

City of Springfield, OR Fiscal Year 2021 Proposed 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

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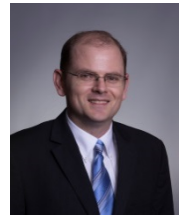
CITY ROSTER



Mayor Christine L. Lundberg

Members of the Budget Committee

Council Members	Ward	Public Members
Sean VanGordon	1	Luke Lundberg
Steve Moe	2	George Jessie
Sheri Moore	3	Kori Rodley
Leonard Stoehr	4	Gabrielle Guidero
Marilee Woodrow	5	Holle Bauer Schaper
Joe Pishioneri	6	Paul Selby



*Ward 1
Sean VanGordon*



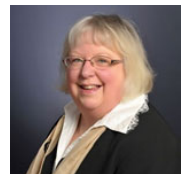
*Ward 2
Steve Moe*



*Ward 3
Sheri Moore*



*Ward 4
Leonard Stoehr*



*Ward 5
Marilee Woodrow*



*Ward 6
Joe Pishioneri*

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.

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ACKNOWLEDGEMENTS

Special thanks go to the following individuals for their assistance with the compilation of the FY21 Adopted Budget Document.

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Niel Laudati	- Assistant City Manager (Interim)
Mary Bridget Smith	- City Attorney / City Manager Pro Tem
Tom Boyatt	- Development & Public Works Division Director (Community Development)
Brian Conlon	- Development & Public Works Division Director (Operations)
Matt Stouder	- Development & Public Works Division Director (Environmental Services)
Nathan Bell	- Finance Director
Brandt Melick	- Information Technology Director
Chaim Hertz	- Human Resources Director
Chris Heppel	- Fire Chief (Interim)
Emily David	- Library Director
Rick Lewis	- Chief of Police

Budget Review Team

Title	
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Niel Laudati	- Assistant City Manager (Interim)
Mary Bridget Smith	- City Attorney / City Manager Pro Tem
Nathan Bell	- Finance Director
Neil Obringer	- Budget Officer

Department Budget Coordinators

Department	
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Vahana Keene	- City Manager's Office
Quattrocchi	- Development & Public Works
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Erin Frey	- Human Resources
Cupples	- Library
Jessica Crawford	- Police

Finance Accounting Staff

Title	
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Misty Britton	- Accounting Specialist
David Held	- Administrative Assistant
Lynn Kief	- Accountant
Sally Mckay	- Accounting Specialist

Budget System Support - Kerrie Miller, Programmer Analyst

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Resolution to Adopt the Budget.....	TBD
Form LB-1	TBD
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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 \$117,010,973 makes up 34% 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 \$46,333,395 makes up 13.3% of the total City budget. This section represents the recommended budget for projects previously published and approved by Council in the Capital Improvement Program (CIP) document. The CIP is prepared 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 \$187,738,930 makes up 53% 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

READER'S GUIDE

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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



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It is my pleasure to present the City of Springfield's proposed Fiscal Year 2021 (FY21) budget.

City staff began working on the FY21 budget in late Fall of 2019 under the leadership of Mary Bridget Smith, City Manager Pro Tem, and it was essentially completed in early March of 2020. In January 2020, news outlets began reporting on a Severe Acute Respiratory Syndrome like virus in Wuhan, China. By March of 2020, the now identified COVID-19 virus was in our country and the State of Oregon issued a shelter-in-place order shutting down all nonessential businesses. The impact to our local economy will be significant. The budget I am putting forward was completed prior to this understanding. The Budget Team discussed whether to try to update this budget with estimates on the impacts on revenues and corresponding cuts to expenditures and came to the conclusion that it was too early in the event to make sound estimates and adjustments and that we would most likely be repeating that effort again a few months later when we had a better understanding of the impact of COVID-19. The decision was made to submit the budget as completed without adjustments made for the impacts of COVID-19 with the understanding that the Budget Committee would be brought together again in the late Spring of 2020 and presented with projections on the impact of COVID-19 on City revenues and a list of potential expenditure reductions to offset any revenue reductions.

Summary

The FY21 proposed budget being put forward reflected a strong economy resulting in continued overall improvement in the long-term fiscal health of the organization. In early 2020, the stock market had reached an all-time high and this historic climb over the past few years was having a positive impact on the City's pension liabilities. While the five-year forecast presented to Council in October 2019 still showed a significant structural imbalance in the City's finances with expenditure outpacing revenues, it was an improvement over the previous year's five-year forecast. Actions taken by Council to implement new revenues as well as City staff holding down costs were having a positive impact.

In the annual process of reviewing unmet needs, City leadership again took a very cautious approach in adding any new expenditures, whether one-time or ongoing, to the City's budget. As you will see below, these additions are either critical needs, Council directed, or a significant benefit to cost. Many of these additions are paid from reserves set aside for these purposes or impact funds that have strong and healthy revenue sources. Only four of the additions impact the General Fund. Two of those are transfers to a capital reserve for the purpose of future capital needs. The remaining two are the body-worn cameras and a partial FTE addition to the Library staff.

Property taxes came in strong in FY20, having increased 3.8 % over the previous year. We projected a more modest increase of 1.4% in FY21 due to two significant property valuation appeals that settled in FY20 and resulted in the property values being lowered. In FY20, the Mayor and Council increased the amount of revenue in the General Fund by approving the transfer of funds from the Booth Kelly Fund.

With the loss of an anchor tenant in FY20, this transfer was removed from the FY21 budget. The Ambulance Fund had an increase of revenue of 5.9% in FY20, beating projections and allowing City staff more time to find a sustainable way to operate the City's ambulance transport services so as not to become a burden to the City's General Fund. Paying close attention to revenue and making sure revenue 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. The majority of expenditure increases occur in wages and fringe benefits. Wages are designed to retain and attract employees and are projected to increase approximately 3.5% in Fiscal Year 2021. Increases to fringe benefit costs over the past few years have been primarily driven by the cost of the Public Employee Retirement System (PERS). PERS contributions are projected to increase approximately 3.2% in Fiscal Year 2021, a modest increase over FY20, however, they are expected to have another significant increase in FY22 of approximately 20%. The City has been able to control other fringe benefit costs, such as health insurance and workers compensation costs, to mitigate the impact of the PERS increases. City departments were again asked to keep their Materials and Services budgets flat over FY20. This is the second year in a row we have asked this of them and it proves to be challenging with inflation and contractual service increases outside their control.

The result of increased revenue and the controlling of expenditures 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**

Body-worn Cameras – In a February work session, council gave staff direction to pursue body-worn cameras. Staff are working towards a projected implementation in early calendar year 2021. The year-one costs total \$192,000 and are included in the proposed budget.

Hand guns and sights – The Springfield Police Department's current handguns will be ten years old in fiscal year 2020-21, which is the end of the department's firearm replacement cycle. The FY20 Proposed Budget includes the replacement of these firearms using \$90,300 in state forfeiture funds.

Forward Looking Infrared Device (FLIR) Current need – FLIR devices aid officers in search and surveillance efforts. The replacement of these devices will improve officer safety and improve the effectiveness of activities such as fugitive searches, evidence retrieval, and tactical operations. This one-time costs totals \$10,000 paid from forfeiture funds.

- **Eugene Springfield Fire**

Self-Contained Breathing Apparatus (SCBA) – This device allows firefighters to enter structures to reach and rescue victims or get close to the seat of a fire. Current equipment is not meeting standards. The equipment is scheduled to be replaced in FY22, but due to safety concerns it was moved up a year to make sure personnel had safe and reliable equipment. This purchase was

saved for and paid out of the vehicle and equipment replacement reserve. Springfield's cost of the replacement is \$650,000 and the expense may be reduced through a grant.

- **Library**

Additional ½ FTE - Added half FTE to bring a part-time position to full-time. This additional \$22,000 cost will be paid for by Library fund-raising efforts. Historically the position has experienced turn-over, this change builds stability in the position allowing the library to accomplish consistent front desk hours coverage, supports remote book drop pickups and assists with the cataloguing backlog. The additional hours help the library run more efficiently.

- **Development and Public Works**

Infrastructure Needs - During the February 18th, 2020 work session, staff brought a proposal to council to address the backlog of street preservation in Springfield. The city council approved the proposal and a package totaling \$775,000 in FTE and materials is included in the FY21 proposed budget.

Building Preservation Backlog - City buildings continue to age and reserves do not exist to replace heating and cooling systems. The proposed Fiscal Year 2020 budget includes contribution of \$400,000 to a reserve account to address the long term needs of city facilities.

ADA Transition Plan - 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).

Metropolitan Wastewater Management Commission - In FY 21, the MWMC will break ground on the Renewable Natural Gas project, an exciting new capital improvement project that will allow the MWMC to fully utilize all of its biogas produced through the wastewater treatment process. This project will reduce greenhouse gas emissions, provide the MWMC with an additional revenue source that will benefit ratepayers, and replace fossil fuels with a clean vehicle fuel.

- **City Manager's Office**

Olympic Trials – In FY21 the City budgeted the second payment of \$200,000 to TrackTown USA in support of the 2020 Olympic Trials. With the event being postponed to FY21, the timing of this payment may change.

- **Finance**

Indigent Representation – The contract for indigent representation with McKenzie Defense Consortium increased by 8% over the prior year. This increase was primarily due to increasing workloads for defense attorneys resulting from an increase in individuals with mental health challenges getting caught up in the justice system as well as the 2019 Sixth Amendment Center Report on Right to Counsel that is being used to challenge courts across the state on their fee structure and its resulting impact on the quality of indigent representation.

- **City Attorney's Office**

City Prosecutor Contract – The contract for prosecution services with Leahy Cox, LLP increased by 9% over the prior year and was due to similar pressures on workloads as described in the previous item as well as inflationary pressures resulting from local market conditions.

Looking Ahead

The following are some of the needs and issues that will need to be addressed in the future

- **COVID-19**

The City will feel the effects of COVID-19 for some time. The economic impact of this event is likely to impact both the economic health of our community and our organization's finances. Proactively managing costs and focusing on economic development will be more important than ever.

- **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

- **North Gateway Urban Growth Expansion Area**

To prepare for new employment in the North Gateway Urban Growth Expansion area, the city will be working with consultants to identify approaches to addressing the complex transportation issues that affect ultimate development of those properties.

- **42nd Street Levee**

The U.S. Department of Agriculture and Lane County constructed the 42nd Street Levee in 1959, providing flood protection to approximately 26,000 people, 7,600 structures, and \$6 billion in property value. Lane County transferred its levee ownership to Springfield in 1983. Springfield is in a process to certify and accredit the Levee for flood protection with the US Army Corp of Engineers. Ultimately, the 42nd Street Levee must be further assessed, improvements designed and constructed, certified as meeting federal levee construction standards, and accredited as a flood control structure. The cost estimates to complete the deficiencies analyses, design and construct required upgrades, and federally certify and accredit the Levee is approximately \$40,000,000.

- **Operating Levies**

The city is reliant on two operating levies that are critical to maintaining Police and Fire services at their current levels. We will seek renewal of the Fire Operating Levy in the fall of calendar year 2020 and the Police Operating Levy will need to be renewed in calendar year 2021.

- **Glenwood Development**

Work has been completed to extend the timeline of the Glenwood Urban Renewal Plan. This will allow a longer time frame to pursue the redevelopment vision for both the riverfront areas. This

work will require critical investments in modern infrastructure to serve sites critical to economic and community growth.

- **Franklin Blvd BUILD Grant**

Springfield is preparing a federal grant application through the Better Utilizing Investments to Leverage Development (BUILD) Grant program alongside Eugene as a co-applicant to request \$25 million in BUILD funds for construction of the next phase of Franklin Boulevard. If selected, Springfield's local match requirement will be \$3 million with the plan to draw those funds from Transportation SDC and Stormwater capital reserves.

- **Ambulance Revenue**

Since mid-March 2020, billable transports have declined 42.8% compared to the prior fiscal year. We expect this is temporal and will continue to monitor the revenue implications.

Conclusion

As I mentioned earlier in my introduction, the budget we are putting forward was completed prior to the COVID-19 pandemic, an event that will have a yet unknown financial impact on the upcoming budget year. The Mayor and Council, the Budget Committee, and the employees of this organization have met many financial challenges 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 support of operating levies and capital bonds. I am confident we will again meet this challenge ahead with similar success by working together to find creative ways to maintain the services our community relies on and in a manner that does not place an undue burden on those that pay for these services, whether through taxes or fees for services.

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 Nathan Bell, Neil Obringer, and Niel Laudati for the leadership role they have played in the preparation of this budget.

And finally, I would like to give a special thanks to Mary Bridget Smith for her leadership over the previous year and the role she played in the development of this budget. I am fortunate to be coming into an organization that has been in capable hands.

With that, I formally submit the Fiscal Year 2021 budget for your consideration and look forward to discussing it in greater detail with you.



Nancy Newton
City Manager

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CITY OVERVIEW

Nathan Bell, Finance Director

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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.

CITY OVERVIEW

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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 FY21 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 FY21 Approved Budget to the City Council.

June

- The City Council holds hearings and adopts the FY21 Annual Budget.

July

- The FY21 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.

CITY OVERVIEW

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Total Operating Budget and Debt Service

	FY18 Actual	FY19 Actual	FY20 Amended	FY21 Proposed
Operating Budget(All Funds)	\$ 95,217,671	\$ 98,543,494	\$ 113,495,345	\$ 117,010,973
Cost per Capita	1,569.82	1,619.05	1,864.71	1,907.11
% Change (cost per capita)		3.1%	15.2%	2.3%
Tax Supported Debt Service	1,968,600	1,968,000	4,345,205	4,019,860
Cost per Capita	32.46	32.33	71.39	65.52
% Change (cost per capita)		-0.4%	120.8%	-8.2%
Population	60,655	60,865	60,865	61,355

Total Revenue by Source

	FY18 Actual	FY19 Actual	FY20 Amended	FY21 Proposed
Taxes	(32,377,123)	(34,831,325)	(37,906,488)	(37,844,047)
Licenses, Permits & Fees	(4,756,289)	(4,703,184)	(4,904,010)	(4,844,888)
Intergovernmental	(10,167,196)	(10,750,470)	(11,407,148)	(12,040,691)
Charges For Service	(75,991,767)	(77,286,240)	(78,951,282)	(79,328,629)
Fines And Forfeitures	(1,777,902)	(1,775,746)	(1,693,700)	(1,613,000)
Use Of Money & Property	(2,457,191)	(4,737,151)	(2,677,235)	(3,779,785)
Special Assessments	(13,082)	(17,098)	(18,800)	(10,800)
Miscellaneous Receipts	(1,218,174)	(1,690,964)	(1,308,958)	(1,675,521)
Other Financing Sources	(201,170,586)	(203,773,291)	(233,769,230)	(206,945,937)
Total All Funds	\$ (329,929,310)	\$ (339,565,469)	\$ (372,636,851)	\$ (348,083,298)

Note: FY20 Amended as of March 16th, 2020

Staffing Summaries Citywide Full-Time Authorized Positions

	FY18 Actual	FY19 Actual	FY20 Amended	FY21 Proposed
Total Personnel (FTE)	411.10	414.80	419.87	421.12
Employees/1,000 Population	6.78	6.82	6.90	6.86
% Change in Emp/1,000		0.6%	1.2%	-0.5%

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Total Resources and Requirements All Funds

	FY18 Actual	FY19 Actual	FY20 Amended	FY21 Proposed
Resources				
Taxes	(32,377,123)	(34,831,325)	(37,906,488)	(37,844,047)
Licenses, Permits & Fees	(4,756,289)	(4,703,184)	(4,904,010)	(4,844,888)
Intergovernmental	(10,167,196)	(10,750,470)	(11,407,148)	(12,040,691)
Charges For Service	(75,991,767)	(77,286,240)	(78,951,282)	(79,328,629)
Fines And Forfeitures	(1,777,902)	(1,775,746)	(1,693,700)	(1,613,000)
Use Of Money & Property	(2,457,191)	(4,737,151)	(2,677,235)	(3,779,785)
Special Assessments	(13,082)	(17,098)	(18,800)	(10,800)
Miscellaneous Receipts	(1,218,174)	(1,690,964)	(1,308,958)	(1,675,521)
Other Financing Sources	(201,170,586)	(203,773,291)	(233,769,230)	(206,945,937)
Total All Funds	\$ (329,929,310)	\$ (339,565,469)	\$ (372,636,851)	\$ (348,083,298)

