potential private development projects, it is necessary to budget	SDC Reimbursement (Sewer)	$ 33,000	$ 33,000
$100,000 each fiscal year in each infrastructure program area, i.e.	SDC Improvement (Storm)	$ 28,000	$ 28,000
Transportation, Local Wastewater and Stormwater.	SDC Reimbursement (Storm)	$ 33,000	$ 33,000
	Storm Drainage Fund	$ 34,000	$ 34,000
	Total Project Budget	**$ 230,000**	**$ 230,000**
P41043 Topographic Remapping	SDC Improvement (Storm)	$ 12,014	$ 14,151
Replace out-of-date topographic maps (base maps) for the entire City that	Storm Drainage Fund	$ 9,973	$ 11,748
were last developed in 2000; replace orthoimagery and LiDAR data on a 3	Sanitary Sewer Fund	$ 9,973	$ 11,748
year cycle. New maps will address development induced changes that have	SDC Improvement (Sewer)	$ 26,067	$ 30,705
occurred across the City and will include updating full topography (e.g.,	SDC Reimbursement (Sewer)	$ 9,973	$ 11,748
elevation, structures, surface facilities, vegetation, surface waterways and	**Total Project Budget**	**$ 68,000**	**$ 80,100**
transportation appurtenances) on all City base maps used to support key City			
functions by all Departments. New orthoimagery and LiDAR data will inform			
and enhance the creation of new base maps. Proposing full remapping in 2013			
and then incremental remapping every 2 years to assure that from 2014			
forward, base maps for all areas of the City are current to within 3 years - all			
areas are remapped every three years.			
P41024 Asset Mgmt System	Sanitary Sewer Fund	$ 125,000	$ 137,500
Replace failing Geographic Information Systems (GIS) and Facilities	Storm Drainage Fund	$ 125,000	$ 137,500
Management (FM) systems that manage electronic inventories of City	**Total Project Budget**	**$ 250,000**	**$ 275,000**
infrastructure and provide reliable and well integrated information for asset			
management and mapping functions. Functions serve activities such as			
planning, designing, constructing, maintaining, reporting, accounting,			
forecasting and operating City facilities, i.e., managing City facilities valued at			
approximately one billion dollars. Proposing a phased approach with 1)			
targeted replacement of existing system FY12-FY13 for $984,000; 2)			
integration of Street system information FY14 for $200,000; 3) Transportation			
appurtenance integration FY15-FY16 for $219,000 ($39,000 from FY15 and			
$180,000 FY16) and then ongoing system maintenance and software licensing			
fees are shown for informational purposes as Operational Impact for $242,000			
per year plus adjustments for inflation beyond - note these costs are not			
included in the Funding Sources.			
	Total Miscellaneous Capital Budget	***$548,000***	***$585,100***
	Total Local Capital Budget	**$11,963,257**	**$21,086,071**

Regional Wastewater Program		FY19 Adopted	FY20 Adopted
P80062 Thermal Load Pre-Implementatn	Regional Capital Fund	$200,000	$295,000
This project includes the study and planning of thermal load mitigation measures including recycled water feasibility studies, riparian shading projects, and water quality trading credit development, as well as associated permit negotiation and legal strategy related to the temperature total maximum daily loads (TMDL) and NPDES permit renewal.	**Total Project Budget**	**$200,000**	**$295,000**
P80080 Riparian Shade Credit Program	Regional Capital Fund	$226,000	$416,000
This project facilitates the generation of water quality trading credits for temperature through implementation of riparian shade restoration projects	**Total Project Budget**	**$226,000**	**$416,000**
P80083 Poplar Harvest Mgmt Svcs	Regional Capital Fund	$160,000	$425,000
The Biocycle Farm comprises nearly 400 acres of hybrid poplar trees, which were planted as three managment units (MUs). The MUs were initally planted in 2004, 2007, and 2009 and are manage on regulated 12-year rotations. This project develops a harvest management plan for the Biocycle Farm through market collaboration and refinement of poplar harvest and planting practices. The project ensures the timely harvest of the intial planting in each MU within the regulatory 12-year rotation limit and subsequent replantings.	**Total Project Budget**	**$160,000**	**$425,000**
P80084 Increase Digestion Capacity	Regional Capital Fund	$2,500,000	$0
Installation of a fourth digester for expanded production of Class B biosolids. This project also included supporting the plant-wide landscaping construction work that was completed in December of 2012.	**Total Project Budget**	**$2,500,000**	**$0**
P80085 Operations & Maint Bldg Impvmt	Regional Capital Fund	$8,900,000	$800,000
This project will update and expand the Operations and Maintenance (O&M) support facilities at the Water Pollution Control Facility (WPCF). The support facilities to be updated and expanded on include the Maintenance Building, Administrative/Operations Building, and the temporary Industrial Source Control (ISC) building. The improvements will include a new laboratory building located where the temporary ISC building is currently.	**Total Project Budget**	**$8,900,000**	**$800,000**
P80090 Facilty Pln Eng Srvc 2015-2018	Regional Capital Fund	$85,000	$90,000
Engineering services for analysis, project definition, cost estimating, and general consultantion regarding the 20-Year Facilities Plan.	**Total Project Budget**	**$85,000**	**$90,000**
P80092 Elec Distb Sys Repl & Upgrade	Regional Capital Fund	$4,600,000	$0
This project provides the planning, design and construction for the replacement of electrical distribution system components at the Water Pollution Control Facility (WPCF). In addition, some of the components may be upsized to better accommodate future load increases anticipated with the implementation of future Capital Program projects. Finally, this project assesses and provides resources to better address unplanned power outages as may occur periodically.	**Total Project Budget**	**$4,600,000**	**$0**
P80093 Decommission WPCF Onste Lagoon	Regional Capital Fund	$5,550,000	$4,700,000
This project decommissions the existing biosolids lagoon at the Water Pollution Control Facility (WPCF).	**Total Project Budget**	**$5,550,000**	**$4,700,000**

Regional Wastewater Program, continued		FY19 Adopted	FY20 Adopted
P80095 Renewable Natural Gas Upgrades	Regional Capital Fund	$7,050,000	$6,065,000
This project provides the planning, decision support, and potentially design and construction of Renewable Natural Gas (RNG) Upgrades consisting of biogas purification facilities at the Water Pollution Control Facility (WPCF) and an interconnection with the NW Natural utility grid.	**Total Project Budget**	**$7,050,000**	**$6,065,000**
P80096 Resiliency Planning	Regional Capital Fund	$625,000	$88,000
Given a range of disaster scenarios including a Cascadia Subduction Zone Earthquake, this planning project will identify critical system vulnerabilities, and provide engineering and operational strategies to mitigate vulnerabilities in order of priority.	**Total Project Budget**	**$625,000**	**$88,000**
P80098 Class A Disinfection Facilitie	Regional Capital Fund	$750,000	$2,300,000
Provides disinfection facilities needed (along with filtration provided by existing facilities) to achieve Class A standards for pilot recycled water uses on non-MWMC sites. Includes the design, construction, and permitting of Class A recycled water disinfection facilities.	**Total Project Budget**	**$750,000**	**$2,300,000**
P80099 Recycled Water Demonstration	Regional Capital Fund	$300,000	$180,000
Design, construction, permitting, and implementation of recycled water delivery systems to pilot recycled water uses at demonstration scale.	**Total Project Budget**	**$300,000**	**$180,000**
P80100 Aeration Basin Imporvemnts-Ph2	Regional Capital Fund	$0	$1,000,000
Aeration Basin (Phase 2): Recent recommendations are to evaluate and consider improving some of the secondary treatment systems. Upcoming early work items to be evaluated are changes to the existing air piping, change to the diffuser/mixing systems, and consider upgrading older blower equipment. Future upgrades include adding step feed, anoxic selectors, and fine bubble diffusers to 4 of the 8 cells of the aeration basins and make hydraulic improvements. This project was originally the North Aeration Basin Improvements project; however, the Phase 1 study/design phase showed that improvements to the four eastern most basins as a first phase would allow for better hydraulics and more operational flexibility.	**Total Project Budget**	**$0**	**$1,000,000**
P80101 Comprehensive Facilities Plan	Regional Capital Fund	$130,000	$0
This Comprehensive Facilities Plan Update effort will include permit renewal and facilities planning technical services to assess capital improvement requirements over a 20-year planning horizon.	**Total Project Budget**	**$130,000**	**$0**
P80104 Admin Building Improvements	Regional Capital Fund	$0	$1,000,000
The project will upgrade the Administration/Operations Building at the Water Pollution Control Facility (WPCF). This project is a follow up to the 2018-2019 construction that is underway to build a new laboratory and expand the existing maintenance building.	**Total Project Budget**	**$0**	**$1,000,000**
	Total Regional Wastewater Program Budget	***$31,076,000***	***$17,359,000***
	Total Capital Budget	***$43,039,257***	***$38,445,071***

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Nathan Bell, Finance finance@springfield-or.gov 541.726.3704

Debt Activities - Principal Balance

The Chart below sets out principal and interest payment on outstanding debt as well as any projected new issuance during FY20.

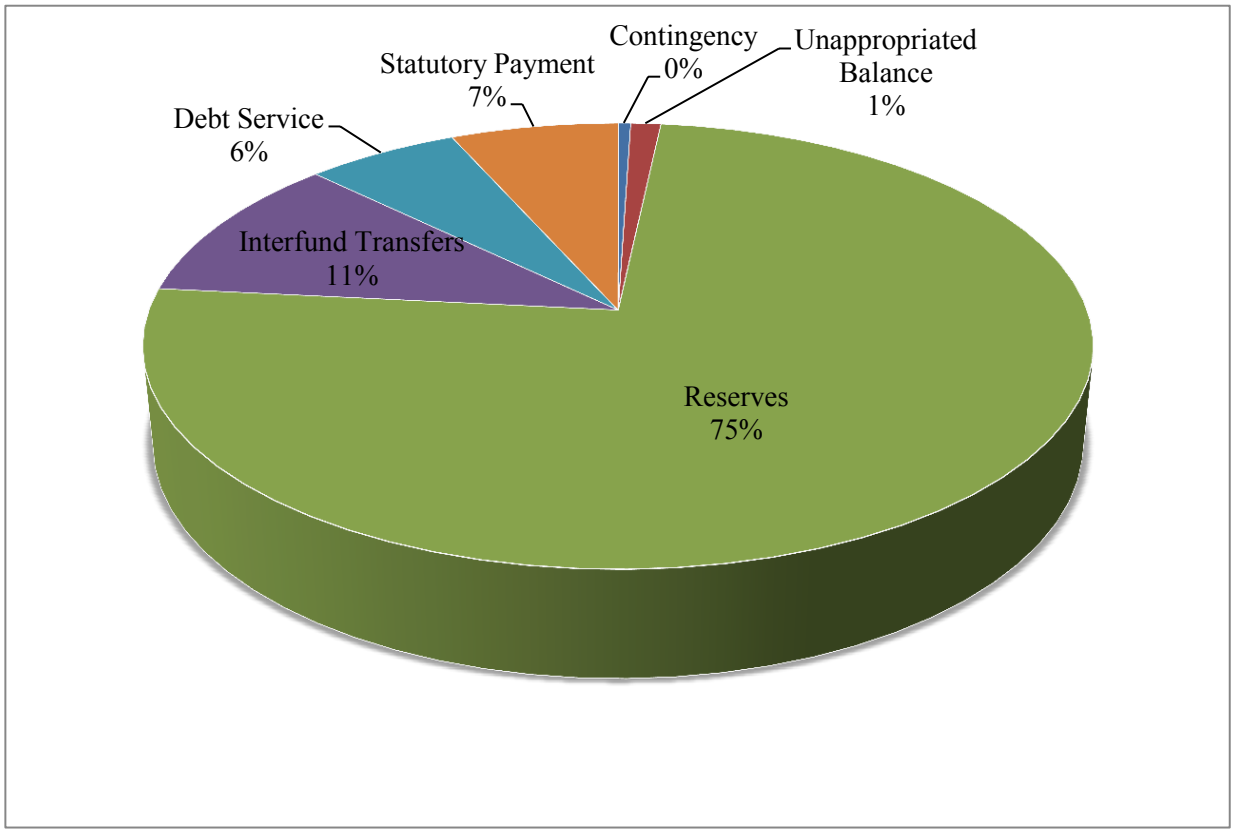
	Outstanding Principal Balance 07/01/2019	New Inssuance	Principal Payments	Interest	Outstanding Principal Balance 6/30/2020
Bond Sinking Fund					
Go Series 2016	11,630,000	-	1,505,000	465,205	10,125,000
Go Series 2019	-	10,000,000	-	250,000	10,000,000
Sub-Total Fund	11,630,000	10,000,000	1,505,000	715,205	20,125,000
Regional Wastewater Fund					
MWMC Revenue Bond 2016	24,540,000	-	2,955,000	1,055,855	21,585,000
Sub-Total Fund	24,540,000	-	2,955,000	1,055,855	21,585,000
Sanitary Sewer Operations Fund					
Sewer Revenue Bond 2017	11,045,000	-	1,280,000	429,005	9,765,000
Regional Wastewater Fund					
SRF Loan R64840	5,314,777	-	385,370	152,965	4,929,407
SRF Loan R64841	434,565	-	288,810	4,533	145,755
SRF Loan R06648	1,100,000	-	100,000	5,250	1,000,000
Sub-Total Fund	6,849,342	-	774,180	162,748	6,075,162
Storm Drainage Operations Fund					
Drainage Revenue Bond 2010	6,765,000	-	460,000	244,405	6,305,000
Vehicle & Equipment Fund					
Capital leases	297,355	-	146,975	6,915	150,380
Total All Funds	**$ 61,126,697**	**$ 10,000,000**	**$ 7,121,155**	**$ 2,614,133**	**$ 64,005,542**
SEDA Loans					
Bank of Cascades 2016	1,389,460	-	243,465	39,380	1,145,995
Bank of Cascades 2018	2,359,871	-	353,540	91,518	2,006,331
Sub-Total Fund	**$ 3,749,331**	**$ -**	**$ 597,005**	**$ 130,898**	**$ 3,152,326**

NON-DEPARTMENTAL

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

Total Non-Departmental

Categories	FY20 Adopted	
Contingency	1,000,000	0%
Unappropriated Balance	2,401,584	1%
Reserves	150,797,671	75%
Interfund Transfers	21,466,223	11%
Debt Service	12,235,288	6%
Statutory Payment	13,408,087	7%
Misc Fiscal Transactions	-	0%
Total All Funds	**$ 201,308,853**	



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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.

Total Summary by Funds

	FY19 Amended	FY20 Adopted
100 General Fund	1,000,000	1,000,000
Total All Funds	**$ 1,000,000**	**$ 1,000,000**

Note: FY19 Amended as of March 25, 2019

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

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.

Total Summary by Funds

	FY19 Amended	FY20 Adopted
306 Bond Sinking Fund	264,331	2,401,584
Total All Funds	**$ 264,331**	**$ 2,401,584**

Note: FY19 Amended as of March 25, 2019

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.

Total Summary by Funds

		FY20 Adopted
From 100 General Fund		
To 201 Street Fund	445,800	
To 420 Development Projects Fund	100,000	
To 713 Vehicle and Equipment Reserve Fund	400,000	
Sub-Total		945,800
From 201 Street Fund		
To 434 Street Capital Fund		150,000
From 208 Transient Room Tax Fund		
To 100 General Fund		637,778
From 420 Development Projects Fund		
To 100 General Fund	135,857	
To 434 Street Capital Fund	300,000	
Sub-Total		435,857
From 433 Regional Wastewater Capital Fund		
To 612 Regional Wastewater Fund		2,023,909
From 612 Regional Wastewater Fund		
To 433 Regional Wastewater Capital Fund	15,000,000	
To 433 Regional Wastewater Capital Fund Equipment Replacement	2,000,000	
Sub-Total		17,000,000
From 618 Booth-Kelly Fund		
To 100 General Fund		272,879
Total All Funds		**$ 21,466,223**

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

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.

Total Summary by Funds

	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Adopted
100 General Fund	532,103	-	-	-
306 Bond Sinking Fund	2,109,723	1,968,600	1,968,005	2,220,205
433 Regional Wastewater Capital Fd*	-	-	5,019,885	-
434 Street Capital Fund	-	-	-	2,500,000
611 Sanitary Sewer Operations Fund*	18403100.15	1,705,084	1,711,355	1,709,005
612 Regional Wastewater Fund*	5,460,919	5,458,007	5,452,810	4,947,783
617 Storm Drainage Operations Fund*	704,150	706,325	708,052	704,405
618 Booth-Kelly Fund	835,089	835,080	765,445	-
713 Vehicle & Equipment Fund	367,483	367,484	153,883	153,890
Total All Funds	**$ 28,412,568**	**$ 11,040,580**	**$ 15,779,435**	**$ 12,235,288**

Note: * Funds eliminated in FY2016-2017 have been included in existing funds for reporting purposes only; FY19 Amended as of March 25, 2019

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

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.

Total Summary by Funds

	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Adopted
707 Insurance Fund				
Contractual				
Property/Casualty Premium	698,348	694,195	690,000	772,380
Worker's Comp Premium	189,130	200,056	202,037	290,000
Premium Taxes	23,978	20,551	56,700	-
Workers' Comp Claims	445,369	0	-	-
Sub-Total Contractual	**$ 1,356,825**	**$ 914,802**	**$ 948,737**	**$ 1,062,380**
Pass-Through				
Disability Premium	124,383	107,756	147,931	139,107
Fica Payments	2,490,405	2,433,492	2,653,067	2,736,919
Wells Fargo Police Retirement	2,097,386	1,946,024	1,912,987	1,829,499
Pre-Retire Life Premium	5,693	3,737	9,187	7,223
Mandatory Life	1,312	1,298	1,600	1,616
PERS Pension Exp	4,245,403	5,331,544	5,825,657	7,588,050
Basic Life	43,400	37,757	28,944	43,293
Sub-Total Pass-Through	**$ 9,007,982**	**$ 9,861,608**	**$ 10,579,373**	**$ 12,345,707**
Total Statutory Payments	**$ 10,364,808**	**$ 10,776,410**	**$ 11,528,110**	**$ 13,408,087**

Note: FY19 Amended as of March 25, 2019

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

MISC FISCAL TRANSACTIONS

Miscellaneous fiscal transactions are accounts that represent specific bond or City 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.

Total Summary by Funds

	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Adopted
611 Sanitary Sewer Operations Fund*	146,846	-	-	-
Total All Funds	**$ 146,846**	**$ -**	**$ -**	**$ -**

Note: * Funds eliminated in FY2016-2017 have been included in existing funds for reporting purposes only.

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

RESERVES: NON-DEDICATED AND DEDICATED

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.

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.