Requirements

Operating Budget

City Manager's Office	1,609,983	1,691,883	2,193,873	2,019,950
Development and Public Works	37,506,571	37,338,438	45,068,620	46,641,485
Finance	3,005,196	3,106,950	3,433,302	3,667,833
Fire & Life Safety	19,151,403	20,070,555	22,536,097	22,323,734
Human Resources	1,844,844	1,771,522	1,951,428	1,441,353
Information Technology	2,693,169	2,910,461	3,897,486	3,722,912
Legal Services	698,363	720,427	831,519	830,616
Library	1,655,876	1,916,205	2,117,654	2,038,491
Police	19,973,105	21,677,586	22,775,180	23,251,796
Health Insurance	7,079,161	7,339,467	8,690,186	9,236,983
Risk Services	-	-	-	1,835,820
Total Operating Budget	\$ 95,217,671	\$ 98,543,494	\$ 113,495,345	\$ 117,010,973

Total Capital	22,229,208	16,073,628	43,818,102	46,333,395
Total Non-Departmental	39,917,795	45,438,931	215,323,404	184,738,930

Total All Funds	\$ 157,364,675	\$ 160,056,053	\$ 372,636,851	\$ 348,083,298
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Note: FY20 Amended as of March 16th, 2020

CITY OVERVIEW

Nathan Bell, Finance Director

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541.726.3704

Total Resources and Requirements General Fund

	FY18 Actual	FY19 Actual	FY20 Amended	FY21 Proposed
Resources				
Taxes	(20,947,987)	(22,441,340)	(22,659,227)	(23,039,234)
Licenses, Permits & Fees	(2,941,854)	(2,878,873)	(2,833,500)	(2,890,888)
Intergovernmental	(4,738,525)	(4,835,062)	(4,704,612)	(4,863,961)
Charges For Service	(3,140,966)	(2,816,058)	(3,524,660)	(3,575,100)
Fines And Forfeitures	(1,688,633)	(1,607,014)	(1,683,000)	(1,613,000)
Use Of Money & Property	(166,928)	(457,015)	(182,000)	(307,000)
Miscellaneous Receipts	(314,431)	(370,893)	(336,059)	(340,000)
Other Financing Sources	(11,763,409)	(12,949,780)	(14,577,428)	(13,980,742)
Total General Fund	\$ (45,702,733)	\$ (48,356,036)	\$ (50,500,486)	\$ (50,609,925)

Requirements

Operating Budget

City Manager's Office	1,281,950	1,425,108	1,716,355	1,552,858
Development and Public Works	2,339,817	2,449,380	2,731,218	2,763,831
Finance	2,096,863	2,238,366	2,388,253	2,435,194
Fire & Life Safety	11,412,497	11,543,031	12,076,623	12,218,101
Human Resources	578,842	644,449	592,290	657,730
Information Technology	1,704,777	1,954,744	2,162,350	2,003,089
Legal Services	644,794	646,479	747,373	740,916
Library	1,491,649	1,654,622	1,717,912	1,738,421
Police	13,979,389	14,626,384	15,557,892	16,152,892
Sub-Total Operating Budget	\$ 35,530,579	\$ 37,182,561	\$ 39,690,266	\$ 40,263,033

Total Capital	-	477	-	-
Total Non-Departmental	437,123	436,006	10,810,219	10,346,892

Total General	\$ 35,967,702	\$ 37,619,044	\$ 50,500,485	\$ 50,609,925
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Note: FY20 Amended as of March 16th, 2020

CITY OVERVIEW

Nathan Bell, Finance Director

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541.726.3704

Total Requirements Summary All Funds

	FY18 Actual	FY19 Actual	FY20 Amended	FY21 Proposed
Expenditures by Department				
City Manager's Office	1,609,983	1,691,883	2,193,873	2,019,950
Human Resources	1,844,844	1,771,522	1,951,428	1,441,353
Information Technology	2,693,169	2,910,461	3,897,486	3,722,912
Finance	3,005,196	3,106,950	3,433,302	3,667,833
Fire & Life Safety	19,151,403	20,070,555	22,536,097	22,323,734
Police	19,973,105	21,677,586	22,775,180	23,251,796
Development and Public Works	37,506,571	37,338,438	45,068,620	46,641,485
Library	1,655,876	1,916,205	2,117,654	2,038,491
Legal Services	698,363	720,427	831,519	830,616
Health Insurance	7,079,161	7,339,467	8,690,186	9,236,983
Risk Services	-	-	-	1,835,820
Total All Funds	\$ 95,217,671	\$ 98,543,494	\$ 113,495,345	\$ 117,010,973

Expenditures by Fund

100 General Fund	35,967,702	37,619,044	50,500,485	50,609,925
201 Street Fund	5,207,096	5,956,204	8,775,114	9,500,097
204 Special Revenue Fund	215,664	696,896	2,186,468	2,028,216
208 Transient Room Tax Fund	1,078,521	1,006,891	3,080,708	3,009,276
210 Community Development Fund	442,142	424,649	1,531,788	2,617,214
224 Building Code Fund	1,125,586	1,187,289	3,654,477	4,452,866
235 Fire Local Option Levy Fund	1,427,840	1,513,175	2,374,749	2,517,220
236 Police Local Option Levy Fund	6,379,248	6,737,580	9,139,492	9,483,128
305 Bancroft Redemption Fund	30,000	-	5,529	5,690
306 Bond Sinking Fund	1,968,600	1,968,000	4,702,067	6,651,019
412 Reg Wastewater Rev Bond Cap Pr	8,354,220	35,067	-	-
419 Development Assessment Capital	36,934	41,210	613,845	698,333
420 Development Projects Fund	355,563	273,953	4,835,817	4,667,665
433 Regional Wastewater Capital Fd	14,344,826	22,631,064	87,714,290	87,078,333
434 Street Capital Fund	746,251	296,002	14,935,603	12,750,370
611 Sanitary Sewer Operations Fund	6,764,122	6,147,478	36,451,330	32,315,261
612 Regional Wastewater Fund	36,978,002	37,617,653	55,897,348	48,492,148
615 Ambulance Fund	6,084,456	6,542,731	8,285,429	6,990,199
617 Storm Drainage Operations Fund	6,865,715	5,858,753	28,179,132	27,438,709
618 Booth-Kelly Fund	1,385,287	1,273,348	2,297,684	2,123,545
629 Regional Fiber Consortium Fund	84,136	133,347	453,221	548,532
707 Insurance Fund	19,118,573	19,798,042	33,682,671	20,915,469
713 Vehicle & Equipment Fund	1,967,719	1,875,742	12,309,815	12,513,187
719 SDC Administration Fund	436,472	421,936	1,029,788	676,896
Total All Funds	\$ 157,364,675	\$ 160,056,053	\$ 372,636,851	\$ 348,083,298

Note: FY20 Amended as of March 16th, 2020

CITY OVERVIEW

Nathan Bell, Finance Director

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Total Requirements Summary All Funds Continued

	FY18 Actual	FY19 Actual	FY20 Amended	FY21 Proposed
Expenditures by Category				
Personal Services	51,227,747	53,906,438	57,503,548	58,798,817
Materials & Services	41,128,086	42,017,200	49,741,363	52,598,871
Capital Outlay	2,861,838	2,619,856	6,250,434	5,613,284
Capital	22,229,208	16,073,628	43,818,102	46,333,395
Non-Departmental	39,917,795	45,438,931	215,323,404	184,738,930
Total All Funds	\$ 157,364,675	\$ 160,056,053	\$ 372,636,851	\$ 348,083,298

Expenditure Summary

Operating	95,217,671	98,543,494	113,495,345	117,010,973
Capital	22,229,208	16,073,628	43,818,102	46,333,395
Non-Departmental	39,917,795	45,438,931	215,323,404	184,738,930
Total All Funds	\$ 157,364,675	\$ 160,056,053	\$ 372,636,851	\$ 348,083,298

Note: FY20 Amended as of March 16th, 2020

CITY OVERVIEW

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OPERATING BUDGET

Nathan Bell, Finance Director

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Total Operating Budget Summary All Funds

	FY18 Actual	FY19 Actual	FY20 Amended	FY21 Proposed
Expenditures by Department				
City Manager's Office	1,609,983	1,691,883	2,193,873	2,019,950
Development and Public Works	37,506,571	37,338,438	45,068,620	46,641,485
Finance	3,005,196	3,106,950	3,433,302	3,667,833
Fire & Life Safety	19,151,403	20,070,555	22,536,097	22,323,734
Human Resources	1,844,844	1,771,522	1,951,428	1,441,353
Information Technology	2,693,169	2,910,461	3,897,486	3,722,912
Legal Services	698,363	720,427	831,519	830,616
Library	1,655,876	1,916,205	2,117,654	2,038,491
Police	19,973,105	21,677,586	22,775,180	23,251,796
Health Insurance	7,079,161	7,339,467	8,690,186	9,236,983
Risk Services	-	-	-	1,835,820
Total All Funds	\$ 95,217,671	\$ 98,543,494	\$ 113,495,345	\$ 117,010,973

Expenditures by Fund

100 General Fund	35,530,579	37,182,561	39,690,266	40,263,033
201 Street Fund	5,207,096	5,806,204	6,436,666	6,462,037
204 Special Revenue Fund	215,664	696,896	792,268	363,331
208 Transient Room Tax Fund	464,727	396,439	796,378	648,528
210 Community Development Fund	442,142	424,649	1,456,613	1,720,226
224 Building Code Fund	1,125,586	1,187,289	1,245,768	1,302,325
235 Fire Local Option Levy Fund	1,427,840	1,513,175	1,502,147	1,540,916
236 Police Local Option Levy Fund	6,379,248	6,737,580	7,098,456	7,299,845
419 Development Assessment Capital	36,934	41,210	-	-
433 Regional Wastewater Capital Fd	1,870,041	1,045,643	2,138,000	3,064,000
434 Street Capital Fund	148,585	-	124,584	148,726
611 Sanitary Sewer Operations Fund	3,653,833	3,588,318	4,292,610	4,704,038
612 Regional Wastewater Fund	16,669,995	17,240,557	18,847,541	19,770,000
615 Ambulance Fund	6,084,456	6,542,731	7,352,728	6,648,376
617 Storm Drainage Operations Fund	5,010,732	4,956,203	5,931,207	6,274,466
618 Booth-Kelly Fund	487,208	440,355	576,367	550,317
629 Regional Fiber Consortium Fund	84,136	133,347	131,650	205,449
707 Insurance Fund	8,342,163	8,466,539	10,049,324	11,852,426
713 Vehicle & Equipment Fund	1,600,235	1,721,861	4,543,298	3,679,310
719 SDC Administration Fund	436,472	421,936	489,473	513,624
Total All Funds	\$ 95,217,671	\$ 98,543,494	\$ 113,495,345	\$ 117,010,973

Expenditures by Category

Personal Services	51,227,747	53,906,438	57,503,548	58,798,817
Materials & Services	41,128,086	42,017,200	49,741,363	52,598,871
Capital Outlay	2,861,838	2,619,856	6,250,434	5,613,284
Total All Funds	\$ 95,217,671	\$ 98,543,494	\$ 113,495,345	\$ 117,010,973

Note: FY20 Amended as of March 16th, 2020

OPERATING BUDGET

Nathan Bell, Finance Director

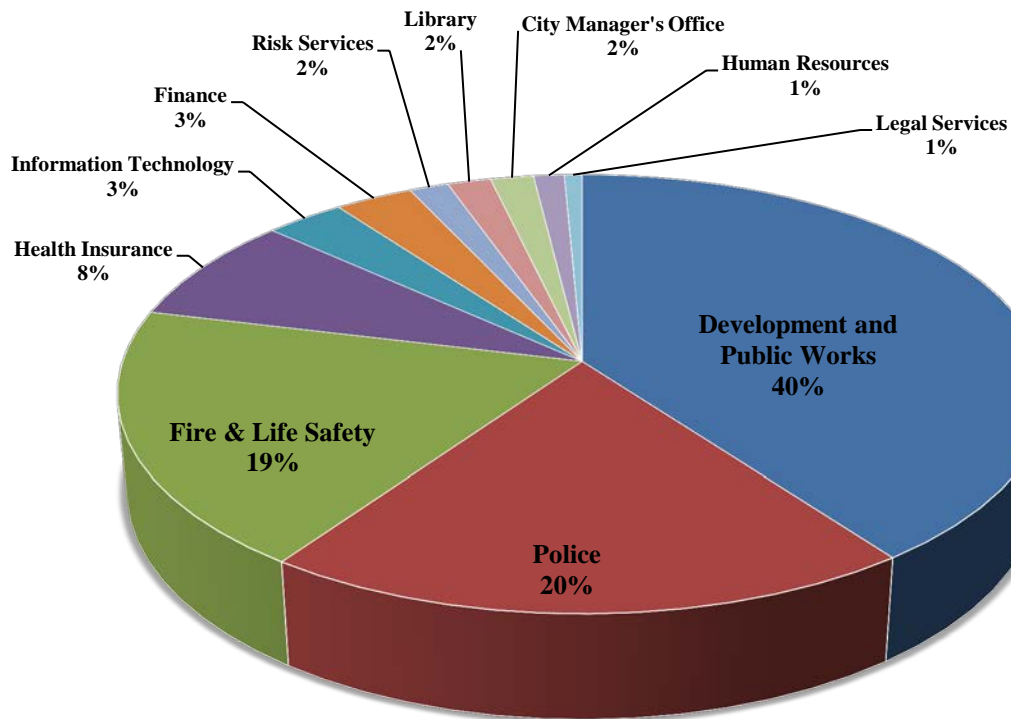
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Total Operating Fund Summary

	FY21 Proposed	
Expenditures by Department		
Development and Public Works	\$ 46,641,485	40%
Police	23,251,796	20%
Fire & Life Safety	22,323,734	19%
Health Insurance	9,236,983	8%
Information Technology	3,722,912	3%
Finance	3,667,833	3%
Risk Services	1,835,820	2%
Library	2,038,491	2%
City Manager's Office	2,019,950	2%
Human Resources	1,441,353	1%
Legal Services	830,616	1%
Total All Funds	\$ 117,010,973	

	FY21 Proposed	
Expenditures by Category		
Personal Services	\$ 58,798,817	
Materials & Services	52,598,871	
Capital Outlay	5,613,284	
Total All Funds	\$ 117,010,973	



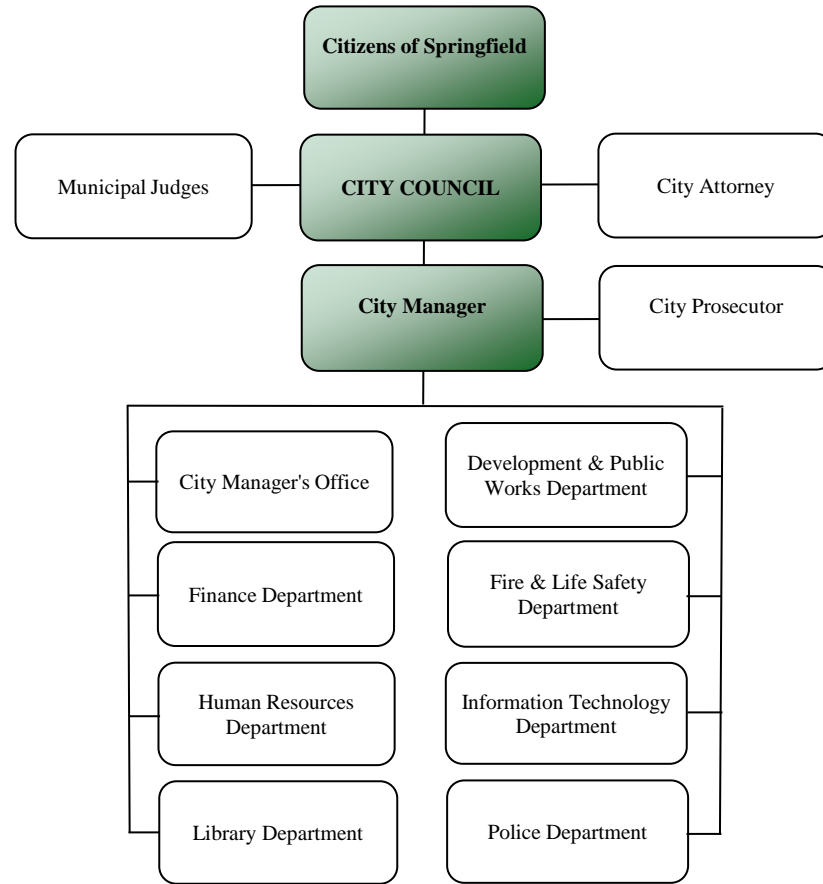
OPERATING BUDGET

Nathan Bell, Finance Director

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Organizational Structure



Department Staffing Full-Time Budgeted Positions

	FY18 Actual	FY19 Actual	FY20 Amended	FY21 Proposed	Change
City Manager's Office	7.50	7.00	7.00	7.00	-
Development and Public Works	127.38	126.55	128.55	135.05	6.50
Finance	19.54	18.74	18.74	19.74	1.00
Fire & Life Safety	96.75	100.65	101.65	94.00	(7.65)
Human Resources	9.00	7.00	7.00	7.00	-
Information Technology	14.80	15.80	15.80	15.80	-
Legal Services	-	3.00	3.00	3.00	-
Library	14.13	15.06	15.13	16.03	0.90
Police	122.00	121.00	123.00	123.50	0.50
Total Personnel (FTE)	411.10	414.80	419.87	421.12	1.25

OPERATING BUDGET

Nathan Bell, Finance Director

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CITY MANAGER'S OFFICE

Mary Bridget Smith, City Manager Pro-Tem cmomail@springfield-or.gov

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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 continues to invest in efforts and strategies to support a high-level of customer service and efficiency in providing City Council support, policy implementation, organizational oversight, economic development, community outreach 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. 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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
5 PERSONNEL SERVICES	944,170	994,973	987,136	1,013,848
6 MATERIALS & SERVICES	665,812	696,910	1,206,737	1,006,102
Grand Total	\$ 1,609,983	\$ 1,691,883	\$ 2,193,873	\$ 2,019,950

*5,6 & 7 indicated in table above are the numeric categories used in the general ledger to represent the different expense types.