Total Summary by Funds

		FY20 Adopted
100 General Fund		
Non-Dedicated	7,410,734	
Dedicated		
Technology Fee Reserve	211,348	
Sub-Total		7,622,082
201 Street Fund		
Non-Dedicated		2,242,588
204 Special Revenue Fund		
Dedicated		
Reserves	194,848	
Police Forfeit Reserves	143,916	
State Marijuana Apportionment	173,938	
Gifts & Memorial Reserve	163,545	
Sub-Total		676,247
208 Transient Room Tax Fund		
Dedicated		
Tourism Promotion Reserve		1,776,039
210 Community Development Fund		
Dedicated		
CDBG Reserve		44,351
224 Building Code Fund		
Dedicated		
Operating Reserve		2,245,080

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CONTINUED, RESERVES: NON-DEDICATED AND DEDICATED

		FY20 Adopted
235 Fire Local Option Levy Fund		
Dedicated		
Operating Reserve		882,804
236 Police Local Option Levy Fund		
Dedicated		
Operating Reserve		1,457,941
305 Bancroft Redemption Fund		
Non-Dedicated		5,475
412 Regional Wastewater Revenue Bond Capital Project Fund		
Dedicated		
Capital Reserve		-
419 Development Assessment Capital Fund		
Dedicated		
Assessment Service Reserve	29,346	
Assessments Finance Reserve	524,155	
Sub-Total		553,501
420 Development Projects Fund		
Non-Dedicated	3,898,516	
Dedicated		
Corporate Way Pond Rehab Reserve	35,200	
Sub-Total		3,933,716
433 Regional Wastewater Capital Fund		
Dedicated		
Equipment Replacement Reserve	14,428,367	
Capital Reserve	39,586,090	
SDC Reserve-Reimbursement	1,322,523	
SDC Reserve-Improvement	2,987,161	
Sub-Total		58,324,141
434 Street Capital Fund		
Non-Dedicated	2,650,559	
Dedicated		
SDC Reserve-Reimbursement	123,373	
SDC Reserve-Improvement	1,245,801	
Sub-Total		4,019,733

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

CONTINUED, RESERVES: NON-DEDICATED AND DEDICATED

		FY20 Adopted
611 Sanitary Sewer Operations Fund		
Non-Dedicated	3,740,851	
Dedicated		
Sanitary/Storm Capital Reserve	13,989,312	
SDC Reserve-Reimbursement	3,991,049	
SDC Reserve-Improvement	1,446,326	
Sub-Total		23,167,538
612 Regional Wastewater Fund		
Non-Dedicated	8,051,064	
Dedicated		
Insurance Reserve	1,500,000	
SRF Loan Reserve	435,603	
Sub-Total		9,986,667
615 Ambulance Fund		
Non-Dedicated		86,733
617 Storm Drainage Operations Fund		
Non-Dedicated	12,894,224	
Dedicated		
Storm Bond Reserve 2011 Series		
Gray Creek Reserve		
Lower Millrace Reserve		
Jasper-Natron Reserve		
Storm Bond Reserve 2010	708,050	
SDC Reserve-Reimbursement	270,503	
SDC Reserve-Improvement	991,721	
Sub-Total		14,864,498
618 Booth-Kelly Fund		
Non-Dedicated		836,122
629 Regional Fiber Consortium Fund		
Non-Dedicated		308,766

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

CONTINUED, RESERVES: NON-DEDICATED AND DEDICATED

		FY20 Adopted
707 Insurance Fund		
Dedicated		
Insurance Reserve	1,161,866	
Workers Compensation Reserve	1,382,548	
Benefits Reserve	67,811	
Self Funded Insurance Reserve	6,399,708	
PERS Side Account Reserve	639,286	
Sub-Total		9,651,219
713 Vehicle & Equipment Fund		
Dedicated		
Telephone Lease Reserve	-	
Computer Equipment Reserve	1,055,909	
Vehicle and Equipment Reserve	5,721,593	
MS Enterprise Charge Reserve	69,552	
Lease Payment Reserve	55	
Public Safety System Reserve	41,050	
Fuel Reserve	17,114	
Building Capital Reserve	400,000	
Sub-Total		7,305,273
719 SDC Administration Fund		
Dedicated		
Operating Reserve		807,157
Total All Funds	**$**	**150,797,671**

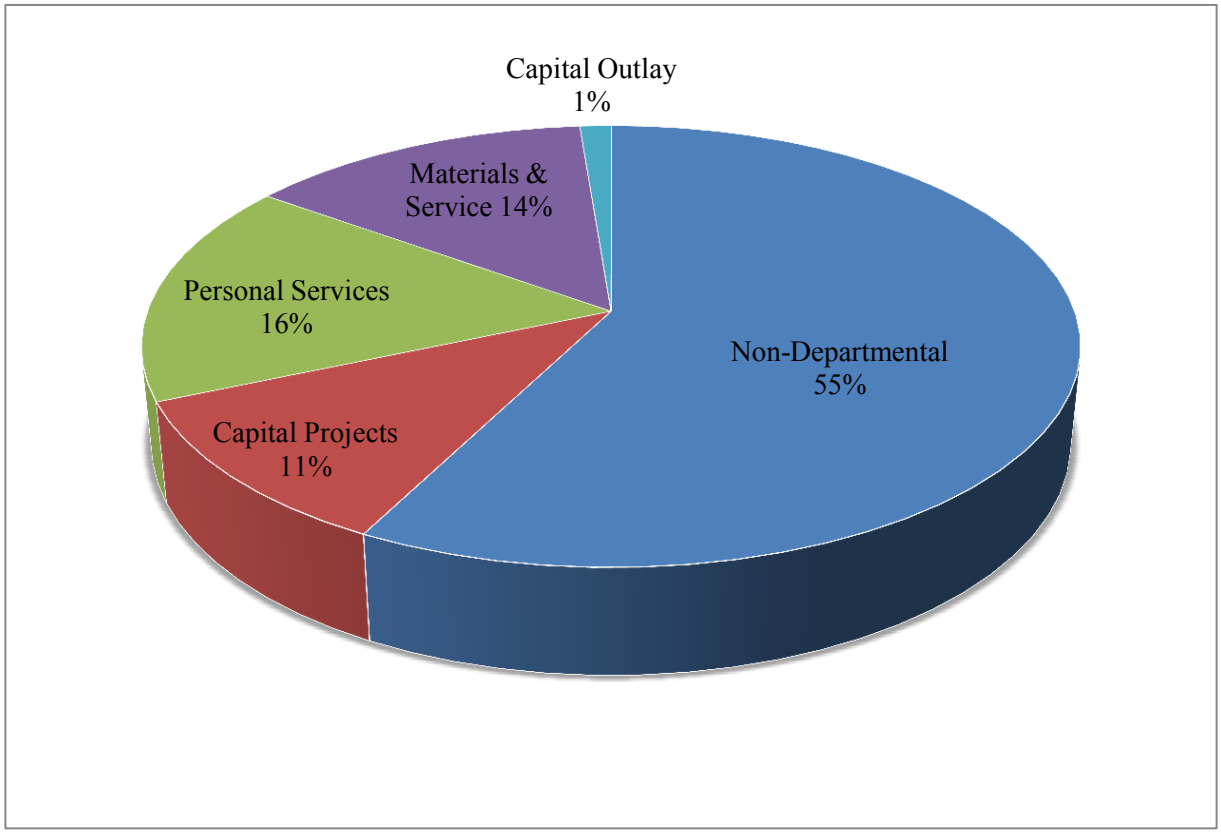
Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

Resources and Requirements Summary by Fund

	FTE	Resources	Department Operating	Capital Projects	Non-Departmental
General Fund					
100 General Fund	**216.30**	**$ (49,112,239)**	**$ 39,544,357**	**$ -**	**$ 9,567,882**
Special Revenue Funds					
201 Street Fund	31.54	(8,640,088)	6,247,500	-	2,392,588
204 Special Revenue Fund	-	(1,066,702)	390,455	-	676,247
208 Transient Room Tax Fund	2.70	(2,907,534)	493,717	-	2,413,817
210 Community Development Fund	2.32	(1,628,062)	1,583,711	-	44,351
224 Building Code Fund	7.94	(3,490,848)	1,245,768	-	2,245,080
235 Fire Local Option Levy Fund	7.00	(2,384,951)	1,502,147	-	882,804
236 Police Local Option Levy Fund	41.30	(8,556,397)	7,098,456	-	1,457,941
Sub-Total Special Revenue Funds	**92.80**	**(28,674,582)**	**18,561,755**	**-**	**10,112,828**
Debt Service Funds					
305 Bancroft Redemption Fund	-	(5,475)	-	-	5,475
306 Bond Sinking Fund	-	(4,621,789)	-	-	4,621,789
Sub-Total Debt Service Funds	**-**	**(4,627,264)**	**-**	**-**	**4,627,264**
Capital Projects Funds					
419 Development Assessment Capital	-	(553,501)	-	-	553,501
420 Development Projects Fund	-	(4,588,000)	-	218,427	4,369,573
433 Regional Wastewater Capital Fd	-	(78,852,050)	1,145,000	17,359,000	60,348,050
434 Street Capital Fund	-	(17,112,801)	124,584	10,468,484	6,519,733
Sub-Total Capital Projects Funds	**-**	**(101,106,352)**	**1,269,584**	**28,045,911**	**71,790,857**
Enterprise Funds					
611 Sanitary Sewer Operations Fund	19.22	(33,455,937)	4,278,443	4,300,951	24,876,543
612 Regional Wastewater Fund	16.56	(50,598,359)	18,663,909	-	31,934,450
615 Ambulance Fund	35.65	(7,052,558)	6,965,825	-	86,733
617 Storm Drainage Operations Fund	32.41	(27,214,652)	5,910,540	5,735,209	15,568,903
618 Booth-Kelly Fund	1.25	(1,894,408)	559,407	226,000	1,109,001
629 Regional Fiber Consortium Fund	-	(440,416)	131,650	-	308,766
Sub-Total Enterprise Funds	**105.09**	**(120,656,330)**	**36,509,774**	**10,262,160**	**73,884,396**
Internal Service Funds					
707 Insurance Fund	3.00	(33,091,830)	10,032,524	-	23,059,306
713 Vehicle & Equipment Fund	-	(11,082,710)	3,623,547	-	7,459,163
719 SDC Administration Fund	2.68	(1,296,630)	489,473	-	807,157
Sub-Total Internal Service Funds	**5.68**	**(45,471,170)**	**14,145,544**	**-**	**31,325,626**
Total All Funds	**419.87**	**$ (349,647,937)**	**$ 110,031,014**	**$ 38,308,071**	**$ 201,308,853**