Budget Summary – FY2021

Staffing

The City Manager's Office includes seven FTE across seven positions.

Department Funding

Funding within the City Manager's Office is supported through the use of multiple funds including:

- General Fund 100 in areas of general oversight and city-wide services.
- Transient Room Tax 208 Fund to support those programs and staffing needs to support investments in tourism industry growth initiatives.
- Urban Renewal Fund 229 for activities to promote and grow the Glenwood area economy.
- Urban Renewal Fund 230 for activities to promote and grow the Downtown area economy.
- Special Revenue Funds when applicable to allow for fundraising of special projects like art installations and special events.

Service Level Changes

There are no service level changes proposed or anticipated for FY21.

Accomplishments FY2020

- **Mission, Vision, Values Update-** Developed and initiated the City's Mission, Vision and Values Community Engagement Program
- **Business Retention** - Engaged over 50 employers (as of February 2020) by providing technical assistance and support for growing in Springfield
- **Business Expansion and Recruitment** - Directly supported recruitment and expansion projects adding over 760 new jobs to Springfield's employment base to be realized during FY2020 and FY2021
- **Manufactured Dwelling Park Legislation** - With the passage of HB 2896, the City of Springfield realized its top priority for the 2019 legislative session and secured \$3 million in funding for the development of a new manufactured dwelling park in Springfield
- **East Main Entry Art** - Installed substantial entryway artwork at the East Main Street entry to Springfield
- **City Website Implementation** - Completed phase one of the new City website, which went live in January
- **Economic Development Website Launch** - Launched the first City economic development website in partnership with the Springfield Area Chamber of Commerce
- **Boards Commissions Committees** - Revision of structures and recruitment to encourage increased and diverse community participation.
- **Elections:** Coordination and execution of elections for the four seats up for election, including Mayor.

Initiatives FY2021

- **City Manager** - Successful welcome of a new City Manager
- **Council Priority Projects** - Continued to Council guidance of priority projects including assessments and potential investments into a Springfield Indoor Track facility, Glenwood redevelopment, and a Springfield conference center.
- **Mission, Vision, Values Update** – Continued development of the Springfield Community Vision and Branding Project
- **City Strategic Plan** - City-wide strategic planning is expected to follow the completion of the Community Visioning Project
- **Economic Development and Urban Renewal Projects** – Continued efforts in business retention, expansion and recruitment projects with focus on opportunity site development and projects and investments in the Springfield Economic Development Agency urban renewal areas
- **City Website Implementation** – Implementation of Phase II of the City's website update
- **2020 Olympic Trials** – Continued support of the 2020 Olympic trials

Three Year Considerations FY2022-FY2024

- **City Manager Leadership** - The new City Manager may choose to make changes to the City Manager's Office structure, roles, programs and/or operations which may be reflected in future budgets and activities
- **Council Priority Projects** – Continued direction and refinement on Council priority projects will further inform future investments and strategies within the City Manager's Office programs
- **Councilor Resources** - Councilor support and training resources continue to be areas of anticipated need in the coming years with Council requests for improved communications and tracking systems, technology, meeting support, training and networking opportunities
- **Council Security** - 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 Make this #3 consideration

CITY MANAGER'S OFFICE

Mary Bridget Smith, City Manager Pro Tem cmomail@springfield-or.gov

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Financial Summary by Fund

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
100 General Fund	1,281,950	1,425,108	1,716,355	1,552,858
204 Special Revenue Fund	34,777	130,267	35,730	38,230
208 Transient Room Tax Fund	293,255	136,508	441,788	428,862
Grand Total	\$ 1,609,983	\$ 1,691,883	\$ 2,193,873	\$ 2,019,950

Financial Summary by Program

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
0000 Revenues	407	-	-	-
1001 Legislative Support	38,211	30,399	-	-
1002 External Public Communication	49,358	86,733	114,631	228,919
1003 Community Event Coordination & Promotions	168,816	128,634	201,012	-
1004 Outside Agency Contracts	268,005	287,293	441,791	433,955
1005 Economic Development	141,632	144,560	200,726	242,111
1006 Economic Development Agency Funding	186,813	159,366	-	-
1008 Enterprise Zone	25,781	27,687	35,253	-
1009 Transient Room Tax Management	49,852	54,385	81,498	129,998
1011 Elections	5,376	-	-	-
1013 Intergovernmental and Legislative Management	-	81,370	151,821	161,222
7000 Department Administration	143,491	167,553	179,853	179,367
7001 Mayor & Council	62,247	113,635	459,753	348,469
7002 Council Meeting Support	72,726	-	-	-
7003 Council, Board & Commission Meeting Support	13,318	-	-	-
7004 Intergovernmental Relations Management	126,355	64,915	-	-
7005 City-Wide Management & Oversight	154,195	270,458	327,535	295,909
7006 City-Wide Employee Communication	55,479	51,222	-	-
7007 Organizational Development	27,420	23,674	-	-
7009 Records Retention, Management & Destruction	20,501	-	-	-
Grand Total	\$ 1,609,983	\$ 1,691,883	\$ 2,193,873	\$ 2,019,950

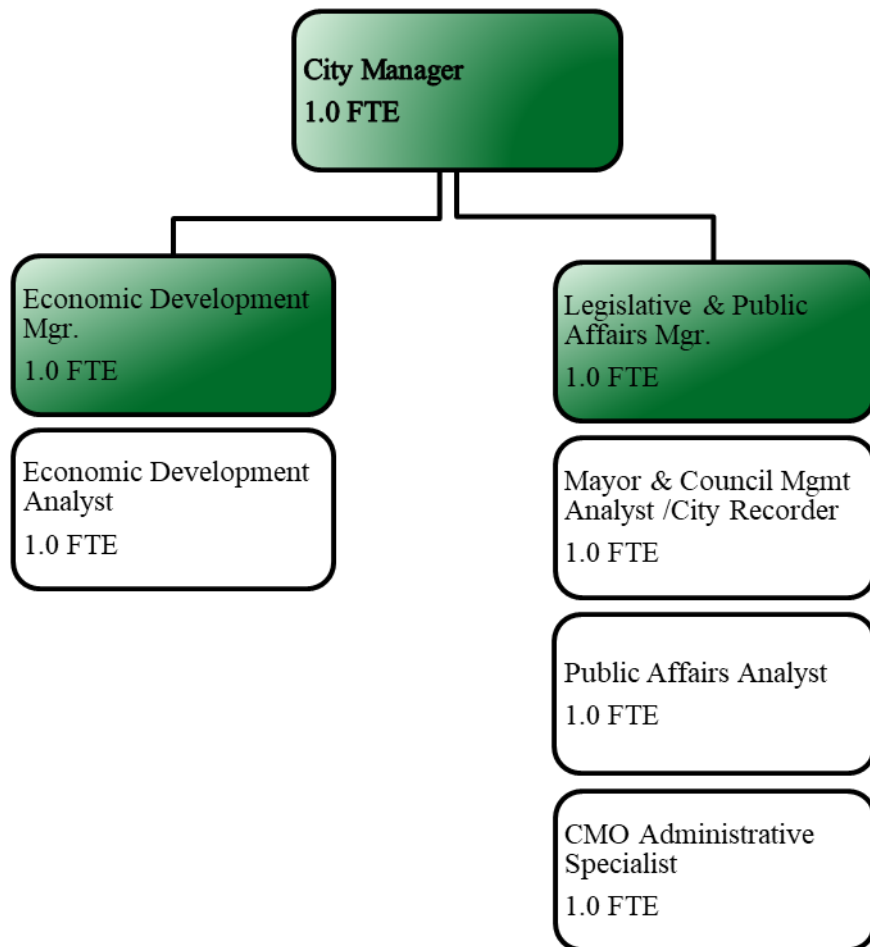
CITY MANAGER'S OFFICE

Mary Bridget Smith, City Manager Pro Tem

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Organizational Structure



CITY MANAGER'S OFFICE

Mary Bridget Smith, City Manager Pro Tem cmomail@springfield-or.gov

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Summary of Full-Time Equivalent by Position

	FY18 FTE	FY19 FTE	FY20 FTE	FY21 Proposed FTE
Admin Aide/City Recorder	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	--	--	--
Administrative Specialist	1.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00
Community Development Mgr.	1.00	1.00	1.00	1.00
Legislative & Public Affairs Manager	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00
Public Affairs Analyst	1.00	1.00	1.00	1.00
Grand Total	7.50	7.00	7.00	7.00

Summary of Full-Time Equivalent by Fund

	FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
100 General Fund	7.05	6.55	6.55	6.55
208 Transient Room Tax Fund	0.45	0.45	0.45	0.45
Grand Total	7.50	7.00	7.00	7.00

Summary of Full-Time Equivalent by Program

	FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1001 Legislative Support	0.23	0.00	0.00	0.00
1002 External Public Communication	0.39	0.39	0.39	0.88
1003 Community Event Coordination & Promotions	0.49	0.49	0.49	0.00
1004 Outside Agency Contracts	0.15	0.15	0.35	0.35
1005 Economic Development	1.22	1.22	1.22	1.45
1006 Economic Development Agency Funding	0.20	0.20	0.00	0.00
1008 Enterprise Zone	0.23	0.23	0.23	0.00
1009 Transient Room Tax Management	0.35	0.35	0.35	0.35
1011 Elections	0.05	0.00	0.00	0.00
1013 Intergovernmental and Legislative Management	0.00	0.68	0.68	0.68
7000 Department Administration	1.05	1.05	1.05	1.05
7001 Mayor & Council	0.35	0.85	0.85	0.85
7002 Council Meeting Support	0.40	0.00	0.00	0.00
7003 Council, Board & Commission Meeting Support	0.25	0.00	0.00	0.00
7004 Intergovernmental Relations Management	0.45	0.00	0.00	0.00
7005 City-Wide Management & Oversight	0.70	1.40	1.40	1.40
7006 City-Wide Employee Communication	0.45	0.00	0.00	0.00
7007 Organizational Development	0.20	0.00	0.00	0.00
7009 Records Retention, Management & Destruction	0.35	0.00	0.00	0.00
Grand Total	7.50	7.00	7.00	7.00

CITY MANAGER'S OFFICE

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EXTERNAL PUBLIC COMMUNICATION – 1002

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 is also increasing its social media presence as it is often where people go to get information on news, events, job opportunities and more.

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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	45,140	47,579	50,963	122,019
6 MATERIALS & SERVICES	4,218	39,154	63,668	106,900
010 EXPENSES Total	\$ 49,358	\$ 86,733	\$ 114,631	\$ 228,919

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.39	0.39	0.39	0.88

Revenue Statement

This program is supported by the City's General Fund revenue sources. 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

- Council approved Mission, Vision, Values initiative and an updated community-wide survey currently in process. Follow-up will include community outreach, branding work and preparation for strategic planning.
- Budget included for ongoing maintenance of City website.
- Program 1002 now includes the previous Community Event Coordination and Promotions Program 1003.

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OUTSIDE AGENCY CONTRACTS – 1004

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 Funds and Transient Room Tax (TRT) Funds.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	241	(836)	-	-
020 REVENUE Total	\$ 241	\$ (836)	\$ -	\$ -
010 EXPENSES 5 PERSONNEL SERVICES	28,043	29,411	55,586	56,149
6 MATERIALS & SERVICES	239,962	257,882	386,205	377,806
010 EXPENSES Total	\$ 268,005	\$ 287,293	\$ 441,791	\$ 433,955

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.15	0.15	0.35	0.35

Revenue Statement

This program is supported by the City's General Fund revenue sources. Revenues are not anticipated at this time in this program as activities are generally focused on ongoing management of formal relationships with contracted agencies.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY21 Target
Council Goal: Provide Financially Responsible and Innovative Government Services.				
Contracts are current, tracked, with outcome metrics. Budgets adequately reflect contractual amounts.	IGA Contracts (9) are current, with outcomes, and budgeted for FY21	100%	66%	100%

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ECONOMIC DEVELOPMENT – 1005

Program Overview

The Economic Development program supports implementation of Council priorities with specific focus to include the Springfield Indoor Track, Glenwood redevelopment, and the development of a Springfield conference facility. The program also includes support of business retention, expansion, & recruitment efforts within the City Manager's Office including management of the Springfield Enterprise Zone program, 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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	-	(900)	-	-
020 REVENUE Total	\$ -	\$ (900)	\$ -	\$ -
010 EXPENSES 5 PERSONNEL SERVICES	122,562	131,379	141,597	178,244
6 MATERIALS & SERVICES	19,070	13,181	59,129	63,867
010 EXPENSES Total	\$ 141,632	\$ 144,560	\$ 200,726	\$ 242,111

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.22	1.22	1.22	1.45

Revenue Statement

This program is supported by the City's General Fund revenue sources.

Significant Changes

- Program 1005 now includes the previous Enterprise Zone Program 1008.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY21 Targets
Council Goal: Encourage Economic Development and Revitalization through Community Partnerships.				
Expand available business sites	Opportunity Sites Development Ready	2	3	2
Implement Springfield Look initiative	Business Retention Activity & Relationship Building; Springfield Company Calls	50	110+	50

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TRANSIENT ROOM TAX MANAGEMENT – 1009

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.

		FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE	4 REVENUES	(1,495,443)	(1,382,885)	(1,435,000)	(1,470,000)
020 REVENUE Total		\$(1,495,443)	\$(1,382,885)	\$(1,435,000)	\$(1,470,000)
010 EXPENSES	5 PERSONNEL SERVICES	44,630	48,300	51,598	55,098
	6 MATERIALS & SERVICES	5,222	6,085	29,900	74,900
010 EXPENSES Total		\$ 49,852	\$ 54,385	\$ 81,498	\$ 129,998

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.35	0.35	0.35	0.35

Revenue Statement

This program is supported by the City's Transient Room Tax Fund revenue sources. Revenues are directly attributed to the number of overnight stays in Springfield area hotels coupled with average daily room rates.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY21 Targets
Council Goal: Encourage Economic Development and Revitalization through Community Partnerships.				
Tourism Activities Increase Overnight Stays in Springfield	Conferences Directly Impacted by Council and/or City Economic Development Efforts	1	2	1

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INTERGOVERNMENTAL AND LEGISLATIVE MANAGEMENT – 1013

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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	-	12,070	111,921	122,135
6 MATERIALS & SERVICES	-	69,300	39,900	39,087
010 EXPENSES Total	\$ -	\$ 81,370	\$ 151,821	\$ 161,222

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.00	0.68	0.68	0.68

Revenue Statement

This program is supported by the City's General Fund revenue sources.

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DEPARTMENT ADMINISTRATION – 7000

Program Overview

The Department Administration Program guides the daily operations of the City Manager's Office including implementation of Council direction and priorities, budget development, overseeing of personnel matters, employee training and development, contract administration, business relationship management, and strategic planning.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	122,097	136,611	145,798	146,187
6 MATERIALS & SERVICES	21,394	30,942	34,055	33,180
010 EXPENSES Total	\$ 143,491	\$ 167,553	\$ 179,853	\$ 179,367

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.05	1.05	1.05	1.05

Revenue Statement

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

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MAYOR & COUNCIL – 7001

Program Overview

The Mayor and Council set City Policy and make decisions regarding ordinances and resolutions, authorizing contracts, setting City goals, and adopting the City's annual budget. The Mayor and Council guide the City staff to provide the highest quality, lowest cost, service to the residents of Springfield. Staff in the City Manager's Office schedule and coordinate activities, community events and meetings for the Mayor and Council, and communicate their attendance to the appropriate agency or person. Additionally, this program supports the coordination and hosting of significant Mayor and Council community events like the annual State of the City.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	-	(1,304)	-	-
020 REVENUE Total	\$ -	\$ (1,304)	\$ -	\$ -
010 EXPENSES 5 PERSONNEL SERVICES	41,586	77,476	83,636	87,877
6 MATERIALS & SERVICES	20,662	36,159	376,117	260,592
010 EXPENSES Total	\$ 62,247	\$ 113,635	\$ 459,753	\$ 348,469

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.35	0.85	0.85	0.85

Revenue Statement

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

Significant Changes

- Calendar year 2020 is an Election Year and four seats will be up for election. Those seats are Council Ward 3, Ward 4, Ward 6 and the Mayor.
- Revision of the Boards Commissions Committees structures and recruitment to encourage increased and diverse community participation.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY21 Targets
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: Foster an environment that values Diversity and Inclusion				
Outreach to diversified community 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

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CITY-WIDE MANAGEMENT & OVERSIGHT – 7005

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. Our new City Manager will set additional priorities and goals.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	-	-	-	(32,500)
020 REVENUE Total	\$ -	\$ -	\$ -	\$ (32,500)
010 EXPENSES 5 PERSONNEL SERVICES	148,630	235,577	249,415	246,139
6 MATERIALS & SERVICES	5,564	34,880	78,119	49,770
010 EXPENSES Total	\$ 154,195	\$ 270,458	\$ 327,535	\$ 295,909

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.70	1.40	1.40	1.40

Revenue Statement

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

DEVELOPMENT & PUBLIC WORKS

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Department Overview

Development & Public Works (DPW) is responsible for land use and infrastructure 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.

Community Development Division

The Community Development Division (CMD) is responsible for the long term livability of the community within the Urban Growth Boundary and City Limits. CMD staff implement the City's Development Code, the statewide Building Safety Codes, and sections of the Springfield Municipal Code; develop and deliver engineering capital projects across the City's infrastructure systems of streets, drainage, wastewater and buildings/facilities; complete long range land use and infrastructure plans required by state law and to support efficient and functional infrastructure systems; advance the City's Housing Strategy and Community Development Block Grant and HOME investment partnership programs. Our core functional areas are: Development Review, Land Development Engineering, Comprehensive Planning, Building Permits, Business Licenses, Capital Project Development and Delivery, and Survey. Division staff support the Planning Commission, Historic Commission, Community Development Advisory Committee, and the Bicycle and Pedestrian Advisory Committee.

Environmental Services Division

The Environmental Services Division (ESD) is responsible for implementation of regional wastewater program functions associated with the Metropolitan Wastewater Management Commission (MWMC). The MWMC is a partnership between the Cities of Eugene, Springfield and Lane County, and has been operating as such since 1977. Under the MWMC's Intergovernmental Agreement, the City of Springfield is responsible for administrative services, and the City of Eugene is responsible for operations and maintenance services for regional assets. Administrative functions that Springfield performs include:

- Facilities planning
- Capital Project Delivery
- Public Education and Outreach
- NPDES Wastewater Permit Compliance
- Financial Planning and Management
- Sewer User Fee Implementation
- Property Management
- Commission Management

The ESD also manages regulated stormwater and pretreatment functions for the City of Springfield. These activities include:

- Illicit Discharge and Detection
- Water Quality Facility Inspection
- MS4 Stormwater Permit Compliance
- Storm Sewer User Fee Implementation
- Industrial Permitting
- Public Education and Outreach

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Operations Division

The Operations Division (Ops) is responsible for operating and maintaining the City's infrastructure systems which includes streets maintenance and traffic control management, wastewater conveyance, surface and subsurface storm drainage, street trees and landscape maintenance, fleet maintenance and acquisition, and building facilities and lease property maintenance.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
5 PERSONNEL SERVICES	13,154,475	13,487,750	14,841,347	15,548,526
6 MATERIALS & SERVICES	22,127,749	22,727,473	26,544,546	27,769,974
7 CAPITAL OUTLAY	2,224,347	1,123,215	3,682,727	3,322,984
Grand Total	\$ 37,506,571	\$ 37,338,438	\$ 45,068,620	\$ 46,641,485

*5,6 & 7 indicated in table above are the numeric categories used in the general ledger to represent the different expense types.

Budget Summary – FY2021

Staffing

Community Development Division

After a series of reorganizations prompted by the departure of the Development and Public Works Director in February 2018, the Community Development Division began FY 2020 with 46.35 FTE which represents the consolidation of Community Development, Current Development, Engineering and 5.2 positions from the Office of the Director. In mid-year FY2020 the Council approved a 7.0 FTE position add package aimed at effective infrastructure management, which added 2.5 FTE to Community Development for a FY 2021 total of 48.85 FTE.

Environmental Services Division

Total staffing includes 22.45 FTE in FY 2021. Regional staffing levels in Environmental Services include a total of 15.85 FTE supporting the regional Metropolitan Wastewater Management Commission (MWMC) with 12.6 FTE in Regional Wastewater Administration and 3.25 FTE in Industrial Pretreatment in the Regional Wastewater Fund. In FY 2020, the MWMC approved the addition of 1.0 FTE to expand regional Public Information and Education programs. Local program staffing levels include 5.47 FTE dedicated to Water Resources Services in the Stormwater Drainage Operations Fund, and 1.13 FTE support local Wastewater Services in the Sanitary Sewer Operations Fund.

Operations Division

Council approval of a mid-year FY2020 FTE increase in DPW included 4.50 FTE for the Operations Division. This increase brings Operations staffing to 61.25 FTE. This additional staffing included 4.0 FTE Maintenance Technician Apprentice positions staffing field crews, and .50 FTE for Public Information Officer to promote community engagement objectives.

Department Funding

While the DPW operating budget for FY2021 shows a bottom line of \$46,641,485 it is important to understand that \$22,664,899 of that total represents the Metropolitan Wastewater Management Commission (MWMC) operational funding which passes through the Springfield DPW budget. The DPW operating budget for City services is \$23,976,586.

DPW is primarily funded through five funds: Street Operations, Sanitary Sewer Operations, Storm Drainage Operations, the General Fund and the Regional Wastewater Fund. The Street Fund revenue sources are primarily composed of state and federal dollars including gas tax, highway apportionment,

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right of way fees, system development charge revenue, and various other smaller revenue sources. The Street Fund has shown an increase in revenue due to HB 2017 which increased fuel taxes and car registrations across the state to fund state, county and city street preservation work. The Sanitary Sewer and the Storm Drainage operating funds are comprised of local user fees and system development charges. The revenue from these two funds has increased slightly to keep up with inflation. These operating funds also support transfers to the Capital Program to fund projects to preserve, improve and add new capacity to the City's infrastructure systems. General Fund revenues in DPW are budgeted primarily for land development review and approval, and fleet acquisition and ongoing maintenance for Fire and Police fleet and the City Hall general purpose vehicles. Regional wastewater fund revenues are primarily composed of regional wastewater user fees, along with fees from mobile waste haulers and regional system development charges.

There are a variety of other funds that supplement the revenue for DPW. Some of the larger sources provide revenues to the community development fund and the building code fund. The community development fund manages over a \$550,000 of federal funding the City receives annually from the Community Development Block Grant (CDBG) and HOME Investment Partnership Program from the Federal Department of Housing and Urban Development (HUD). The building code fund receives revenue from construction permits and inspections. There is also a group of funds with smaller, specific revenues. This includes special revenue, like the State Historic Preservation Grant, and the Booth Kelly Fund's lease revenue. Another fund the City manages is the Regional Fiber Consortium Fund, which brings in money from the region for identified purposes. The last funding source, much of which does not pass through the City's budget other than the required local match, are federal dollars awarded to specific transportation projects either by the Central Lane Metropolitan Planning Organization or other direct federal grant opportunities. These funds range from \$4,000,000 to \$6,000,000 every three years, and may be supplemented by state grant dollars.

Service Level Changes

Development and Public Works (DPW) has adopted structural changes impacting the Community Development, Office of the Director, Engineering, and Current Development Divisions into the FY 21 budget. DPW consolidated five divisions to three, with Operations and Environment Services largely unaffected. Community Development merged with Engineering and Current Development and 5.2 FTE from Office of the Director. The DPW Director position remains vacant, and each of the three Divisions is managed by Deputy Directors who report directly to the Assistant City Manager. This structure consolidates service delivery for development customers and projects, and supports coordination among planning and engineering as we look to the future growth of the City.

Community Development Division

The end of FY 20 and all of FY 21 will see the largest annual capital project delivery season by dollar volume in modern times. Driving this capital delivery portfolio are the \$10 million Street Bond projects approved by voters in November 2018, the back log of federally funded transportation projects through the Central Lane Metropolitan Planning Organization, and planned spending on street preservation funded by the 2017 Statewide Transportation Package, HB 2017. Related to this is the renewed focus on maintaining and preserving public infrastructure in streets, storm water and waste water. Council's mid-year approval to increase DPW staff in Operations 4.5 FTE and Community Development 2.5 FTE is aimed at adding an Operations field crew that is supported by engineering and community engagement staff to restart the residential street preservation program, complete pipe rehabilitation projects, and work on the storm water drainage system.

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Environmental Services Division

Increased service level changes are anticipated with the planned renewal of the City's Municipal Separate Storm Sewer (MS4) Phase II Stormwater Permit issued by the Oregon Department of Environmental Quality. This includes focused staff and legal efforts to resolve litigation associated with the City's MS4 stormwater permit. Upon litigation resolution and permit renewal, staff anticipates an increased level of effort to meet more stringent requirements associated with water quality requirements.

The MWMC is expected to receive an updated National Permit Discharge Elimination System (NPDES) wastewater discharge permit in 2021. Staff anticipates an increased level of service and capital program investment to meet new water quality requirements associated with this permit.

Operations Division

The additional staffing provided by the Council's mid-year approval of 4.5 FTE, mentioned above, will focus on resurrecting preventive maintenance treatments on City residential streets including crack and slurry sealing; address surface stormwater bioswales and subsurface pipe maintenance needs to improve operational efficiency; perform repair and construction on wastewater pipe and manholes; support flow monitoring and system hydraulic modeling to provide system conveyance data that will be used to update the sanitary sewer master plan; implement a public community engagement program to provide important community outreach related to Operations and Engineering program objectives. Materials and Services funding for Street and Sewer maintenance materials and contractual services will increase by \$130,000 to support the Council approved staffing initiative.

Accomplishments FY2020

Community Development

- **Developed and delivered the first Street Bond projects** - Before the voter-approved Street Bond levy was assessed on property, engineering staff had contracted design and construction services for several projects, and completed improvements to Commercial Avenue west of 42nd Street and 14th Street from Main to A and E to G.
- **Springfield Development Code Amendments adopted to implement 2030 Transportation System Plan (TSP)** - City Council and the Board of Lane County Commissioners adopted code amendments to implement transportation policies in the TSP, providing more options for street cross sections, off street parking, and system connectivity to support safe walking and biking.
- **Completed the Federal 2020-2025 Consolidated Plan** - Eugene and Springfield are on track to adopt the joint five-year plan that sets priorities and target areas as a requirement for CDBG, HOME Investment Partnership, and other HUD funding.
- **City Affordable Housing Strategy - Accessory Dwelling Unit Initiative** - After a slow start in year one property owners in Springfield are increasingly looking at adding or converting existing space to an ADU. By the end of FY 2020 we expect 25 new ADUs to be in construction or completed.
- **Springfield Development Code Update** - Project responded to State legislative direction regarding missing middle housing and has released a first public review draft for Residential development. The residential code section will be vetted by the public and development community, and reviewed and adopted by the City Council with Planning Commission input.
- **Main Street Safety Project** - Project completed future no-build baseline analysis, advanced through key principles and solutions evaluation criteria, early concept evaluation for elements of potential solutions, and is preparing to analyze solution packages.
- **Franklin Boulevard Phase 2 BUILD grant** - Eugene and Springfield staff will submit a joint grant request to USDOT for \$25 million for Franklin phase 2 in Springfield and Franklin phase 1 in Eugene. This request was the priority project on the United Front lobbying trip to Washington DC in January 2020.

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Environmental Services Division

- **Clean Water University** - Delivered Clean Water University, a two-day event at the regional wastewater treatment plant with over 600 fifth graders attending, from 10 schools in the Eugene / Springfield school districts.
- **New Construction and Expansion** - Constructed a new Water Quality Laboratory and Maintenance Building expansion at the Eugene-Springfield regional wastewater treatment plant.
- **Renewable Natural Gas Project** - Initiated design and engineering work associated with the MWMC's Renewable Natural Gas (RNG) project.
- **Upstream Art Contest** - Delivered the City of Springfield's 4th Annual Upstream Art Contest to promote education and protection of stormwater quality in Springfield.
- **Public Works Week** - Conducted Public Works Week activities for over 500 Springfield third graders.
- **Complaints and Inspections** - Responded to 81 Illicit Discharge Detection and Elimination (IDDE) complaints and inspected 137 water quality sites.
- **Industrial Pretreatment Program** - Managed the City's industrial pretreatment program, ESD staff educated and regulated 18 permitted industries.
- **NPDES Wastewater Permit** – Negotiations with DEQ regarding NPDES Wastewater Permit renewal and associated requirements for the jointly held permit issued to MWMC, Springfield and Eugene.

Operations

- **Collaboration with Springfield Utility Board (SUB)** - Continued effective collaboration with Springfield Utility Board (SUB) to replace failed direct-buried wire that energizes City streetlight systems. SUB provided \$50K toward this important functional upgrade.
- **Catenary Cables and Decorative String Lights** - Installed catenary cable and decorative string lights across the sidewalks on 9 block faces in downtown with outstanding support from businesses and property owners using Springfield Economic Development Agency (SEDA) funding for materials.
- **Traffic Control plans for Autzen Stadium** - Collaborated with University of Oregon Athletics, Oregon Department of Transportation, and Springfield Police Department to develop and implement effective traffic control plans for Autzen Stadium game and concert events that reduces driver confusion, and increases driver, officer, and DPW worker safety.
- **City Vehicle Procurement** - Achieved substantial cost savings through effective procurement of several City vehicles and equipment.
- **Booth Kelly Repairs** - Replaced dilapidated water lines and completed roof repairs at Booth Kelly leased complex.
- **Springfield Museum remodel** - Completed Museum remodel which enhanced ADA accessibility, increased footprint of display area, and increased onsite storage.
- **Facility Projects** - Completed several minor facility projects that improved staff safety, operations and business functionality, i.e., Fire & Life Safety (FLS) apparatus doors, turnout/lockout storage, modified jail beds, and repaired leaking roof and minor damage in the Library.
- **Lighting Projects** - Interior and exterior lighting enhancement at several facilities, etc,
- **New Springfield Sign** - Installed "Springfield Welcomes You" sign at the east Main Street city entrance.
- **Standard Operating Procedure and Policy (SOPP) Implementation** - Led the creation and implementation of a SOPP for addressing homeless camps reporting, remediation, and compliance with law.

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- **Regional Fuel Facility Tank** - Developing project to replace dilapidated 20,000 gallon diesel fuel tank at the Regional Fuel Facility (RFF).