Total Requirements

Categories	FY20 Adopted	
Operating		
Personal Services	$ 57,369,192	16%
Materials & Service	48,300,692	14%
Capital Outlay	4,361,129	1%
Sub-Total Operating	**$ 110,031,014**	**31%**
Capital Projects	**38,308,071**	**11%**
Non-Departmental	**201,308,853**	**58%**
Total All Funds	**$ 349,647,938**	



STATISTICAL TABLES

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

Total City Employees by Fund

	FY18 Adopted	FY19 Adopted	FY20 Adopted	Change
100 General Fund	212.37	215.98	216.30	0.32
201 Street Fund	29.95	30.00	31.54	1.54
208 Transient Room Tax Fund	1.80	2.80	2.70	(0.10)
210 Community Development Fund	2.32	2.32	2.32	-
224 Building Code Fund	7.89	7.89	7.94	0.05
235 Fire Local Option Levy Fund	7.00	7.00	7.00	-
236 Police Local Option Levy Fund	41.28	41.30	41.30	-
305 Bancroft Redemption Fund	-	-	0.00	-
419 Development Assessment Capital Fund	0.20	0.30	0.00	(0.30)
611 Sanitary Sewer Operations Fund	19.28	19.28	19.22	(0.06)
612 Regional Wastewater Fund	15.56	15.56	16.56	1.00
615 Ambulance Fund	29.75	35.65	35.65	-
617 Storm Drainage Operations Fund	32.50	32.49	32.41	(0.08)
618 Booth-Kelly Fund	1.25	1.25	1.25	-
707 Insurance Fund	3.50	3.00	3.00	-
719 SDC Administration Fund	2.95	2.98	2.68	(0.30)
Total Personnel (FTE)	**407.60**	**417.80**	**419.87**	**2.07**

Total City Employees by Department (All Funds)

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted	Change
City Manager's Office	7.50	7.00	7.00	7.00	-
Development and Public Works	123.00	126.38	126.55	128.55	2.00
Finance	20.54	18.54	18.74	18.74	-
Fire & Life Safety	97.50	95.75	101.65	101.65	-
Human Resources	8.00	8.00	7.00	7.00	-
Information Technology	15.00	14.80	15.80	15.80	-
Library	13.50	14.13	15.06	15.13	0.07
Legal Services	-	-	3.00	3.00	-
Police	124.00	123.00	123.00	123.00	-
Total Personnel (FTE)	**409.04**	**407.60**	**417.80**	**419.87**	**2.07**

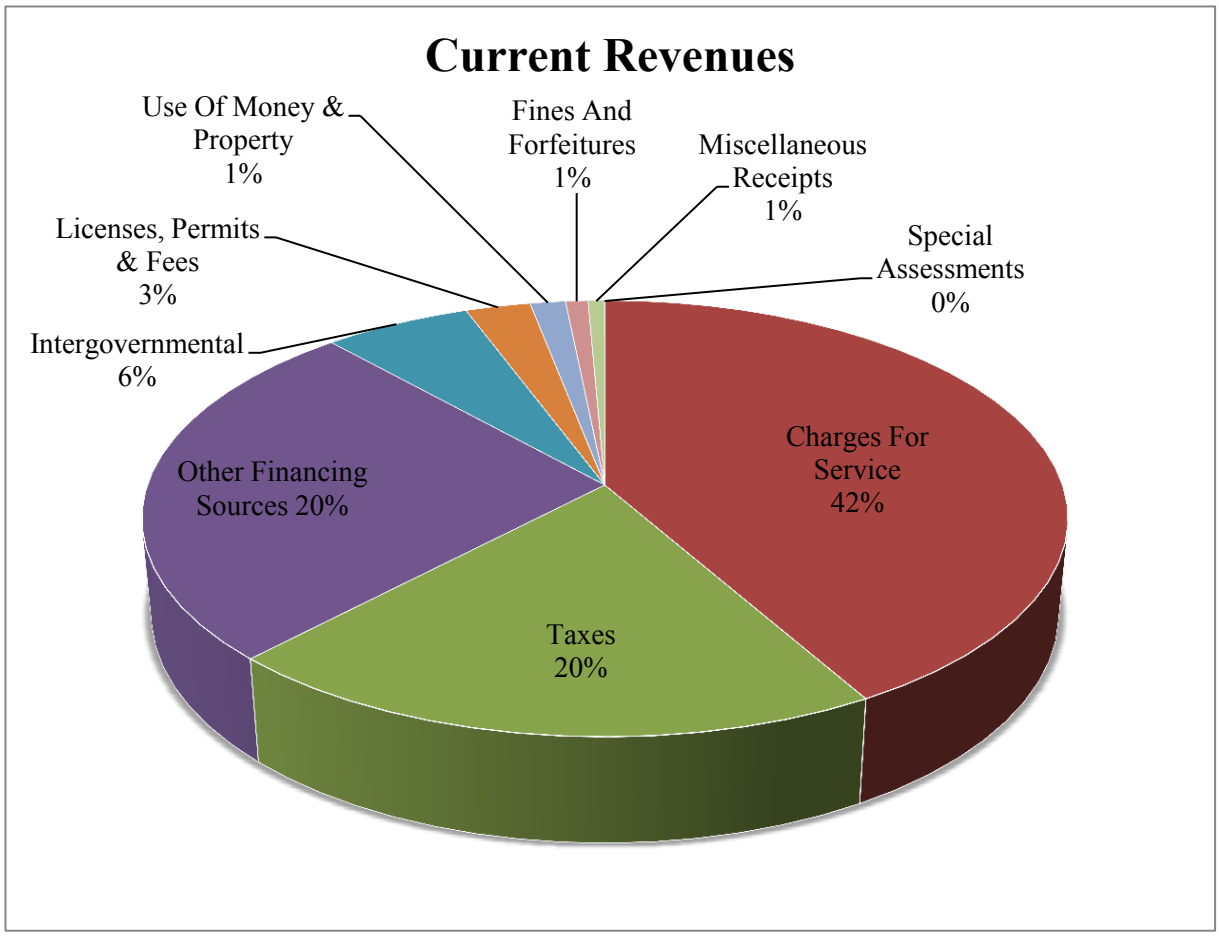
Total City Employees by Department (General Fund)

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted	Change
City Manager's Office	6.85	6.55	6.55	6.55	-
Development and Public Works	19.54	20.13	20.23	20.18	(0.05)
Finance	16.08	14.68	14.79	15.09	0.29
Fire & Life Safety	57.75	58.60	58.60	58.60	-
Human Resources	3.90	4.50	4.00	4.00	-
Information Technology	10.36	10.33	11.33	11.33	-
Library	13.00	13.63	13.56	13.63	0.07
Legal Services	-	-	3.00	3.00	-
Police	84.90	83.95	83.93	83.93	-
Total Personnel (FTE)	**212.38**	**212.37**	**215.99**	**216.30**	**0.32**

Total Resources

Categories	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Adopted
Taxes	$ (31,813,296)	$ (32,377,123)	$ (33,617,376)	$ (37,906,488)
Licenses, Permits & Fees	(5,047,149)	(4,756,289)	(4,848,010)	(4,904,010)
Intergovernmental	(9,575,844)	(10,167,196)	(10,931,347)	(11,131,772)
Charges For Service	(75,198,250)	(75,991,767)	(76,564,654)	(77,963,855)
Fines And Forfeitures	(1,622,314)	(1,777,902)	(1,704,600)	(1,693,700)
Use Of Money & Property	(1,562,459)	(2,457,191)	(1,733,387)	(2,677,235)
Special Assessments	(18,989)	(13,082)	(20,200)	(18,800)
Miscellaneous Receipts	(1,081,680)	(1,218,174)	(1,437,398)	(1,237,729)
Other Financing Sources	(41,816,047)	(30,385,453)	(34,241,374)	(49,105,852)
Sub-Total Current Revenues	**(167,736,028)**	**(159,144,177)**	**(165,098,346)**	**(186,639,441)**
Beginning Cash	**(164,308,836)**	**(170,785,133)**	**(172,564,637)**	**(163,008,496)**
Total All Funds	**$ (332,044,865)**	**$ (329,929,310)**	**$ (337,662,983)**	**$ (349,647,937)**