Initiatives FY2021

Community Development

- **Continue Street Bond project design and delivery** - The engineering capital group is poised to issue bids for construction in FY 2021 for Olympic Street from Mohawk to 28th, Centennial Boulevard from Aspen to Prescott, 42nd Street from Main to International Paper, and Mohawk from G Street to Oregon 126.
- **Inventory and assess wetland and riparian resources in the Urban Growth Boundary (UGB) expansion areas** - Staff secured a state technical assistance grant to conduct this work which is one of the requirements of urbanization planning for both the North Gateway and Mill Race new employment land areas added to the UGB in 2019.
- **Complete Franklin Boulevard Phase 2 Design** - Use federal dollars previously secured through the Central Lane Metropolitan Planning Organization to complete final design for Phase 2 of the Franklin improvement project. Potentially work to obligate awarded federal BUILD grant dollars for construction.
- **Continue to pursue ODOT Federal Aid Certification** - Process involves staff training, and document and process changes to prepare for ability and authority to deliver a transportation test project as a pre-certified agency. Managing the test project is likely to occur in 2022.
Implement New Residential Development Code provisions - Communicate with the development community about code changes, train to implement changes, update forms, templates and processes, and establish the electronic interface with the new code on-line.
- **Complete Funds Transfer for HB2017 42nd Street \$12 million Earmark** - The City and ODOT must reach agreement about ODOT's desire to transfer its ownership of Pioneer Parkways East and West from S. A street to Oregon 126 to the City before releasing the legislated earmark for 42nd St. ODOT is currently refusing to upgrade the ADA ramps in the corridor prior to a transfer, leaving that \$1.5 million estimated cost to come from the 42nd St money.

Environmental Services Division

- **Regional Capital Construction** - Initiate \$21 million in funded regional wastewater capital construction projects for FY20-21.
- **RNG Facilities Construction** - Begin construction of the RNG facilities at the wastewater treatment plant.
- **McKenzie Watershed Partnership** - Initiate pilot riparian shade projects in the McKenzie watershed in partnership with the Eugene Water and Electric Board.
- **Biocycle Farm** - Initiate harvest and replanting of 117 acres of poplar trees at the Biocycle Farm.
- **Clean Water University** - Expand public education and outreach associated with the Clean Water University.
- **MS4 Permit** - Resolve litigation associated with Municipal Separate Storm Sewer (MS4) Phase II Stormwater Permit issued by the Oregon Department of Environmental Quality.

Operations

- **Main Street Safety Project Facility Plan** - Continue Main Street Safety Project to complete the Facility Plan as part of the All Roads Transportation Safety funding program in partnership with the Oregon Department of Transportation.
- **ODOT All Roads Transportation Safety** - Improve Main Street traffic, pedestrian, and bicycle safety in partnership with the Oregon Department of Transportation using the All Roads

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Transportation Safety funding program to implement actions prior to and complimentary of the anticipated adoption of the Main Street Facility Plan.

- **Radio Communication Project** - Complete traffic systems radio communication project using State Funded Local Project (SFLP) funding.
- **LED Streetlight Updates** - Complete Citywide LED streetlight replacement project for energy savings using Energy Service Company (ESCO) project management and financing strategy generating energy, operations, and maintenance savings.
- **Streetlight Maintenance Renegotiation** - Renegotiate the streetlight maintenance agreement with Springfield Utility Board and include direct metering of street lights using the control system implemented in the LED street light replacement ESCO project.
- **Springfield Utility Board Partnership** - Continue collaboration with Springfield Utility Board (SUB) to replace failed direct-buried wire that energizes City streetlight systems. SUB provided \$75K toward this important functional upgrade in past years and has committed \$25K to \$50K for this endeavor in calendar year 2020.
- **Lane Transit District Partnership** - Coordinate with Lane Transit District for maintenance and payment of restriping the EmX lane lines.
- **RFF Partnerships** - Worked with RFF partners to determine funding apportionment as relates to implementation of sinking fund for future facility upgrades such as pumps, tanks, containment etc.
- **Brought Back Crack Seal Program** - Reinstitute a comprehensive crack seal program to extend the useful life of street assets. This work is done in conjunction with preventive slurry seal projects.
- **Winter Weather Preparedness** - Improve ability to effectively respond to winter weather events through continued process improvements and procurement of specialized equipment.
- **2020 Street Survey**. Complete 2020 street survey condition rating as required by HB2017.
- **Asset Management Analysis** - Complete asset management systems analysis and evaluate potential replacement options.

Future Year Considerations FY2022-FY2025

Community Development

- **Development Code Re-Write** - Complete the Development Code re-write project.
- **Main Street Safety Project** - Complete the Main Street Safety Project with a solution acceptable to ODOT and Springfield.
- **Oregon Department of Transportation (ODOT) Federal Aid Certification** - Achieve ODOT Federal Aid Certification to develop and deliver federally funded transportation projects in-house, and provide that service to smaller jurisdictions.
- **North Gateway Planning** - Complete planning for north Gateway to prepare for development, including an intersection solution at Gateway/Beltline.
- **Increased Online Presence** - Implement robust on-line tools for the development community.
- **Modernizing City Planning Procedures** - Modernized City Planning procedures and products would improve customer service and staff efficiency, including a parcel specific comprehensive plan map, elimination of plan/zone conflicts, and begin to address woefully outdated neighborhood refinement plans.
- **Modernize the City's Business License Program** – A modern City's Business License Program would improve customer service and staff efficiency.
- **Street Bond** - Prepare for the potential to renew the five-year Street Bond to preserve another set of highly travelled commercial streets.

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Environmental Services Division

- **MS4 Stormwater Permit** - Implementation of compliance requirements associated with the new MS4 Stormwater Permit and associated programmatic updates.
- **NPDES Wastewater Permit** - Implementation of compliance requirements associated with a new NPDES Wastewater Permit, issued jointly to the MWMC, the City of Eugene, and the City of Springfield. The target date set by DEQ for permit issuance is by the end of calendar year 2021.
- **Update the Comprehensive Facilities Plan Update** - the MWMC expects to update its 20-year facilities plan as a result of a new NPDES Wastewater Permit.
- **Update Regional Wastewater System Development Charges** - Regional Wastewater Program Systems Development Charge Update; to occur upon completion of a comprehensive facilities plan update.

Operations

- **City Street Repair Backlog** - In 2016 the City had a \$30 million backlog of needed street repairs and limited funding to address it. As of 2019 the current backlog continues to grow and is approaching \$50 million. New state gas tax revenue associated with House Bill 2017 has helped to stabilize the Street Fund and ensure continuation of existing services. Staff will be reassessing street conditions to meet biennial reporting requirements to ODOT as required by HB2017, and it is likely that the cost of the backlog has grown. Financial projections indicate that the new revenue will not be sufficient to eliminate the capital backlog directly though it should enhance the City's ability to provide local match for federal and state transportation dollars.
- **City Facilities Repair and Replacement Funding** - As City-owned facilities such as City Hall, Justice Center and Booth Kelly age it will become necessary to identify resources 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 internal conversations about how to address the project list and will seek guidance from budget team and City Council regarding strategies.

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Financial Summary by Fund

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
100 General Fund	2,339,817	2,449,380	2,731,218	2,763,831
201 Street Fund	4,954,035	5,536,363	6,054,758	6,047,893
204 Special Revenue Fund	4,249	3,793	12,800	15,500
208 Transient Room Tax Fund	109,759	102,642	95,421	39,897
210 Community Development Fund	423,441	404,755	1,434,603	1,697,948
224 Building Code Fund	1,067,488	1,129,374	1,183,168	1,224,985
433 Regional Wastewater Capital Fund	1,870,041	1,045,643	2,138,000	3,064,000
434 Street Capital Fund	148,585	-	124,584	148,726
611 Sanitary Sewer Operations Fund	3,391,549	3,316,339	3,909,066	4,301,895
612 Regional Wastewater Fund	16,534,998	17,105,822	18,684,457	19,600,899
617 Storm Drainage Operations Fund	4,809,014	4,743,234	5,626,902	5,952,670
618 Booth-Kelly Fund	487,208	440,355	576,367	550,317
629 Regional Fiber Consortium Fund	84,136	133,347	-	-
713 Vehicle & Equipment Fund	917,791	577,580	2,101,064	825,018
719 SDC Administration Fund	364,460	349,809	396,212	407,906
Grand Total	\$ 37,506,571	\$ 37,338,438	\$ 45,068,620	\$ 46,641,485

DEVELOPMENT & PUBLIC WORKS

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Financial Summary by Program

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
1006 Economic Development Agency Funding	26	-	-	-
1014 Engineering	-	-	-	2,592,356
1015 Infrastructure Planning	-	-	-	198,162
1021 Emergency Management	328,350	350,637	472,930	314,149
1022 Intergovernmental Relations	40,444	32,106	38,477	36,846
1023 Community Events	200,460	183,591	249,049	246,959
1024 Survey	468,510	386,630	500,191	529,893
1025 Operations Training and Safety Programs	36,822	35,788	50,755	48,510
1026 Buildings & Facilities Planning	13,791	6,759	5,667	14,575
1027 Building and Facility Architectural & Engineering	7,452	4,662	5,667	5,259
1028 Business Licensing	49,612	56,458	60,765	62,540
1029 Licensing and Franchising	14,946	12,988	-	-
1030 Building Plan Review	263,595	281,869	272,530	276,843
1031 Mechanical Inspections	143,363	135,998	163,053	-
1032 Building Field Inspections	148,054	138,713	163,523	843,643
1033 Electrical Inspections	260,254	260,966	270,110	-
1034 Plumbing Inspections	249,242	232,337	240,803	-
1035 Affordable Housing	291,600	247,988	1,154,212	-
1036 Housing and Community Development	108,348	115,378	228,338	1,705,099
1037 Social Services	86,565	125,744	78,589	-
1038 Comprehensive Land Use Planning	342,895	289,393	389,441	329,358
1039 Development Review	806,671	899,237	776,392	858,368
1040 Development Code Updates and Maintenance	98,028	160,433	239,937	243,960
1041 Code Enforcement	321,811	335,891	350,125	329,455
1042 Floodplain Management	44,986	30,531	19,857	-
1043 Historic Preservation	11,927	7,180	29,493	-
1044 Stormwater Fiscal Management and Customer Services	397,935	407,314	571,190	618,859
1045 Stormwater Regulatory Administration	492,782	689,209	811,909	798,454
1046 Stormwater Planning	43,806	48,523	64,553	-
1047 Stormwater Engineering	644,377	621,474	818,524	-
1048 Land Drainage & Alteration Permit	259,996	248,382	251,335	271,894
1049 Surface Drainage Vegetation Management	523,550	387,059	413,110	472,560
1050 Landscape Tree Maintenance	351,935	440,436	376,654	361,924
1051 Landscape Maintenance	374,803	419,836	484,280	497,808
1052 Surface Drainage Maintenance	753,822	741,752	851,555	858,444
1053 Subsurface Drainage Preventive Maintenance	453,421	466,443	581,628	682,666
1054 Subsurface Drainage Repair	151,320	114,605	178,602	227,012
1055 Stormwater Illicit Discharge	170,963	999	-	-
1056 Regional Wastewater Administration	2,991,588	3,028,020	3,622,596	3,688,319
1057 Industrial Pretreatment	445,108	459,381	484,885	517,188
1058 Regional Wastewater Operations	15,003,800	14,646,253	16,695,557	18,439,200
1059 Wastewater Fiscal Management and Customer Services	451,732	458,366	631,999	684,482

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Financial Summary by Program, Continued

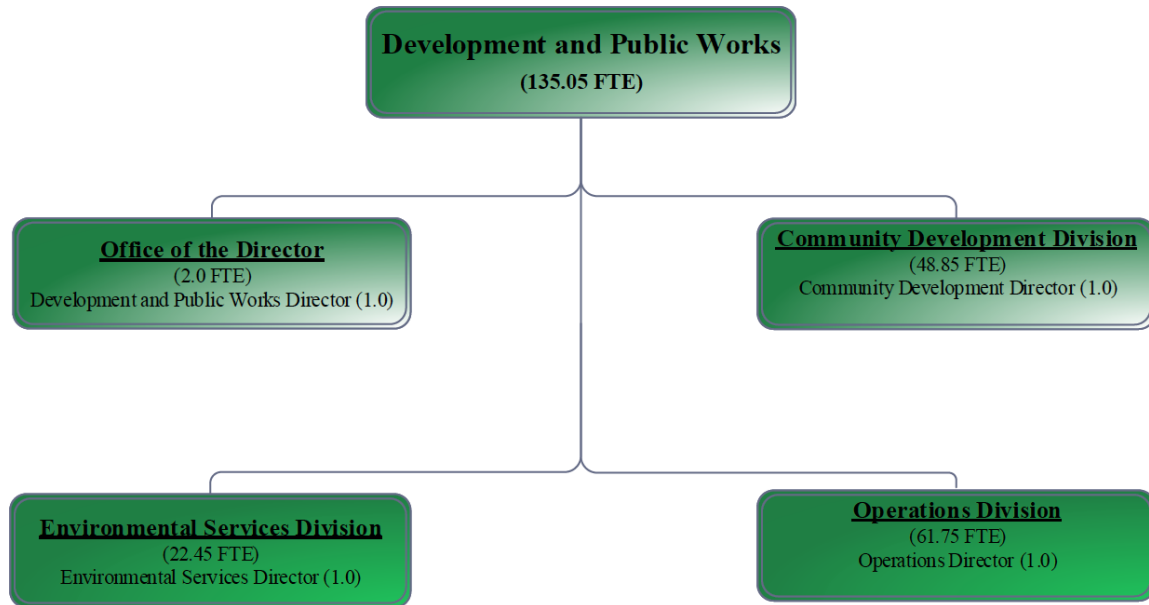
	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
1060 Wastewater Planning	67,098	63,803	89,893	-
1061 Wastewater Engineering	663,977	661,900	708,408	-
1062 Wastewater Preventive Maintenance	1,355,121	1,423,257	1,428,531	1,580,585
1063 Wastewater Maintenance Repair	163,497	157,918	193,730	227,014
1064 Capacity Management Operations & Maintenance (CMOM)	69,708	73,878	91,271	82,135
1065 Transportation Planning	225,754	195,493	403,307	380,002
1066 Street Engineering	614,850	716,614	740,384	-
1067 Street Sweeping	487,014	516,717	555,370	561,559
1068 Bicycle Facilities and Programs	74,201	83,940	92,790	105,631
1069 Locates and Encroachments	323,317	333,644	340,024	342,391
1070 Street Maintenance and Preservation	857,515	1,077,483	1,032,841	1,190,294
1071 Street Sidewalk Maintenance and Preservation	98,214	79,439	119,500	114,603
1072 Traffic Operations - Engineering	334,739	334,297	466,215	454,424
1073 Traffic Operations -Signal Maintenance and Repair	535,895	604,662	548,887	556,733
1074 Traffic Operations -Signs and Pavement Markings	272,767	342,139	351,096	359,179
1075 Street Lighting	473,766	461,848	497,860	484,354
1077 Transient Related Issues	-	40	37,000	37,000
1091 Community Risk Reduction	21	3	-	-
1096 Fire Suppression Operations	-	21	-	-
1144 Patrol - Sworn	3	-	-	-
7000 Department Administration	713,040	710,084	1,343,443	574,724
7004 Intergovernmental Relations Management	60	-	-	-
7020 Real Property Management	58,108	14	-	14,777
7021 Real Property Maintenance	113,439	899	-	-
7022 Facilities Maintenance - City	509,815	573,375	627,011	657,532
7023 Facilities Maintenance-Custodial Services	212,070	205,824	187,724	193,024
7024 Fuel Facility Operations and Management	418,898	459,214	624,187	538,984
7025 Vehicle & Equipment Services	78,873	31	-	555
7026 Vehicle & Equipment Preventive Maintenance	187,117	234,452	265,537	258,244
7031 Annual Audit, CAFR and Internal Reporting	5,350	10,750	-	-
7035 Municipal Court Administration	-	(188)	-	-
7065 Payroll Administration	50	-	-	-
7076 Community Development Systems	-	24	-	-
7078 Shared Systems	-	139	-	-
7100 City Attorney	94	48	-	-
7150 Fiber Consortium	84,136	133,347	-	-
7900 Real Property Management	-	130,165	510,523	497,974
7901 Miscellaneous Leased Property	-	5,725	-	-
7902 Booth Kelly	210,261	204,788	16,960	-
7903 Carter Building	23,828	24,369	-	-
7904 Depot	10,892	7,686	-	-
8800 Capital Projects	375,034	337	375,000	384,950
8810 MWMC Capital	39,359	517	4,000	4,000
9000 Non-Program	-	-	818,848	286,034
Grand Total	\$ 37,506,571	\$ 37,338,030	\$ 45,068,620	\$ 46,641,485

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Organizational Chart



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Summary of Full-Time Equivalent by Position

	FY18 FTE	FY19 FTE	FY20 FTE	FY21 Proposed FTE
Admin Specialist-Annexation	1.00	1.00	1.00	1.00
Administrative Specialist	7.00	7.00	7.00	7.00
Bldg & Land Development Mgr	1.00	--	--	--
Bldg Maint Worker	2.00	2.00	2.00	2.00
Building Inspector	3.00	3.00	3.00	3.00
Building Official	1.00	1.00	1.00	1.00
City Surveyor	1.00	1.00	1.00	1.00
Civil Engineer	6.00	6.00	6.00	6.00
Civil Engineer, Managing	3.00	3.00	3.00	3.00
Code Enforce Officer	2.00	2.00	2.00	2.00
Communications Coordinator	1.00	1.00	1.00	3.00
Community Development Analyst	1.00	1.00	1.00	1.00
Comprehensive Planning Manager	1.00	1.00	1.00	1.00
Construction Inspector	3.00	3.00	3.00	3.00
Custodian	2.00	2.00	2.00	2.00
Data Management Specialist	1.00	1.00	1.00	1.00
Design & Construction Coord	2.00	2.00	2.00	2.00
DPW Director	1.00	1.00	1.00	1.00
DPW Division Director	3.00	3.00	3.00	3.00
Emergency Management Manager	1.00	1.00	1.00	1.00
Engineering Assistant	--	--	--	1.00
Engineering Division Manager	1.00	1.00	1.00	1.00
Engineering Support Specialist	1.00	1.00	1.00	1.00
Engineering Tech	0.83	1.00	1.00	--
Engineering Technician	4.00	4.00	4.00	6.00
Environ Svcs Program Manager	1.00	1.00	1.00	1.00
Environ Svcs Super	2.00	2.00	2.00	2.00
Environmental Mngmnt Analyst	1.00	1.00	1.00	1.00
Environmental Services Tech	5.00	5.00	5.00	5.00
Finance Management Analyst	1.00	1.00	1.00	--
Housing Programs Assistant	1.00	1.00	1.00	1.00

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Summary of Full-Time Equivalent by Position Cont.