Note: FY19 Amended as of March 25, 2019



General Fund Revenue Detail

Account	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Adopted
Taxes				
Current Taxes	$ (19,721,739)	$ (20,503,074)	$ (20,886,540)	$ (22,177,227)
Delinquent Taxes	(449,222)	(398,593)	(430,000)	(430,000)
Telecom Business Tax	(53,413)	(46,320)	(52,000)	(52,000)
Sub-Total Taxes	**(20,224,374)**	**(20,947,987)**	**(21,368,540)**	**(22,659,227)**
Licenses and Permits				
Sanipac Franchise	$ (451,232)	$ (526,073)	$ (460,000)	$ (550,000)
Comcast Franchise	(735,256)	(728,434)	(725,000)	(725,000)
QWest Franchise	(178,627)	(170,790)	(200,000)	(175,000)
NW Natural Gas Franchise	(348,877)	(349,680)	(360,000)	(360,000)
Sprint Franchise	(33,388)	(33,388)	(33,000)	(33,000)
Lane Forest Hauler License	-	(2,796)	-	-
ROW Fee Revenue	(53)	-	-	-
Integra Right-Of-Way Fees	-	-	(1,000)	(1,000)
EPUD Right-Of-Way Fees	(14,648)	(14,897)	(14,000)	(14,500)
Library Receipts	(31,404)	(25,957)	(30,000)	(30,000)
Library Photocopy Charges	(1,435)	(7,397)	(8,000)	(8,000)
Animal Licenses/Impound	(43,390)	(43,496)	(52,000)	(52,000)
Police Impound Fees	(32,354)	(43,241)	(30,000)	(30,000)
Offense Surcharge	(12,594)	(14,333)	(10,000)	(10,000)
Fire Code Permits	(181,864)	(171,039)	(180,000)	(165,000)
FLS Safety Systems Plan Review	(28,622)	(16,936)	-	-
FLS New Constr Sq Footage Fee	(41,560)	(31,950)	-	-
Fire Code Plan Check	(33,761)	(85)	-	-
Planning Fees	(529,965)	(458,484)	(530,000)	(490,000)
DSD Postage Fees	(17,723)	(9,055)	(12,500)	(10,000)
Technology Fee	(121,238)	(107,995)	(90,000)	(100,000)
Business License Fees	(164,818)	(185,830)	(155,000)	(180,000)
Sub-Total Licenses and Permits	**(3,002,808)**	**(2,941,854)**	**(2,890,500)**	**(2,933,500)**
Intergovernmental				
Team Spfld Bicycle Patrol	$ (23,431)	$ (18,301)	$ (22,500)	$ (22,500)
Liquor Apportionment	(921,360)	(870,285)	(919,200)	(930,000)
Cigarette Apportionment	(76,591)	(74,707)	(80,200)	(80,200)
State Revenue Sharing	(670,108)	(698,933)	(680,000)	(690,000)
Marijuana Apportionment	-	(238,399)	(96,000)	(316,000)
State Conflagration Funds	-	(125,088)	(53,472)	-
District 19-School Res. Prog.	(167,297)	(188,462)	(157,000)	(175,000)
Mohawk Banner Program	(150)	-	-	-
SUB In-Lieu-Of-Tax	(1,728,575)	(1,751,458)	(1,794,881)	(1,812,830)
EWEB In-Lieu-Of-Tax	(592,118)	(625,786)	(593,500)	(599,430)

Account	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Adopted
Electric Co-ops In-Lieu-Of-Tax	$ (28,447)	$ (13,556)	$ (28,000)	$ (28,000)
HACSA Mckenzie Vill. In-Lieu-O	-	(18,550)	-	-
City of Eugene IGA Reimb	(43,922)	-	-	-
Park Patrol Services	(29,534)	(15,000)	(15,000)	-
Library Courier Contributions	(3,450)	-	(4,140)	(4,572)
Springfield SD 19 Contribution	-	(100,000)	-	-
Sub-Total Intergovernmental	**(4,284,983)**	**(4,738,525)**	**(4,443,893)**	**(4,658,532)**
Charges for Service				
Int Facility Rent	$ (282,384)	$ (282,000)	$ (308,196)	$ (300,504)
Int Bldg Maint Chgs	(288,360)	(281,904)	(299,028)	(304,284)
Int Vehicle Maint Chgs	(190,128)	(187,752)	(177,336)	(172,272)
ROW Fee - Sanitary Sewer	(215,830)	(224,176)	(225,300)	(383,000)
ROW Fee - Storm Drainage	(198,870)	(206,145)	(211,800)	(360,000)
Meeting Room Use Fee	(468)	(4,433)	(5,000)	(5,000)
Police Srvcs U of O	(36,853)	(37,890)	(35,000)	(7,500)
Special Events Services	(18,879)	(9,453)	(9,000)	(14,000)
HR Training Revenue	-	(3,214)	-	-
Rainbow Fire Protection	(1,205,137)	(1,202,111)	(1,202,111)	(1,238,831)
Glenwood Fire Protection	(142,746)	(142,050)	(143,608)	(170,358)
Willakenzie Fire Protecti	(337,771)	(345,468)	(345,468)	(356,733)
MVA First Response	(7,558)	(6,913)	(5,000)	(7,500)
Fire License Facility Inspect	-	-	(3,000)	-
Will Collection Fee	(23,763)	(27,040)	(20,000)	(20,000)
Library Automation	(64,551)	(57,886)	(64,200)	(63,742)
Intra-City Staff Reimb - UR	(130,242)	(109,825)	(102,429)	(108,936)
Staff Reimbursement - RFC	(12,000)	(12,000)	(12,000)	(12,000)
Prior Year Engineering Revenue	(147)	(705)	-	-
Sub-Total Charges for Service	**(3,155,687)**	**(3,140,966)**	**(3,168,476)**	**(3,524,660)**
Fines and Forfeitures				
Muni Court Revenues	$ (1,578,074)	$ (1,656,859)	$ (1,632,000)	$ (1,656,000)
Library Fines	(23,522)	(25,875)	(26,000)	(26,000)
Restitution	(325)	(1,463)	(1,000)	(1,000)
Unclaimed/Forfeited Property	(5,636)	(4,436)	-	-
Sub-Total Fines and Forfeitures	**(1,607,557)**	**(1,688,633)**	**(1,659,000)**	**(1,683,000)**
Use of Money and Property				
Interest Income	$ (69,072)	$ (168,643)	$ (100,000)	$ (175,000)
Variance in FMV of Investments	(28,209)	(4,714)	-	-
Unsegregated Tax Interest	4,915	22,940	-	-
County Assess Interest	(13,254)	(16,510)	(7,000)	(7,000)
Sub-Total Use of Money and Property	**(105,620)**	**(166,928)**	**(107,000)**	**(182,000)**

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

Account	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Adopted
Miscellaneous Receipts				
Claims Recovery	$ (1,872)	$ (1,776)	$ -	$ -
Cash Over/Short	(671)	(328)	-	-
Miscellaneous Receipts	(67,112)	(57,214)	(60,000)	(60,000)
Testing	(8,075)	(2,195)	-	-
Muni Court -Int on Delinq	(201,286)	(188,523)	(195,000)	(190,000)
Enterprise Zone Exempt Fee	(64,359)	(64,395)	(64,359)	(86,059)
Sub-Total Miscellaneous Receipts	**(343,375)**	**(314,431)**	**(319,359)**	**(336,059)**
Indirect Charges				
Indirect Chgs: Fund 201	$ (477,348)	$ (509,712)	$ (517,068)	$ (560,712)
Indirect Chgs: Fund 305	(2,100)	-	-	-
Indirect Chgs: Fund 611	(311,784)	(325,044)	(332,184)	(335,412)
Indirect Chgs: Fund 612	(291,636)	(297,456)	(319,152)	(328,080)
Indirect Chgs: Fund 615	(511,320)	(541,116)	(512,592)	(623,880)
Indirect Chgs: Fund 617	(491,844)	(547,944)	(559,980)	(573,480)
Indirect Chgs: Fund 618	(33,504)	(21,144)	(21,528)	(21,876)
Indirect Chgs Fund 419	(10,788)	(5,076)	(5,172)	(5,256)
Indirect Chgs: Fund 224	(103,560)	(127,344)	(135,936)	(138,072)
Indirect Chgs: Fund 719	(45,912)	(48,204)	(51,348)	(46,932)
Sub-Total Indirect Charges	**(2,279,796)**	**(2,423,040)**	**(2,454,960)**	**(2,633,700)**
Interfund Transfers				
XFR From Fund 305	$ -	$ (4,000)	$ -	$ -
XFR From Fund 707	(223,032)	-	-	-
XFR From Fund 208	(639,125)	(613,794)	(637,778)	(798,000)
XFR From Fund 615	-	-	(250,000)	-
XFR From Fund 618	-	(63,000)	(67,548)	(272,879)
XFR From Fund 419	(165,712)	-	-	-
XFR From Fund 420	(78,336)	(85,538)	(81,803)	(135,857)
Sub-Total Interfund Transfers	**(1,106,205)**	**(766,332)**	**(1,037,129)**	**(1,206,736)**
Beginning Cash Balance	**(8,666,257)**	**(8,574,037)**	**(9,735,031)**	**(9,294,825)**
Total General Fund	**$ (44,776,663)**	**$ (45,702,733)**	**$ (47,183,888)**	**$ (49,112,239)**

Note: FY19 Amended as of March 25, 2019

FY20 ASSESSED VALUATION, LEVY & TAX REVENUE SUMMARY

	Rate Per $1,000	Assessed Valuation	Levy	Net Tax Revenue
General Fund				
FY19 Assessed Valuation		$ 4,857,115,762		
Plus: 3.75% Increase from Added Value		182,141,841		
Est. Assessed Value FY20 Pre UR		**5,039,257,603**		
Less: Urban Renewal Excess (estimated)		(140,363,629)		
Total Estimated Assessed Valuation net of Urban Renewal		**$ 4,898,893,974**		
City of Springfield Permanent Rate Levy	$ 4.7403			
Estimated Taxes Raised for FY20 (rate x AV/1,000)			**23,222,227**	
Less Allowances for Discounts, Delinquencies*:			(1,045,000)	
Total Available General Fund Tax Revenue for Appropriation				**$ 22,177,227**
Fire Local Option Levy Fund				
City of Springfield Five-Year Tax Rate (FY17 – FY21)	$ 0.3600			
Estimated Taxes Raised for FY19 (rate x AV/1,000)			**1,763,602**	
Less Allowances for Discounts, Delinquencies & Compression*:			(79,362)	
Total Available Tax Revenue for Appropriation				**$ 1,684,240**
Police Local Option Levy Fund				
City of Springfield Five-Year Tax Rate (FY19 - FY23)	$ 1.4000			
Estimated Taxes Raised for FY19 (rate x AV/1000)			**6,858,452**	
Less Allowances for Discounts, Delinquencies & Compression*:			(308,630)	
Total Available Tax Revenue for Appropriation				**$ 6,549,822**
Bond Sinking Fund				
Levy Required for 2016 General Obligation Bonds			**1,975,513**	
Estimated Tax Rate (Levy/AV)	$ 0.4033			
Less Allowances for Discounts, Delinquencies*:			(88,898)	
Subtotal				***$ 1,886,615***
Levy Required for 2019 General Obligation Bond (Streets)			**2,483,334**	
Estimated Tax Rate (Levy/AV)	$ 0.5069			
Less Allowances for Discounts, Delinquencies*:			(111,750)	
Subtotal				***$ 2,371,584***
Total Available Bond Sinking Fund Tax Revenue for Appropriation				**$ 4,258,199**
Est. Total Tax Rate and Tax Revenue Collection	**$7.4105**			**$34,669,487**

FY20 ASSESSED VALUATION, LEVY & 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 56% 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

Local Option Levies

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), in 2010 for five years (FY12-FY16) and again in 2015 for five years (FY17-FY21). The Police Services Levy was renewed for five years (FY09-FY13) with added staff for the new Justice Center, in 2012 for five years (FY14-FY18), and again in 2017 for five years (FY19-FY23). For the Police Levy there was a one-year separation (FY08) between the expiration of the old levy and the beginning of the new levy. The taxation information on the two levies is provided in this section of the budget document. For more detail on specific funding, see the Fire & Life Safety, Police, and Legal/Judicial Services pages in this budget document. Overall, funding from the two levies provided the following:

Local Option Levies		Amount	FTE
Fire Services operating costs	$	1,502,147	7.00
Fire levy dedicated reserve		882,804	
Fire Services Local Option Levy Funding	**$**	**2,384,951**	
Police and Jail Services operating costs	$	6,348,122	39.08
Legal and Judicial Services operating costs		750,335	2.23
Public Safety levy dedicated reserve		1,457,941	
Police Local Option Levy Funding	**$**	**8,556,398**	
Total Funding Provided by Levies	**$**	**10,941,349**	**48.31**
Detail by Type of Costs Funded:			
Departmental Operating costs	$	8,600,604	48.31
Dedicated Reserves		2,340,745	
Total Funding Provided by Levies	**$**	**10,941,349**	**48.31**

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

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 amounts collected from previous levies and the estimated amount for current levies (all funds) by the City of Springfield over the past five years.

	FY17 Actual	FY18 Actual	FY19 Est Actual	FY20 Adopted
Tax Base/Rate Levy*	19,721,739	20,503,074	21,186,540	22,177,227
Fire Local Option	1,480,654	1,541,687	1,575,020	1,684,240
Police Local Option	5,264,546	5,481,551	6,013,131	6,549,822
Subtotal Taxes	26,466,939	27,526,312	28,774,691	30,411,289
Bonds	2,125,366	1,770,075	1,803,741	4,258,199
Total	**$ 28,592,305**	**$ 29,296,387**	**$ 30,578,432**	**$ 34,669,488**
Assessed Value**	$ 4,471,924,355	$ 4,624,303,479	$ 4,857,115,762	$ 5,039,257,603
Rate for Operations	6.3803	6.3803	6.5003	6.5003
Bonds	0.5027	0.4042	0.4008	0.9102
Total Rate	**$ 6.8830**	**$ 6.7845**	**$ 6.9011**	**$ 7.4105**

* Tax rate levy is for general operations in the General Fund
** Includes Urban Renewal

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

	Assessed Valuation
FY19 Assessed Valuation (AV)	$4,857,115,762
Add Estimated 3.75% Increase in Value	182,141,841
Total City Assessed Valuation for all Levies	**$5,039,257,603**
Less: Urban Renewal Growth	($140,363,629)
Total City AV for Permanent Rate net of UR	**$ 4,898,893,974**

FY20 Tax Rates

The City of Springfield's revised property tax rate per thousand is $7.4105(estimated), consisting of the following funding sources. (See above for details on the Bond Sinking Fund rate.)

Tax Levy for Operations:	
General Fund	$4.7403
Fire Local Option Levy Fund	0.3600
Police Local Option Levy Fund	1.4000
Rate for Operations	**$6.5003**
Bond Sinking Fund (Est.)	**$0.9102**
Total City Rate	**$7.4105**

Tax and Assessed Valuation History

Fiscal Year	Tax Rate	Taxable Value
FY20 - EST	$7.4105	$5,039,257,603
FY19	6.9011	4,857,115,762
FY18	6.7845	4,624,303,479
FY17	6.8830	4,471,924,355
FY16	6.8770	4,339,850,283
FY15	7.2501	4,253,901,084
FY14	7.2185	4,043,528,204
FY13	7.0103	3,998,513,276
FY12	7.0733	3,766,484,285
FY11	7.0923	3,747,745,557
FY10	7.1742	3,726,631,985
FY09	7.2281	3,502,295,304
FY08	6.1595	3,436,084,339
FY07	6.1391	3,149,357,159

Note: FY20 begins July 1, 2019 and ends June 30, 2020.

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CITY FUND TYPES

The City of Springfield groups funds into two broad fund categories: Governmental Funds and Proprietary Funds. Governmental Funds are those through which most governmental functions of the City are financed. 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. Proprietary Funds are used to account for the City's ongoing activities which are similar to those often found in the private sector. The focus of financial measurement for proprietary funds is on the determination of net income, financial position and changes in financial position.

Funds are further categorized into six generic fund types:

Governmental Funds

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

Proprietary Funds

- Enterprise Funds and
- Internal Service Funds

Governmental Fund Category

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:** Fund accounts for the general operations of the City including Library, Police, Fire, Development & Public Works, Municipal Court 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 Fund (CDBG):** Fund is 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, 2006, 2010 and 2015. Currently effective for FY17 through FY21 to provide funding for enhanced fire services as well as accounting for the expenditures made for the increased services.

Police Local Option Levy Fund: Accounts for the receipt of the local option levy passed in November, 2002, 2006 and 2012. Currently effective for FY14 through FY18 to provide funding for enhanced police services as well as accounting for the expenditures made for the increased services.

Special Revenue Fund: Accounts for the receipt of money that must be used for a specific project or service.

Street Fund: Fund is 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: Fund accounts for payments on City debt including general obligation bonds supported by property taxes.

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 private developer contributions, grants, contracts, and capital reserves. Projects funded by assessments are excluded from this fund and are accounted for in separate funds.

Regional Wastewater Revenue Bond Capital Projects Fund: Fund was established in FY08 and accounts for regional wastewater (MWMC) capital projects funded by MWMC revenue bond receipts.

Regional Wastewater Capital Fund: 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.

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

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: 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: Fund accounts for the cost of the improvements and operating expenses of the Booth-Kelly Center and other leasable property owned by the City; program supported through grants and revenue generated by the leasing of commercial space to local industry.

Storm Drainage Operating Fund: Fund accounts for operations and maintenance costs of the local public storm drainage system supported by local storm drainage fees.

Regional Fiber Consortium Fund: 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: 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.

Sanitary Sewer Operations Fund: 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, employee benefit costs and the City's self-funded employee health insurance program; 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.

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

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

Bond Sinking Fund (306): Fund accounts for payments on City debt including general obligation bonds supported by property taxes.

Booth-Kelly Fund (618): Fund accounts for the cost of the improvements and operating expenses of the Booth-Kelly Center and other leasable property owned by the City; program supported through grants and revenue generated by the leasing of commercial space to local industry.

Building Code Fund (224): 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 Fund (CDBG) (210): Fund is required by federal law to account for receipt and expenditure of Community Development Block Grant funds.

Development Assessment Fund (419): Fund accounts for the cost of local public improvements (supported by assessments to benefiting properties) that 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 private developers contributions, grants, contracts, intergovernmental revenues and other non-recurring revenues.

Drainage Operating Fund (617): Fund accounts for operations and maintenance costs of local stormsewer (drainage) systems supported by stormsewer user fees.

Fire Local Option Levy Fund (235): Accounts for the receipt of the local option levy passed in November, 2002, 2006, 2010 and 2015. Currently effective for FY17 through FY21 to provide funding for enhanced fire services as well as accounting for 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.

Insurance Fund (707): An internal service fund that accounts for risk management, property/casualty insurance premium, damage claim, employee benefit costs and the City's self-funded employee health insurance program; supported by service charges to departmental operating budgets

Police Local Option Levy Fund (236): Accounts for the receipt of the local option levy passed in November, 2002, 2006 and 2012. Currently effective for FY14 through FY18 to provide funding for enhanced police services as well as accounting for the expenditures made for the increased services.

Regional Fiber Consortium Fund (629): 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 (612): 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 sanitary sewer system; supported by grants and regional sanitary sewer user fees.

Regional Wastewater Capital Fund (433): Fund 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 Revenue Bond Capital Projects Fund (412): Fund was 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.

Sanitary Sewer Operations Fund (611): Fund accounts for operations and maintenance costs of local sanitary sewer systems supported by local sewer user fees.

Special Revenue Fund (204): Accounts for the receipt of money that must be used for a specific project or service.

Street Fund (201): Fund is 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 (208): Fund 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.

Nathan Bell, Finance Director finance@springfield-or.gov 541.726.3704

DESCRIPTION OF BUDGET TERMS

Ad Valorem Tax: A tax based on the assessed value of a property.

Adopted Budget: Is a 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): Is 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: Qualified voters who have 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: These are funds which allow the City to meet current cash flow requirements, shortfalls in revenue, or unexpected demands until tax revenue funds 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 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: Are 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: Is 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: Is the 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 reimbursement revenue to the General Fund and an expense in all other funds.

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

Intergovernmental Revenue: Includes grants from federal, state and local governments as well as state cigarette and liquor taxes.

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

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

Licenses and Permits Revenue: Includes revenues collected per City ordinance and state law including the collection of fees and franchises.

Line Item Budget: The traditional form of budget, where proposed appropriations are based on individual objects of expense within a department or division.

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

Limited Tax General Obligation Bond: A bond that is secured by the pledge of a government's taxing authority that is limited as to the rate or amount.

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

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

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

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

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

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

Miscellaneous 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: Is a 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: This is 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. Reporting of the budget also refer to this as *"Charges for Service"*.