	FY18 FTE	FY19 FTE	FY20 FTE	FY21 Proposed FTE
Infrastructure Systems Spc	1.00	1.00	1.00	1.00
Infrastructure Systems Tech	1.00	1.00	1.00	1.00
Lead Communications Coord	1.00	1.00	1.00	1.00
Maint Tech Crew Chief	3.00	3.00	3.00	3.00
Maint Tech, Apprentice	1.00	1.00	1.00	5.00
Maint Tech, Journey	25.00	25.00	25.00	25.00
Maintenance Supervisor	4.00	4.00	4.00	4.00
Maintenance Worker	2.50	2.50	2.50	2.50
Maintenance Worker, Seasonal	0.25	0.25	0.25	0.25
Management Analyst	3.00	3.00	3.00	3.00
Mechanic	2.00	2.00	2.00	2.00
MWMC Communications Coordinator	--	--	1.00	--
Office Supervisor	1.00	1.00	1.00	1.00
Permit Specialist	1.00	1.00	1.00	1.00
Permit Technician	2.00	2.00	2.00	2.00
Planner	2.00	2.00	2.00	2.00
Planner, Senior	4.80	4.80	5.80	5.80
Planning Supervisor	1.00	1.00	1.00	1.00
Plans Examiner	2.00	2.00	2.00	2.00
Program Coordinator	1.00	1.00	1.00	1.00
Security Attendant	1.00	1.00	1.00	1.50
Survey Party Chief	1.00	1.00	1.00	1.00
Surveyor	1.00	1.00	1.00	1.00
Traffic Engineer	1.00	1.00	1.00	1.00
Traffic Engineering Technician	1.00	1.00	1.00	1.00
Traffic Maintenance Technician	2.00	2.00	2.00	2.00
Traffic Signal Electrician	1.00	1.00	1.00	1.00
Grand Total	127.38	126.55	128.55	135.05

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Summary of Full-Time Equivalent by Fund

	FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
100 General Fund	20.77	20.23	20.18	21.18
201 Street Fund	28.65	28.51	30.05	31.18
208 Transient Room Tax Fund	0.85	0.85	0.75	0.24
210 Community Development Fund	2.10	2.10	2.10	2.00
224 Building Code Fund	7.53	7.49	7.54	7.54
611 Sanitary Sewer Operations Fund	17.70	17.68	17.62	20.68
612 Regional Wastewater Fund	14.68	14.68	15.68	15.90
617 Storm Drainage Operations Fund	31.27	31.21	31.13	32.88
618 Booth-Kelly Fund	1.25	1.25	1.25	1.25
719 SDC Administration Fund	2.59	2.55	2.25	2.20
Grand Total	127.38	126.55	128.55	135.05

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Summary of Full-Time Equivalent by Program

	FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1014 Engineering	0.00	0.00	0.00	16.34
1015 Infrastructure Planning	0.00	0.00	0.00	1.00
1021 Emergency Management	0.95	1.00	1.00	1.00
1022 Intergovernmental Relations	0.10	0.10	0.05	0.05
1023 Community Events	1.68	1.78	1.55	1.54
1024 Survey	2.79	2.82	3.00	3.00
1025 Operations Training and Safety Programs	0.20	0.20	0.20	0.20
1026 Buildings & Facilities Planning	0.10	0.08	0.04	0.08
1027 Building and Facility Architectural & Engineering	0.05	0.04	0.04	0.04
1028 Business Licensing	0.61	0.61	0.61	0.61
1029 Licensing and Franchising	0.01	0.03	0.00	0.00
1030 Building Plan Review	1.77	1.88	1.83	1.83
1031 Mechanical Inspections	0.99	0.92	1.03	0.00
1032 Building Field Inspections	1.04	0.98	1.03	5.27
1033 Electrical Inspections	1.83	1.76	1.72	0.00
1034 Plumbing Inspections	1.62	1.55	1.49	0.00
1035 Affordable Housing	1.45	1.45	1.45	0.00
1036 Housing and Community Development	0.70	0.70	0.70	2.05
1038 Comprehensive Land Use Planning	2.66	2.49	2.34	2.28
1039 Development Review	7.49	7.84	6.32	6.69
1040 Development Code Updates and Maintenance	0.82	0.84	1.37	1.47
1041 Code Enforcement	2.76	2.64	2.44	2.44
1042 Floodplain Management	0.26	0.18	0.13	0.00
1043 Historic Preservation	0.10	0.10	0.15	0.00
1044 Stormwater Fiscal Management and Customer Services	0.86	0.87	0.87	0.87
1045 Stormwater Regulatory Administration	3.31	4.85	4.85	4.60
1046 Stormwater Planning	0.49	0.47	0.34	0.00
1047 Stormwater Engineering	4.69	4.41	5.04	0.00
1048 Land Drainage & Alteration Permit	1.70	1.72	1.70	1.70
1049 Surface Drainage Vegetation Management	3.35	3.35	3.35	3.82
1050 Landscape Tree Maintenance	2.48	2.48	2.27	2.06
1051 Landscape Maintenance	2.89	2.86	3.01	2.93
1052 Surface Drainage Maintenance	5.33	5.33	5.31	5.20
1053 Subsurface Drainage Preventive Maintenance	3.63	3.63	3.51	4.47
1054 Subsurface Drainage Repair	0.89	0.89	0.86	1.20
1055 Stormwater Illicit Discharge	1.55	0.00	0.00	0.00
1056 Regional Wastewater Administration	11.43	11.43	12.43	12.65
1057 Industrial Pretreatment	3.25	3.25	3.25	3.25
1059 Wastewater Fiscal Management and Customer Services	1.13	1.13	1.13	1.13

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Summary of Full-Time Equivalent by Program Cont.

	FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1060 Wastewater Planning	0.67	0.66	0.47	0.00
1061 Wastewater Engineering	4.47	4.27	4.88	0.00
1062 Wastewater Preventive Maintenance	7.54	7.38	7.30	8.54
1063 Wastewater Maintenance Repair	0.93	0.94	0.93	1.24
1064 Capacity Management Operations & Maintenance (CMOM)	0.42	0.41	0.34	0.38
1065 Transportation Planning	1.65	1.72	1.85	2.01
1066 Street Engineering	3.47	3.25	4.41	0.00
1067 Street Sweeping	2.86	2.92	2.92	3.12
1068 Bicycle Facilities and Programs	0.60	0.52	0.42	0.41
1069 Locates and Encroachments	2.26	2.41	2.26	2.41
1070 Street Maintenance and Preservation	5.60	5.66	5.66	6.63
1071 Street Sidewalk Maintenance and Preservation	0.60	0.57	0.57	0.70
1072 Traffic Operations - Engineering	2.35	2.42	2.41	2.40
1073 Traffic Operations -Signal Maintenance and Repair	2.55	2.23	2.32	2.59
1074 Traffic Operations -Signs and Pavement Markings	0.77	1.25	2.02	1.93
1075 Street Lighting	1.12	0.80	0.69	0.69
7000 Department Administration	2.96	2.84	3.06	2.09
7020 Real Property Management	0.22	0.20	0.00	0.00
7021 Real Property Maintenance	0.69	0.69	0.00	0.00
7022 Facilities Maintenance - City	4.17	4.73	4.75	5.25
7023 Facilities Maintenance-Custodial Services	2.43	2.00	2.00	2.00
7025 Vehicle & Equipment Services	0.65	0.00	0.00	0.00
7026 Vehicle & Equipment Preventive Maintenance	1.45	2.00	2.00	2.00
7900 Real Property Management	0.00	0.00	0.89	0.89
Grand Total	127.38	126.55	128.55	135.05

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ENGINEERING – 1014

Program Overview

This program has three main subprograms: Stormwater engineering, wastewater engineering, and street engineering.

This program reviews and implements engineering design standards for the stormwater and wastewater facilities in alignment with the adopted policies; City Engineering Design Standards and Procedures Manual; requirements of the National Pollution Discharge Elimination System (NPDES); City 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; and state and federal requirements for public and private projects. The program also implements technical requirements of the City's Stormwater Master Plan and Wastewater Master Plan and through this, the regionally adopted Public Facilities and Services Plan.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	-	-	-	1,901,955
6 MATERIALS & SERVICES	-	-	-	690,401
010 EXPENSES Total	\$ -	\$ -	\$ -	\$ 2,592,356

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.00	0.00	0.00	16.34

Revenue Statement

This program is supported by utility rates, state and local fuel taxes, system development charges and public improvement project fees

Significant Changes

- This program consolidates: 1047 stormwater engineering, 1061 wastewater engineering, and 1066 street engineering.
- Added an additional 2.5 FTE and reorganized FTE budget to match operations.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 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%	3%	5%
	Maintain engineering and administration costs below X% of construction costs for projects greater than \$200,000	25%	15%	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	100%	75%	100%

*FY20 Actuals are estimated as of February 2020

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INFRASTRUCTURE PLANNING – 1015

Program Overview

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

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	-	-	-	152,647
6 MATERIALS & SERVICES	-	-	-	45,515
010 EXPENSES Total	\$ -	\$ -	\$ -	\$ 198,162

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.00	0.00	0.00	1.00

Revenue Statement

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

Significant Changes

- Environmental Science Associates will create a conceptual design for the Glenwood Riverfront based on the recently completed stormwater evaluation for Glenwood.
- The city will begin the process to update Springfield's Wastewater Master Plan.
- This program consolidates: 1046 stormwater planning and 1060 wastewater planning.

Performance Measures

Outcome	Measure	FY20 Target	FY20 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 and wastewater 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

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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.

		FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE	4 REVENUES	-	(1,943)	-	-
020 REVENUE Total		\$ -	\$ (1,943)	\$ -	\$ -
010 EXPENSES	5 PERSONNEL SERVICES	145,804	156,581	166,462	168,905
	6 MATERIALS & SERVICES	182,546	194,056	306,468	145,244
010 EXPENSES Total		\$ 328,350	\$ 350,637	\$ 472,930	\$ 314,149

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.95	1.00	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

- Redistributed internal charges across CMD programs
- No significant service level changes for FY21.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 Target
<u>Council Goal: Maintain and Improve Infrastructure and Facilities</u>				
Minimize natural disaster risk	Percentage of mitigation actions in Springfield identified in the <i>Eugene-Springfield Natural Hazard Mitigation Plan</i> on schedule for implementation	80%	80%	80%
<u>Council Goal: Strengthen Public Safety by Leveraging Partnerships and Resources</u>				
Promote Household emergency management preparedness	Number of public outreach events/presentations regarding emergency preparedness conducted	12	15	12
	Number of City-initiated social media posts regarding emergency preparedness	12	13	12
Increase staff training for emergency management and public safety response	Number of EOC exercises conducted	4	4	4
	Percentage of total City staff who have completed their basic or refresher National Incident Management System (NIMS) training	90%	50%	90%

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	9,072	2,835	6,540	8,012
6 MATERIALS & SERVICES	31,372	29,271	31,938	28,834
010 EXPENSES Total	\$ 40,444	\$ 32,106	\$ 38,477	\$ 36,846

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.10	0.10	0.05	0.05

Revenue Statement

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

Significant Changes

- No significant changes in FY21.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 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	27	25

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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COMMUNITY EVENTS – 1023

Program Overview

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

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(28,841)	(12,001)	-	-
020 REVENUE Total	\$ (28,841)	\$ (12,001)	\$ -	\$ -
010 EXPENSES 5 PERSONNEL SERVICES	142,532	124,435	182,596	185,277
6 MATERIALS & SERVICES	57,928	59,157	66,454	61,682
010 EXPENSES Total	\$ 200,460	\$ 183,591	\$ 249,049	\$ 246,959

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.68	1.78	1.55	1.54

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

- No significant service level changes for FY21.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 Target
Council Goal: Promote and Enhance our Hometown Feel While Focusing on Livability and Environmental Quality				
Promote Springfield	Spring Cleanup: Reduce solid waste, pollutants and poor environmental conditions in community	467 cars average .13 tons /268 lbs.	scheduled May 2020	460 cars average .13tons/268 lbs.
	Number of special events Operations staff participate in	10	8	10

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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SURVEY - 1024

Program Overview

This program performs plat review for subdivision proposals and approval and provides Capital Improvement Project support. The program does recordkeeping for easement and right of way for City owned property and 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.

		FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES	5 PERSONNEL SERVICES	307,812	305,863	386,958	387,108
	6 MATERIALS & SERVICES	82,212	80,767	113,233	142,784
	7 CAPITAL OUTLAY	78,487	-	-	-
010 EXPENSES Total		\$ 468,510	\$ 386,630	\$ 500,191	\$ 529,893

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
2.79	2.82	3.00	3.00

Revenue Statement

The survey program is supported by land division review fees and Street, Stormwater and Wastewater Capital and Operating Funds.

Significant Changes

- No significant service level changes for FY21.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 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	80%	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	90%	77%	90%
	Percentage of project based and ad-hoc topo and as-built surveys completed within 15 days	88%	90%	88%

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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OPERATIONS TRAINING AND SAFETY PROGRAMS - 1025

Program Overview

The program provides compliance with mandated OSHA, State/Regulatory Standards, Bloodborne 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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	28,629	29,237	27,773	28,177
6 MATERIALS & SERVICES	8,193	6,551	22,982	20,332
010 EXPENSES Total	\$ 36,822	\$ 35,788	\$ 50,755	\$ 48,510

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.20	0.20	0.20	0.20

Revenue Statement

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

Significant Changes

- No significant service level changes for FY21.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 Target
Council Goal: Strengthen Public Safety by Leveraging Partnerships and Resources				
Increase staff training for emergency management and public safety response	Number of Safety/Trainings provided annually	12	10	12
	Number of Quarterly OSHA site inspections performed annually	4	4	4

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	12,285	5,350	5,428	12,642
6 MATERIALS & SERVICES	1,506	1,409	238	1,932
010 EXPENSES Total	\$ 13,791	\$ 6,759	\$ 5,667	\$ 14,575

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.10	0.08	0.04	0.08

Revenue Statement

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

Significant Changes

- No significant service level changes in FY21.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY20 Target
Council Goal: Promote and Enhance our Hometown Feel While Focusing on Livability and Environmental Quality				
Public confidence that buildings are safe	Number of months between update of the five-year preservation & maintenance plan	12	12	12

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	7,158	4,461	5,428	5,012
6 MATERIALS & SERVICES	294	201	238	248
010 EXPENSES Total	\$ 7,452	\$ 4,662	\$ 5,667	\$ 5,259

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.05	0.04	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 FY21.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 Target
Council Goal: Promote and Enhance our Hometown Feel While Focusing on Livability and Environmental Quality				
Public confidence that buildings are safe	Percent of A&E projects completed within budgeted FY	100%	100%	100%

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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. Staff also facilitates the expeditious review of Special Event and related licenses for a broad spectrum of the Springfield Community.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(324,455)	(211,759)	(180,000)	(205,000)
020 REVENUE Total	\$ (324,455)	\$ (211,759)	\$ (180,000)	\$ (205,000)
010 EXPENSES 5 PERSONNEL SERVICES	43,466	46,856	52,280	52,950
6 MATERIALS & SERVICES	6,145	9,601	8,485	9,590
010 EXPENSES Total	\$ 49,612	\$ 56,458	\$ 60,765	\$ 62,540

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.61	0.61	0.61	0.61

Revenue Statement

The program is estimated to bring in \$205,000 in general fund revenue through business license applications.