BUDGET ACRONYMS AND ABBREVIATIONS

ACWA ..... Association of Clean Water Agencies
ADA ..... Americans with Disabilities Act
ADMIN ..... Administration
A/R ..... Accounts Receivable
AV ..... Assessed Value
BAN ..... Bond Anticipation Note
BLM ..... Bureau of Land Management
BPA ..... Bonneville Power Administration
CAFR ..... Comprehensive Annual Financial Report
CDAC ..... Community Development Advisory Committee
CDBG ..... Community Development Block Grant
CDC ..... Community Development Corporation
CIP ..... Capital Improvement Program
CMO ..... City Manager's Office
CPI ..... Consumer Price Index
DARE ..... Drug Abuse Resistance Education
DLCD ..... Department of Land Conservation and Development
DP ..... Data Processing
DPW ..... Development & Public Works Department
DUII ..... Driving Under the Influence of Intoxicants
ED ..... Economic Development
EEO ..... Equal Employment Opportunity
EMS ..... Emergency Medical Services
EMT ..... Emergency Medical Technician
EPA ..... Environmental Protection Agency
EWEB ..... Eugene Water and Electric Board
FIREMED ..... Ambulance Membership Program
FLS ..... Fire and Life Safety
FMLA ..... Family and Medical Leave Act
FRS ..... Federal Revenue Sharing
FTE ..... Full-Time Equivalent Employee
FY ..... Fiscal Year
GAAP ..... Generally Accepted Accounting Principals
GFOA ..... Government Finance Officers Association
GRAC ..... Glenwood Redevelopment Advisory Committee
HAZ-MAT ..... Hazardous Materials
HOME ..... Home Investment Partnership Program
HR ..... Human Resources
HUD ..... Housing and Urban Development
ICMA ..... International City Managers Association
I/I ..... Inflow and Infiltration
IT ..... Information Technology

JR/YA ..... Junior / Young Adult
LAN ..... Local Area Network
LCC ..... Lane Community College
LCDC ..... Land Conservation and Development Commission
LCJ ..... Lane County Jail
LCOG ..... Lane Council of Governments
LOC ..... League of Oregon Cities
LRAPA ..... Lane Regional Air Pollution Authority
M5 ..... Measure 5 – Tax Limitation Measure
M50 ..... Measure 50 – Tax Limitation Measure
MGMT ..... Management
M&S ..... Materials and Services
MWMC ..... Metropolitan Wastewater Management Commission
NLC ..... National League of Cities
OCLC ..... On-line Computer Library Center
ODOT ..... Oregon Department of Transportation
O&M ..... Operations and Maintenance
ORS ..... Oregon Revised Statutes
OSPWF ..... Oregon Special Public Works Fund
OTIA ..... Oregon Transportation Improvement Act
PS ..... Personal Services
P/T ..... Part-time position
SCUSA ..... Springfield Comprehensive Urbanization Study and Annexation
SDC ..... System Development Charges
SEDA ..... Springfield Economic Development Agency
SHOP ..... Springfield Home Ownership Program
SHPO ..... State Historic Preservation Office
SOPP ..... Standard Operating Procedure Policy
SRF ..... State Revolving Fund
SUB ..... Springfield Utility Board
TCV ..... True Cash Value
TDD ..... Telecommunications Device for the Deaf
UB ..... Unappropriated Balance
UEFB ..... Unappropriated Ending Fund Balance

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CITY OF SPRINGFIELD, OREGON
RESOLUTION NO. 2019-15

FY20 ADOPTED BUDGET

A RESOLUTION ADOPTING THE FISCAL YEAR 2019/20 SPRINGFIELD CITY BUDGET, MAKING APPROPRIATIONS, AND LEVYING A PROPERTY TAX.

WHEREAS, starting on April 30, 2019, and ending on May 14, 2019, the Budget Committee met and reviewed the proposed 2019/20 City budget; and

WHEREAS, on May 14, 2019, the Budget Committee recommended approval of the 2019/20 City budget for Council adoption; and

WHEREAS, on June 17, 2019, 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 COMMON COUNCIL OF THE CITY OF SPRINGFIELD:

Section 1. The City budget for the City of Springfield for the fiscal year beginning July 1, 2019, and ending June 30, 2020, as approved by the City of Springfield Budget Committee in the total amount of $349,647,938 is hereby adopted.

Section 2. The adopted appropriations, for the fiscal year beginning July 1, 2019, and ending June 30, 2020, as set forth in Exhibit "A" is hereby adopted.

City of Springfield Fiscal Year 2019/20 Appropriations (All Funds)	
Personal Services	57,369,192
Materials and Services	48,300,692
Capital Outlay	4,361,129
Capital Projects	38,308,071
Contingency	1,000,000
Unappropriated Ending Fund Balance	2,401,584
Reserves	150,797,671
Interfund Transfers	21,466,223
Debt Service	12,235,288
Special Payments/Statutory Payments	13,408,087
TOTAL APPROPRIATIONS – ALL FUNDS	**$ 349,647,938**

Section 3. BE IT RESOLVED that the common 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 $1.40 for the voter approved four year Local Option operating levy for police, court and jail operations; and in the amount

of $4,458,847 for bonds; and that these taxes are hereby imposed and categorized for tax year 2019/20 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	$ 1.4000/$1,000	
Bond Sinking Fund		$ 4,458,847

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. 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 17 day of June, 2019, by a vote of 6 for and 0 against.

Mayor – Christine L. Lundberg

ATTEST:

City Recorder

REVIEWED & APPROVED
AS TO FORM
DATE: 6/17/19
OFFICE OF CITY ATTORNEY

LEGAL APPROPRIATIONS LEVEL

		Dollar Amount
General Fund - 100		
Department Operating		
City Manager's Office	$	1,536,355
Development & Public Works		2,631,218
Finance		2,376,752
Fire and Life Safety		12,000,543
Human Resources		588,068
Information Technology		2,389,350
Legal Services		757,373
Library		1,706,805
Police		15,557,892
Total Department Operating	**$**	**39,544,357**
Non-Departmental		
Transfers	$	945,800
Contingency		1,000,000
Reserves		7,622,082
Total Non-Departmental	**$**	**9,567,882**
Total General Fund	**$**	**49,112,239**
Street Fund - 201		
Department Operating		
Development & Public Works	$	5,879,758
Information Technology		367,742
Total Department Operating	**$**	**6,247,500**
Non-Departmental		
Transfers	$	150,000
Reserves		2,242,588
Total Non-Departmental	**$**	**2,392,588**
Total Street Fund	**$**	**8,640,088**
Special Revenue Fund - 204		
Department Operating		
City Manager's Office	$	30,730
Development & Public Works		12,000
Library		22,725
Police		325,000
Total Department Operating	**$**	**390,455**
Non-Departmental		
Reserves	$	676,247
Total Special Revenue Fund	**$**	**1,066,702**
Transient Room Tax Fund - 208		
Department Operating		
City Manager's Office	$	221,787
Development & Public Works		95,421
Library		176,508
Total Department Operating	**$**	**493,717**
Non -Departmental		
Transfers	$	637,778
Reserves		1,776,039
Total Non-Departmental	**$**	**2,413,817**
Total Transient Room Tax Fund	**$**	**2,907,534**

		Dollar Amount
Community Development Fund - 210		
Department Operating		
Development & Public Works	$	1,561,701
Finance		22,010
Total Department Operating	**$**	**1,583,711**
Non-Departmental		
Reserves	$	44,351
Total Community Development Fund	**$**	**1,628,062**
Building Code Fund - 224		
Department Operating		
Development & Public Works	$	1,183,168
Fire & Life Safety		62,600
Total Department Operating	**$**	**1,245,768**
Non -Departmental		
Reserves	$	2,245,080
Total Building Fund	**$**	**3,490,848**
Fire Local Option Levy Fund - 235		
Department Operating		
Fire and Life Safety	$	1,502,147
Non -Departmental		
Reserves	$	882,804
Total Fire Local Option Levy Fund	**$**	**2,384,951**
Police Local Option Levy Fund - 236		
Department Operating		
Finance	$	667,092
Legal Services		83,243
Police		6,348,122
Total Department Operating	**$**	**7,098,456**
Non -Departmental		
Reserves	$	1,457,941
Total Police Local Option Levy Fund	**$**	**8,556,397**
Bancroft Redemption Fund - 305		
Non -Departmental		
Reserves	$	5,475
Total Bancroft Redemption Fund	**$**	**5,475**
Bond Sinking Fund - 306		
Non-Departmental		
Debt Service	$	2,220,205
Unappropriated Ending Fund Balance		2,401,584
Total Non-Departmental	**$**	**4,621,789**
Total Bond Sinking Fund	**$**	**4,621,789**

		Dollar Amount
Development Assessment Fund - 419		
Non-Departmental		
Reserves	$	553,501
Total Development Assessment Fund	**$**	**553,501**
Development Projects Fund - 420		
Capital Projects		
Development & Public Works	$	218,427
Non-Departmental		
Transfers	$	435,857
Reserves		3,933,716
Total Non-Departmental	**$**	**4,369,573**
Total Development Projects Fund	**$**	**4,588,000**
Regional Wastewater Capital Fund - 433		
Department Operating		
Development & Public Works	$	1,145,000
Total Development & Public Works Capital Projects	$	17,359,000
Non-Departmental		
Transfers	$	2,023,909
Reserves		58,324,141
Total Non-Departmental	**$**	**60,348,050**
Total Regional Wastewater Capital Fund	**$**	**78,852,050**
Street Capital Fund - 434		
Department Operating		
Development & Public Works	$	124,584
Total Development & Public Works Capital Projects	$	10,468,484
Non-Departmental		
Interfund Loan	$	2,500,000
Reserves		4,019,733
Total Non-Departmental	**$**	**6,519,733**
Total Street Capital Fund	**$**	**17,112,801**
Sanitary Sewer Operations Fund - 611		
Department Operating		
Development & Public Works	$	3,909,066
Finance		16,655
Information Technology		352,722
Total Department Operating	**$**	**4,278,443**
Total Development & Public Works Capital Projects	**$**	**4,300,951**
Non-Departmental		
Debt Service	$	1,709,005
Reserves		23,167,538
Total Non-Departmental	**$**	**24,876,543**
Total Sewer Operations Fund	**$**	**33,455,937**

		Dollar Amount
Regional Wastewater Fund - 612		
Department Operating		
Development & Public Works	$	18,500,825
Finance		163,084
Total Department Operating	**$**	**18,663,909**
Non-Departmental		
Transfers	$	17,000,000
Debt Service		4,947,783
Reserves		9,986,667
Total Non-Departmental	**$**	**31,934,450**
Total Regional Wastewater Fund	**$**	**50,598,359**
Ambulance Fund - 615		
Department Operating		
Fire and Life Safety	$	6,965,825
Non-Departmental		
Reserves		86,733
Total Non-Departmental	**$**	**86,733**
Total Ambulance Fund	**$**	**7,052,558**
Storm Drainage Operating Fund - 617		
Department Operating		
Development & Public Works	$	5,620,402
Finance		16,655
Information Technology		273,483
Total Department Operating	**$**	**5,910,540**
Total Development & Public Works Capital Projects	**$**	**5,735,209**
Non-Departmental		
Debt Service	$	704,405
Reserves		14,864,498
Total Non-Departmental	**$**	**15,568,903**
Total Drainage Operating Fund	**$**	**27,214,652**
Booth-Kelly Fund - 618		
Department Operating		
Development & Public Works	$	559,407
Total Development & Public Works Capital Projects	**$**	**226,000**
Non-Departmental		
Transfers	$	272,879
Reserves		836,122
Total Non-Departmental	**$**	**1,109,001**
Total Booth-Kelly Fund	**$**	**1,894,408**
Regional Fiber Consortium - 629		
Department Operating		
Finance	$	131,650
Non-Departmental		
Reserves	$	308,766
Total Regional Fiber Consortium Fund	**$**	**440,416**

		Dollar Amount
Insurance Fund - 707		
Department Operating		
Human Resources	$	1,342,338
Health Insurance		8,690,186
Total Department Operating	**$**	**10,032,524**
Non-Departmental		
Special Payments/Miscellaneous Fiscal Transactions	$	13,408,087
Reserves		9,651,219
Total Non-Departmental	**$**	**23,059,306**
Total Insurance Fund	**$**	**33,091,830**
Vehicle and Equipment Fund - 713		
Department Operating		
Development & Public Works	$	1,182,216
Finance		5,000
Fire & Life Safety		1,542,000
Information Technology		608,831
Library		8,000
Police		277,500
Total Department Operating	**$**	**3,623,547**
Non-Departmental		
Debt Service	$	153,890
Reserves		7,305,273
Total Non-Departmental	**$**	**7,459,163**
Total Vehicle and Equipment Fund	**$**	**11,082,710**
SDC Administration Fund - 719		
Department Operating		
Development & Public Works	$	396,212
Finance		22,905
Information Technology		70,357
Total Department Operating	**$**	**489,473**
Non-Departmental		
Reserves	$	807,157
Total SDC Administration Fund	**$**	**1,296,630**
TOTAL RESOLUTION	**$**	**349,647,938**

FORM LB-1 **NOTICE OF BUDGET HEARING**

A public meeting of the Springfield City Council will be held on June 17, 2019 at 7:00pm 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, 2019 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. or online at http://www.springfield-or.gov/city/finance/budget-committee-meetings-agendas/. This budget is for an annual budget period. This budget was prepared on a basis of accounting that is the same as the preceding year. Major changes, if any, and their effect on the budget are explained below.

Contact: Nathan Bell Telephone: 541-726-2364 Email: nbell@springfield-or.gov

FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual Amount 2017-18	Amended Budget This Year 2018-19	Approved Budget Next Year 2019-20
Beginning Fund Balance/Net Working Capital	$170,785,133	$172,564,637	$163,008,496
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	82,539,039	83,137,464	84,580,365
Federal, State & all Other Grants, Gifts, Allocations & Donations	10,167,196	10,931,347	11,131,772
Revenue from Bonds and Other Debt	0	0	10,000,000
Interfund Transfers / Internal Service Reimbursements	30,385,453	34,241,374	39,105,852
All Other Resources Except Current Year Property Taxes	6,756,101	6,392,785	7,151,964
Current Year Property Taxes Estimated to be Received	29,296,387	30,395,376	34,669,488
Total Resources	**$329,929,310**	**$337,662,983**	**$349,647,937**

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	51,227,747	54,606,724	57,369,192
Materials and Services	41,128,086	47,628,608	48,300,692
Capital / Capital Outlay	25,091,046	53,701,384	42,669,200
Debt Service	11,040,580	15,779,435	12,235,288
Interfund Transfers	18,100,805	22,073,989	21,466,223
Contingencies	0	1,000,000	1,000,000
Special Payments	10,776,410	11,528,110	13,408,087
Unappropriated Ending Balance and Reserved for Future Expenditure	0	131,344,731	153,199,255
Total Requirements	**157,364,675**	**337,662,981**	**349,647,938**

FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM *			
City Manager's Office	1,658,628	1,828,823	1,788,873
FTE	7.00	7.00	7.00
Development & Public Works	59,687,135	91,727,356	81,109,049
FTE	127.38	126.55	128.55
Finance	3,005,196	3,311,234	3,421,802
FTE	18.54	18.74	18.74
Fire & Life Safety	19,151,403	20,162,986	22,073,114
FTE	95.75	101.65	101.65
Human Resources	1,844,844	2,072,273	1,930,406
FTE	8.00	7.00	7.00
Information Technology	2,693,169	3,405,522	4,062,486
FTE	14.80	15.80	15.80
Legal Services	698,363	802,236	840,616
FTE	0.00	3.00	3.00
Library	1,655,876	2,053,814	1,914,039
FTE	14.13	15.06	15.13
Police	19,973,105	21,985,536	22,508,513
FTE	122.00	123.00	123.00
Not Allocated to Organizational Unit or Program	46,996,957	190,313,201	209,999,039
FTE	0.00	0.00	0.00
Total Requirements	**$157,364,675**	**$337,662,981**	**$349,647,938**
Total FTE	**407.60**	**417.80**	**419.87**

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *

The reccomended budget includes the following changes:

Source: General Fund

$120,000 in Police Overtime, $210,000 funding for the Cahoots program, funding for the replacement of the city phone system, $30,000 for security services in the DPW budget, transfer of $400,000 to Fund 713 for building preservation, $100,000 for ADA improvements to City facilities, $30,000 for website maintenance in City Manager's Office, $70,000 for video arraingment system replacement in the municipal court.

Source: Regional Wastewater Fund

1 FTE addition to DPW for an MWMC communications coordinator.

Source: Transient Room Tax

$25,000 for Chamber of Commerce to support special projects.

PROPERTY TAX LEVIES			
	Rate or Amount Imposed 2017-18	Rate or Amount Imposed This Year 2018-19	Rate or Amount Approved Next Year 2019-20
Permanent Rate Levy (rate limit $4.7403 per $1,000)	4.7403	4.7403	4.7403
Fire Local Option Levy	0.36	0.36	0.36
Police Local Option Levy	1.28	1.4	1.4
Levy For General Obligation Bonds (2016)	$1,861,623	$1,913,784	$1,975,513
Levy For General Obligation Bonds (2019 Streets)	$0	$0	$2,483,334

STATEMENT OF INDEBTEDNESS		
LONG TERM DEBT	Estimated Debt Outstanding on July 1.	Estimated Debt Authorized, But Not Incurred on July 1
General Obligation Bonds	$10,125,000	$10,000,000
Other Bonds	$43,730,162	
Other Borrowings	$150,380	
Total	$54,005,542	$10,000,000

***** If more space is needed to complete any section of this form, insert lines (rows) on this sheet. You may delete blank lines.

150-504-073-2 (Rev. 11-18)

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
2019-2020

☐ 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** (District Name) has the responsibility and authority to place the following property tax, fee, charge or assessment on the tax roll of **Lane** (County Name) County. The property tax, fee, charge or assessment is categorized as stated by this form.

Mailing Address of District	City	State	ZIP code	Date
225 Fifth Street	**Springfield**	**Oregon**	**97477**	**6/18/2019**

Contact Person	Title	Daytime Telephone	Contact Person E-Mail
Nathan Bell	**Finance Director**	**541-726-2364**	nbell@springfield-or.gov

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

X 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 294.456.

PART I: TAXES TO BE IMPOSED

		Subject to General Government Limits: Rate -**or**- Dollar Amount	Excluded from Measure 5 Limits: Dollar Amount of Bond Levy
1. Rate per $1,000 **or** Total dollar amount levied (within permanent rate limit)	1	4.7403	
2. Local option operating tax	2	1.76	
3. Local option capital project tax	3		
4. City of Portland Levy for pension and disability obligations	4		
5a. Levy for bonded indebtedness from bonds approved by voters **prior** to October 6, 2001	5a.		
5b. Levy for bonded indebtedness from bonds approved by voters **on or after** October 6, 2001	5b.		4,458,847
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b)	5c.		**4,458,847**

PART II: RATE LIMIT CERTIFICATION

6. Permanent rate limit in dollars and cents per $1,000	6	**4.7403**
7. Election date when your **new district** received voter approval for your permanent rate limit	7	N/A
8. **Estimated** permanent rate limit for newly **merged/consolidated district**	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 tax year levied	Final tax 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 2015	2016/2017	2020/2021	.36
Operating (Levy of Police Service and Municipal Jail Operations)	November 2017	2018/2019	2022/2023	1.40

Part IV. SPECIAL ASSESSMENTS, FEES AND CHARGES*

Description	ORS Authority**	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 ORS authority for putting these assessments on the roll must be completed if you have an entry in Part IV.**

150-504-073-7 (Rev. 11-18)

(see the back for worksheet for lines 5a, 5b, and 5c)

File with your assessor no later than JULY 15, unless granted an extension in writing.