Significant Changes

- No significant service level changes for FY21.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 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%	100%	100%
	Ensure X% of program revenue is collected	100%	96%	100%
	Process all new business license applications within X days	2	2	2

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(844,051)	(716,162)	(899,000)	(904,000)
020 REVENUE Total	\$ (844,051)	\$ (716,162)	\$ (899,000)	\$ (904,000)
010 EXPENSES 5 PERSONNEL SERVICES	193,346	203,833	213,460	207,605
6 MATERIALS & SERVICES	60,749	78,036	54,270	69,238
7 CAPITAL OUTLAY	9,499	-	4,800	-
010 EXPENSES Total	\$ 263,595	\$ 281,869	\$ 272,530	\$ 276,843

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.77	1.88	1.83	1.83

Revenue Statement

Building permit fees support this program.

Significant Changes

- Work group is documenting processes and procedures in anticipation of an online application tracking system.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 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%

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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BUILDING FIELD INSPECTIONS - 1032

Program Overview

This program is responsible for the inspection and approval of the mechanical, structural, electrical, and plumbing construction component for multi-family residential, single family dwellings and commercial/industrial building permits. The staff administering this program are certified in mechanical, structural, electrical, and plumbing inspections in 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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	3	-	-	(460,000)
020 REVENUE Total	\$ 3	\$ -	\$ -	\$ (460,000)
010 EXPENSES 5 PERSONNEL SERVICES	105,104	107,178	124,366	638,305
6 MATERIALS & SERVICES	28,714	31,535	34,356	205,337
7 CAPITAL OUTLAY	14,236	-	4,800	-
010 EXPENSES Total	\$ 148,054	\$ 138,713	\$ 163,523	\$ 843,643

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.04	0.98	1.03	5.27

Revenue Statement

Building permit fees support this program.

Significant Changes

- This program consolidates: 1031 Mechanical Inspections, 1032 Structural Inspections, 1033 Electrical Inspections, and 1034 Plumbing Inspections.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 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%

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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COMMUNITY DEVELOPMENT - 1036

Program Overview

This program manages federal funds from the US Department of Housing and Urban Development available for Community Development and Affordable Housing. Community Development Block Grant funds may be used to provide Low to Moderate Income Neighborhood Improvements, eliminate Slums and Blight, facilitate development projects including housing to benefit low to moderate income citizens and contribute to the general economic development of the City. Up to 15% of CDBG funds may be used for social services to underserved citizens in the community. Via the HOME Consortium with the City of Eugene, Springfield has access to HOME funds for new construction and acquisition of income-qualified and special needs housing.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(362,521)	(169,229)	(1,326,855)	(2,095,226)
020 REVENUE Total	\$ (362,521)	\$ (169,229)	\$ (1,326,855)	\$ (2,095,226)
010 EXPENSES 5 PERSONNEL SERVICES	93,543	87,717	88,130	238,843
6 MATERIALS & SERVICES	14,806	27,662	140,208	1,466,256
010 EXPENSES Total	\$ 108,348	\$ 115,378	\$ 228,338	\$ 1,705,099

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.70	0.70	0.70	2.05

Revenue Statement

Expenditures in this program are primarily HUD dollars provided through the CDBG program.

Significant Changes

- This program consolidates: 1035 Affordable Housing, 1036 Community Development, and 1037 Social Services.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 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	60	83	70
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	1.20	1.5
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%

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	-	(74,670)	-	-
020 REVENUE Total	\$ -	\$ (74,670)	\$ -	\$ -
010 EXPENSES 5 PERSONNEL SERVICES	300,173	248,927	280,964	299,703
6 MATERIALS & SERVICES	42,722	40,466	108,477	29,655
010 EXPENSES Total	\$ 342,895	\$ 289,393	\$ 389,441	\$ 329,358

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
2.66	2.49	2.34	2.28

Revenue Statement

Land use planning is supported by the city's general revenue sources.

Significant Changes

- No service level change for FY 21.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 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%	50%	100%
	Number of housing units added to housing stock that are not single-family detached	20	87	90

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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 Development Review Committee. This program also reviews and approves of Public Improvement Plans (PIPs) associated with site developments. This program is also responsible for community programs that implement corrective and preventative flood protection pursuant to the National Flood Insurance Program, which allows the city and individuals to be able to purchase federally-backed flood insurance. This program administers grant funds for historic preservation and compliance with State and Federal historic preservation programs.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(463,745)	(594,856)	(500,000)	(512,000)
020 REVENUE Total	\$ (463,745)	\$ (594,856)	\$ (500,000)	\$ (512,000)
010 EXPENSES 5 PERSONNEL SERVICES	719,424	794,188	681,356	743,249
6 MATERIALS & SERVICES	87,246	105,049	95,036	115,118
010 EXPENSES Total	\$ 806,671	\$ 899,237	\$ 776,392	\$ 858,368

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
7.49	7.84	6.32	6.69

Revenue Statement

Development Review is supported by the city's general revenue sources.

Significant Changes

- This program consolidates: 1042 floodplain management and 1043 historic preservation.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 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	45	50
	Average number of days to process Type II applications	60	60	60
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%

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	84,782	146,364	179,636	199,255
6 MATERIALS & SERVICES	13,247	14,069	60,301	44,705
010 EXPENSES Total	\$ 98,028	\$ 160,433	\$ 239,937	\$ 243,960

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.82	0.84	1.37	1.47

Revenue Statement

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

Significant Changes

- No significant service level changes for FY21.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 Target
Council Goal: Encourage Economic Development and Revitalization through Community Partnerships				
Update development code for clarity	Percent of development code project completed	30%	25%	65%

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	259,156	276,669	274,093	268,635
6 MATERIALS & SERVICES	62,654	59,221	52,032	60,820
7 CAPITAL OUTLAY	-	-	24,000	-
010 EXPENSES Total	\$ 321,811	\$ 335,891	\$ 350,125	\$ 329,455

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
2.76	2.64	2.44	2.44

Revenue Statement

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

Significant Changes

- Staff is implementing new warrant and abatement procedures adopted by council to resolve nuisance cases having health hazard or neighborhood level impacts in 2020.
- Staff is working with City Attorney and Finance to implement the lien process for long term cost recovery.
- Staff is preparing administrative and municipal code revisions to update the code enforcement process and emphasize neighborhood focus in FY21.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 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	1.5	1
	Percent of valid complaints resolved without formal citation	80%	80%	90%

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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 services. 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 includes public information, education and outreach services.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	-	(9,145)	-	-
020 REVENUE Total	\$ -	\$ (9,145)	\$ -	\$ -
010 EXPENSES 5 PERSONNEL SERVICES	85,978	90,155	97,788	96,921
6 MATERIALS & SERVICES	311,957	317,159	473,402	521,938
010 EXPENSES Total	\$ 397,935	\$ 407,314	\$ 571,190	\$ 618,859

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.96	0.97	0.97	0.97

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 Stormwater Billing Services, via a third-party contract. Associated expenses are projected to increase from an estimated \$83,000 in FY20 to \$123,000 (or 48%) on January 1, 2021 (FY21). Staff projects an additional increase of 42% anticipated on July 1, 2021, resulting in an annual expense of \$174,000 in FY22.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY21 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	19,100	19,150	19,200
	Deliver program educational information to customers via brochure/flyer inserted with SUB customer utility bills	1	1	1

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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.

		FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE	4 REVENUES	(29,983)	(17,432)	(34,000)	(38,700)
020 REVENUE Total		\$ (29,983)	\$ (17,432)	\$ (34,000)	\$ (38,700)
010 EXPENSES	5 PERSONNEL SERVICES	336,037	470,324	546,909	513,465
	6 MATERIALS & SERVICES	156,745	218,886	265,000	284,989
010 EXPENSES Total		\$ 492,782	\$ 689,209	\$ 811,909	\$ 798,454

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
3.31	4.85	4.85	4.60

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

- Resolve litigation associated with NPDES permit renewal; additional resources will be required to implement more stringent water quality requirements.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY21 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

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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 MS4 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, sewer connections, and systems development charges.

		FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE	4 REVENUES	(103,681)	(72,676)	(90,000)	-
020 REVENUE Total		\$ (103,681)	\$ (72,676)	\$ (90,000)	\$ -
010 EXPENSES	5 PERSONNEL SERVICES	181,028	193,368	209,649	207,600
	6 MATERIALS & SERVICES	50,301	55,014	41,686	64,294
	7 CAPITAL OUTLAY	28,667	-	-	-
010 EXPENSES Total		\$ 259,996	\$ 248,382	\$ 251,335	\$ 271,894

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.70	1.72	1.70	1.70

Revenue Statement

This program generates revenue through the issuance of LDAP permits.

Significant Changes

- No significant service level changes for FY21.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Maintain a consistent level of service year after year	Average number of working days for initial review and response to applicant on Land Drainage Alteration Permit Long Form	10	5	10

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	233,307	203,655	197,738	256,678
6 MATERIALS & SERVICES	140,375	183,404	215,372	215,882
7 CAPITAL OUTLAY	149,868	-	-	-
010 EXPENSES Total	\$ 523,550	\$ 387,059	\$ 413,110	\$ 472,560

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
3.35	3.35	3.35	3.82

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	FY20 Target	FY20 Actuals	FY 21 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	15	15	15

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(50,088)	(51,482)	-	-
020 REVENUE Total	\$ (50,088)	\$ (51,482)	\$ -	\$ -
010 EXPENSES 5 PERSONNEL SERVICES	254,930	306,067	253,372	240,707
6 MATERIALS & SERVICES	97,005	134,368	123,282	121,217
010 EXPENSES Total	\$ 351,935	\$ 440,436	\$ 376,654	\$ 361,924

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
2.48	2.48	2.27	2.06

Revenue Statement

This program does not generate revenue.

Significant Changes

- No significant service level changes for FY21.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Reduce deferred maintenance	Number of trees planted	14	30	14
	Average days to complete tree trim/remove requests	70	62	70

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	-	-	(45,000)	(45,000)
020 REVENUE Total	\$ -	\$ -	\$ (45,000)	\$ (45,000)
010 EXPENSES 5 PERSONNEL SERVICES	198,706	228,380	275,774	274,352
6 MATERIALS & SERVICES	176,097	191,456	208,505	223,456
010 EXPENSES Total	\$ 374,803	\$ 419,836	\$ 484,280	\$ 497,808

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
2.89	2.86	3.01	2.93

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 budgeted this revenue directly in this program.

Significant Changes

- Littering, which tarnishes City image, has become more pronounced resulting in scheduling resources for cleanup.
- Glenwood landscapes require significant effort reducing effort levels of other City owned landscapes.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 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	8	7

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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 Pick -Up program.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	498,181	489,961	576,027	583,560
6 MATERIALS & SERVICES	251,508	251,791	275,528	274,884
7 CAPITAL OUTLAY	4,133	-	-	-
010 EXPENSES Total	\$ 753,822	\$ 741,752	\$ 851,555	\$ 858,444

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
5.33	5.33	5.31	5.20

Revenue Statement

This program is supported by stormwater user fees.

Significant Changes

Illegal camping mitigation response continues to increase requiring adjustments to work prioritization.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 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

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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 access point inspections, root control sawing, and pipeline TV inspection.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	277,651	277,570	377,930	463,833
6 MATERIALS & SERVICES	175,770	188,873	203,698	218,833
010 EXPENSES Total	\$ 453,421	\$ 466,443	\$ 581,628	\$ 682,666

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
3.63	3.63	3.51	4.47

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

- More emphasis will be directed to underground pipe Closed Captioned TV (CCTV) and pipe rehabilitation.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Reduce deferred maintenance	% of Storm Systems catch basins/curb inlets cleaned annually	60	35	45
	% of Water Quality features (baysavers, stormceptors) cleaned/inspected annually	100	100	100

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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 access point repair.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	84,078	51,346	91,335	119,012
6 MATERIALS & SERVICES	67,241	63,259	87,267	108,000
010 EXPENSES Total	\$ 151,320	\$ 114,605	\$ 178,602	\$ 227,012

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.89	0.89	0.86	1.20

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	FY20 Target	FY20 Actuals	FY 21 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Reduce deferred maintenance	Number of catch basin/curb inlets repaired annually	8	2	8

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(97,521)	(80,735)	(36,132,300)	(36,957,000)
020 REVENUE Total	\$ (97,521)	\$ (80,735)	\$ (36,132,300)	\$ (36,957,000)
010 EXPENSES 5 PERSONNEL SERVICES	1,357,471	1,418,425	1,607,536	1,622,076
6 MATERIALS & SERVICES	1,634,117	1,609,596	2,015,061	2,066,244
010 EXPENSES Total	\$ 2,991,588	\$ 3,028,020	\$ 3,622,596	\$ 3,688,319

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
12.31	12.31	13.31	13.53

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.
- Delivering expanded public information, education and outreach services.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY21 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	30	36	35
	Number of Clean Water University sessions	1	1	1
	Initiated Capital Improvement Projects within Approved Budget	100%	100%	100%

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(21,439)	(1,312)	(9,900)	(9,500)
020 REVENUE Total	\$ (21,439)	\$ (1,312)	\$ (9,900)	\$ (9,500)
010 EXPENSES 5 PERSONNEL SERVICES	332,582	347,584	369,060	378,255
6 MATERIALS & SERVICES	112,526	111,797	115,825	138,933
010 EXPENSES Total	\$ 445,108	\$ 459,381	\$ 484,885	\$ 517,188

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
3.25	3.25	3.25	3.25

Revenue Statement

This program has a direct revenue source through the regional wastewater user fees and significant industrial users (SIUs) pretreatment permits that City customers and SIUs 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.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY21 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

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 6 MATERIALS & SERVICES	13,173,263	13,601,126	14,561,557	15,379,200
7 CAPITAL OUTLAY	1,830,537	1,045,127	2,134,000	3,060,000
010 EXPENSES Total	\$ 15,003,800	\$ 14,646,253	\$ 16,695,557	\$ 18,439,200

This program has no allocated FTE.

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 in FY21.

DEVELOPMENT & PUBLIC WORKS

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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 services. 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 includes public information, education and outreach.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	-	(21,034)	-	-
020 REVENUE Total	\$ -	\$ (21,034)	\$ -	\$ -
010 EXPENSES 5 PERSONNEL SERVICES	110,047	115,263	124,457	122,668
6 MATERIALS & SERVICES	341,685	343,103	507,542	561,814
010 EXPENSES Total	\$ 451,732	\$ 458,366	\$ 631,999	\$ 684,482

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.23	1.23	1.23	1.23

Revenue Statement

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

Significant Changes

- This program includes Wastewater Billing Services, via a third-party contract. Associated expenses are projected to increase from an estimated \$87,400 in FY20 to \$132,000 (or 80%) on January 1, 2021 (FY21). Staff projects an additional increase of 40% anticipated on July 1, 2021, resulting in an annual expense of \$184,800 in FY22.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY21 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	19,100	19,150	19,200
	Number of Clean Water University sessions	1	1	1

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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).

		FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE	4 REVENUES	-	(1,028)	-	-
020 REVENUE Total		\$ -	\$ (1,028)	\$ -	\$ -
010 EXPENSES	5 PERSONNEL SERVICES	703,664	760,114	779,117	885,057
	6 MATERIALS & SERVICES	645,615	653,854	649,414	695,528
	7 CAPITAL OUTLAY	5,842	9,290	-	-
010 EXPENSES Total		\$ 1,355,121	\$ 1,423,257	\$ 1,428,531	\$ 1,580,585

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
7.54	7.38	7.30	8.54

Revenue Statement

This program is supported by sanitary sewer user fees.

Significant Changes

- More emphasis will be directed to underground pipe Closed Captioned TV (CCTV) and pipe rehabilitation. Outputs from the CCTV reconnaissance will provide important decision criteria for needed system repairs.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Reduce deferred maintenance	% of Wastewater Collection System cleaned annually	65	55	65
	% of Wastewater Collection System TV inspected annually	15	25	15

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	71,728	70,997	98,711	137,392
6 MATERIALS & SERVICES	91,770	86,920	95,020	89,622
010 EXPENSES Total	\$ 163,497	\$ 157,918	\$ 193,730	\$ 227,014

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.93	0.94	0.93	1.24

Revenue Statement

This program is supported by sanitary sewer user fees.

Significant Changes

- No significant service level changes for FY21.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Reduce deferred maintenance	Number of pipeline repairs completed	5	5	5

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	58,473	61,934	60,226	68,506
6 MATERIALS & SERVICES	11,235	11,944	31,045	13,629
010 EXPENSES Total	\$ 69,708	\$ 73,878	\$ 91,271	\$ 82,135

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.42	0.41	0.34	0.38

Revenue Statement

This program is supported by sanitary sewer 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	FY20 Target	FY20 Actuals	FY 21 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
	Identify and reduce inflow/infiltration source points and public defective pipe.	2% System Rehab.	1/2% System Rehab.	2% System Rehab.

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(45,600)	-	(140,000)	(50,000)
020 REVENUE Total	\$ (45,600)	\$ -	\$ (140,000)	\$ (50,000)
010 EXPENSES 5 PERSONNEL SERVICES	159,480	137,638	236,612	269,896
6 MATERIALS & SERVICES	66,274	57,855	166,694	110,106
010 EXPENSES Total	\$ 225,754	\$ 195,493	\$ 403,307	\$ 380,002

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.65	1.72	1.85	2.01

Revenue Statement

This program is primarily funded through fuel tax apportionments. This program recovers \$50,000 annually in federal MPO funds, and generates approximately \$4-\$5 million every three years in federal and state resources.

Significant Changes

- City is continuing the Main Street Safety Study with ODOT and DKS Associates.
- Implementing Springfield Development Code Amended adopted in 2020 per policy direction in the Springfield Transportation System Plan.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY21 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	60%	45%	65%

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	294,340	283,111	303,822	334,734
6 MATERIALS & SERVICES	190,462	233,494	251,548	226,825
7 CAPITAL OUTLAY	2,212	113	-	-
010 EXPENSES Total	\$ 487,014	\$ 516,717	\$ 555,370	\$ 561,559

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
2.86	2.92	2.92	3.12

Revenue Statement

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

Significant Changes

- GPS technology track location and sweeping activity to more accurately determine sweeper accomplishments, frequency, and operational response.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Reduce deferred maintenance	Curb miles swept	3,980	4,500	3,980
	Tons of debris swept from streets	500	575	500

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(40,257)	(46,411)	(45,000)	-
020 REVENUE Total	\$ (40,257)	\$ (46,411)	\$ (45,000)	\$ -
010 EXPENSES 5 PERSONNEL SERVICES	48,448	53,353	57,754	56,757
6 MATERIALS & SERVICES	25,753	30,587	35,036	48,874
010 EXPENSES Total	\$ 74,201	\$ 83,940	\$ 92,790	\$ 105,631

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.60	0.52	0.42	0.41

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 2020-2021 construction.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 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

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(23,167)	(28,834)	(30,000)	(30,000)
020 REVENUE Total	\$ (23,167)	\$ (28,834)	\$ (30,000)	\$ (30,000)
010 EXPENSES 5 PERSONNEL SERVICES	258,139	257,330	249,480	271,212
6 MATERIALS & SERVICES	65,178	76,315	90,544	71,179
010 EXPENSES Total	\$ 323,317	\$ 333,644	\$ 340,024	\$ 342,391

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
2.26	2.41	2.26	2.41

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 FY21.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 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

*FY20 Actuals are estimated as of February 2020

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	-	(15)	-	-
020 REVENUE Total	\$ -	\$ (15)	\$ -	\$ -
010 EXPENSES 5 PERSONNEL SERVICES	588,720	661,632	634,739	737,685
6 MATERIALS & SERVICES	264,588	369,777	398,102	452,609
7 CAPITAL OUTLAY	4,340	46,074	-	-
010 EXPENSES Total	\$ 857,648	\$ 1,077,483	\$ 1,032,841	\$ 1,190,294

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
5.60	5.66	5.66	6.63

Revenue Statement

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

Significant Changes

- Preventive maintenance crack sealing will be conducted on local residential streets in anticipation of future slurry seal projects.
- Collaborate with Lane County to have a joint contract for slurry seal projects.
- Thin lift overlay with additional materials and FTE will be completed this fiscal year.
- Purchase plow and sander attachments for new F550 trucks to enhance our snow fight ability during winter months.
- Contract for a street condition inventory to better understand our street conditions using advanced technology available.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Reduce backlog of street maintenance and repairs	Miles of street crack sealed	3.9	4.13	3.9
	Average number of days to fill requested potholes	1	8.5	1

*FY20 Actuals are estimated as of February 2020

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	60,830	43,804	61,945	57,113
6 MATERIALS & SERVICES	37,384	35,635	57,555	57,490
010 EXPENSES Total	\$ 98,214	\$ 79,439	\$ 119,500	\$ 114,603

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.60	0.57	0.57	0.70

Revenue Statement

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

Significant Changes

- Evaluate the sidewalk program and modify to meet the operational needs while remaining in budget.
- 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	FY20 Target	FY20 Actuals	FY 21 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Reduce deferred maintenance	Average days to complete requested sidewalk repairs	82	N/A	82
	Square feet of sidewalk repairs completed	2,000	225	2,000

*FY20 Actuals are estimated as of February 2020

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	-	(1,018)	-	-
020 REVENUE Total	\$ -	\$ (1,018)	\$ -	\$ -
010 EXPENSES 5 PERSONNEL SERVICES	255,750	248,938	359,613	346,884
6 MATERIALS & SERVICES	73,389	85,359	106,603	107,539
7 CAPITAL OUTLAY	5,599	-	-	-
010 EXPENSES Total	\$ 334,739	\$ 334,297	\$ 466,215	\$ 454,424

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
2.35	2.42	2.41	2.40

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 FY21.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 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	45	45

*FY20 Actuals are estimated as of February 2020

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(152,374)	(75,000)	(92,681)	(95,515)
020 REVENUE Total	\$ (152,374)	\$ (75,000)	\$ (92,681)	\$ (95,515)
010 EXPENSES 5 PERSONNEL SERVICES	352,558	375,590	320,022	346,444
6 MATERIALS & SERVICES	181,360	229,072	228,865	210,289
7 CAPITAL OUTLAY	1,976	-	-	-
010 EXPENSES Total	\$ 535,895	\$ 604,662	\$ 548,887	\$ 556,733

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
2.55	2.23	2.32	2.59

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 FY21.
- The traffic signal controllers and cabinets are at end-of-life and need system-wide replacement.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 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%	85%	90%

*FY20 Actuals are estimated as of February 2020

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	-	(332)	-	(38,000)
020 REVENUE Total	\$ -	\$ (332)	\$ -	\$ (38,000)
010 EXPENSES 5 PERSONNEL SERVICES	168,483	214,512	228,098	231,229
6 MATERIALS & SERVICES	104,285	127,627	122,998	127,950
010 EXPENSES Total	\$ 272,767	\$ 342,139	\$ 351,096	\$ 359,179

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.77	1.25	2.02	1.93

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

- No significant service level changes in FY21.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 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	137	120
	Number of pavement legends replaced	120	135	120

*FY20 Actuals are estimated as of February 2020

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(3,000)	-	-	-
020 REVENUE Total	\$ (3,000)	\$ -	\$ -	\$ -
010 EXPENSES 5 PERSONNEL SERVICES	88,765	65,785	95,138	92,430
6 MATERIALS & SERVICES	385,002	396,063	402,722	391,924
010 EXPENSES Total	\$ 473,766	\$ 461,848	\$ 497,860	\$ 484,354

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.12	0.80	0.69	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 to replace failed underground street light wire in calendar year 2018. This funding source will continue at SUB's discretion.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 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	5	1
	Number of days to replace a pole following report of a knockdown or other failure	21	150	21
	Number of kilowatt-hours per fixture per year	850	650	600

*FY20 Actuals are estimated as of February 2020

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TRANSIENT RELATED ISSUES – 1077

Program Overview

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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	-	40	-	-
6 MATERIALS & SERVICES	-	-	37,000	37,000
010 EXPENSES Total	\$ -	\$ 40	\$ 37,000	\$ 37,000

This program has no allocated FTE.

Revenue Statement

This program does not generate revenue.

Significant Changes

- The process to clean transient camps went through significant changes in the middle of FY20 causing a delay in services.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY21 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Protect sensitive environmental areas from illegal use	Number of transient camps cleaned	40	12	30
	Number of car camping spaces provided	20	18	20

*FY20 Actuals are estimated as of February 2020

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	362,872	359,347	417,436	327,031
6 MATERIALS & SERVICES	327,690	333,127	407,178	247,693
7 CAPITAL OUTLAY	22,478	17,610	518,829	-
010 EXPENSES Total	\$ 713,040	\$ 710,084	\$ 1,343,443	\$ 574,724

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
2.96	2.84	3.06	2.09

Revenue Statement

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

Significant Changes

- Due to a change in accounting structure, vehicle and equipment purchases, capital outlay, are now being budgeted out of program 9000.
- 1 FTE, Finance Analyst, was transferred from DPW to Finance lowering the FTE count for this program, the personal services costs, and the internal charges in Materials and Services.

Performance Measures

Performance measures have not been developed yet.

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	370,617	413,287	476,275	535,190
6 MATERIALS & SERVICES	136,023	160,088	150,736	122,343
7 CAPITAL OUTLAY	3,231	-	-	-
010 EXPENSES Total	\$ 509,871	\$ 573,375	\$ 627,011	\$ 657,532

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
4.17	4.73	4.75	5.25

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 FY21.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 Target
Council Goal: Promote and Enhance Our Hometown Feel While Focusing on Livability and Environmental Quality				
Public confidence that buildings are safe	Buildings are operational X% of the time	100%	100%	100%
	Average days to complete building maintenance CSRs	5	3	3
	% of time fire and life safety systems are operational and code compliant	100%	100%	100%

*FY20 Actuals are estimated as of February 2020

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(281,904)	(299,001)	(304,284)	(207,060)
020 REVENUE Total	\$ (281,904)	\$ (299,001)	\$ (304,284)	\$ (207,060)
010 EXPENSES 5 PERSONNEL SERVICES	185,904	179,738	159,046	163,343
6 MATERIALS & SERVICES	26,166	26,086	28,678	29,680
010 EXPENSES Total	\$ 212,070	\$ 205,824	\$ 187,724	\$ 193,024

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
2.43	2.00	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	FY20 Target	FY20 Actuals	FY 21 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

*FY20 Actuals are estimated as of February 2020

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(417,908)	(456,424)	-	(538,984)
020 REVENUE Total	\$ (417,908)	\$ (456,424)	\$ -	\$ (538,984)
010 EXPENSES 6 MATERIALS & SERVICES	418,898	459,214	524,187	538,984
7 CAPITAL OUTLAY	-	-	100,000	-
010 EXPENSES Total	\$ 418,898	\$ 459,214	\$ 624,187	\$ 538,984

This program has no allocated FTE.

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

- Replacement of 20,000 gallon diesel fuel tank.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 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%	91%	100%

*FY20 Actuals are estimated as of February 2020

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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.

		FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE	4 REVENUES	(187,752)	(177,319)	(172,272)	(179,436)
020 REVENUE Total		\$ (187,752)	\$ (177,319)	\$ (172,272)	\$ (179,436)
010 EXPENSES	5 PERSONNEL SERVICES	154,413	197,061	223,448	217,292
	6 MATERIALS & SERVICES	32,704	32,389	42,089	40,952
	7 CAPITAL OUTLAY	-	5,002	-	-
010 EXPENSES Total		\$ 187,117	\$ 234,452	\$ 265,537	\$ 258,244

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.45	2.00	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 provides diagnostic information for rapid identification of repair needs, reducing downtime.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Efficiently manage costs	Annual inspection rate of City-maintained fleet	100%	N/A	100%
	Hours of downtime associated with vehicle preventive maintenance	24	N/A	24

*FY20 Actuals are estimated as of February 2020

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	-	56,743	92,825	92,924
6 MATERIALS & SERVICES	-	73,422	417,697	405,050
010 EXPENSES Total	\$ -	\$ 130,165	\$ 510,523	\$ 497,974

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.00	0.00	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.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY 21 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%	80%	100%
	Buildings are operational X% of the time	100%	100%	100%

*FY20 Actuals are estimated as of February 2020

DEVELOPMENT & PUBLIC WORKS

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(2,200,812)	(1,787,885)	-	(300,000)
020 REVENUE Total	\$ (2,200,812)	\$ (1,787,885)	\$ -	\$ (300,000)
010 EXPENSES 6 MATERIALS & SERVICES	375,034	337	375,000	384,950
010 EXPENSES Total	\$ 375,034	\$ 337	\$ 375,000	\$ 384,950

This program has no allocated FTE.

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 FY21.

DEVELOPMENT & PUBLIC WORKS

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(434,201)	(434,987)	-	(1,650,000)
020 REVENUE Total	\$ (434,201)	\$ (434,987)	\$ -	\$ (1,650,000)
010 EXPENSES 6 MATERIALS & SERVICES	385	517	4,000	4,000
7 CAPITAL OUTLAY	38,974	-	-	-
010 EXPENSES Total	\$ 39,359	\$ 517	\$ 4,000	\$ 4,000

This program has no allocated FTE.

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.

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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.

	FY18	FY19	FY20	FY21
	Actuals	Actuals	Amended	Proposed
5 PERSONNEL SERVICES	1,942,245	2,038,856	2,179,757	2,340,979
6 MATERIALS & SERVICES	1,062,951	1,068,094	1,183,546	1,316,854
7 CAPITAL OUTLAY	-	-	70,000	10,000
Grand Total	\$ 3,005,196	\$ 3,106,950	\$ 3,433,302	\$ 3,667,833

*5,6 & 7 indicated in table above are the numeric categories used in the general ledger to represent the different expense types.

Budget Summary – FY2021**Staffing**

The Finance Department is made up of 19.74 FTE, an increase of one FTE over the prior year due to the embedding of a DPW Analyst within the Finance Department. This was not a new position, but rather the moving of a position across departments and resulted from collaboration between the two departments to create efficiency and a synergy of skills and understanding. The position was vacated when the former analyst was hired into the Budget Manager position in the Finance Department. The idea of embedding analysts in Finance from the other departments had been talked about for years and the two departments took the initiative to test out the concept. The new position was filled in the Fall of 2019 and results have been promising and could be replicated with other departments in the future.

The Finance Department is split into two divisions, Municipal Court with eight FTE and the Finance Division with 11.74 FTE.

Department Funding

The resources necessary to support the department are either tax supported (subsidized) or internal service charges levied against the City's enterprise and special revenue funds for services provided. The exception to this is the \$1.8 M in revenue generated through the Municipal Court and resulting from the cooperative effort of our Police Department, the City's Prosecutor's Office, and the Municipal Court. Additionally, the embedded analyst position is funded directly by the Street, Sewer, and Drainage Funds and an accountant position is funded directly by the Regional Sewer Fund.

Service Level Changes

The Finance Department took over the responsibility of managing the Licensing and Franchise Program as well as the Regional Fiber Program in FY20 when the former DPW analyst was hired as the City's Budget Manager. Additionally, with the addition of the embedded DPW analyst position within the Department, Finance is now responsible for the DPW budget.

Accomplishments FY2020

- **Budget Process Improvements** – Staff have completed the first phase of a project to simplify the annual budget process. In the Fall of 2019, staff reviewed options with the Council for how to reduce complexity of the annual budget process while improving the organization's ability to achieve the outcomes desired by Council. Using guidance received during that work session, staff have completed the initial simplification projects which include: discontinuation of the Priority Based Budgeting (PBB) framework, general ledger simplification through the elimination of unneeded program cost centers, and reduced redundancy in the budget committee materials. This will be an ongoing effort that will span many years as there are still many opportunities for additional consolidation and simplification in many departments.
- **Municipal Court Text Notification Pilot Program** – Court staff were asked to help test a new text notification feature through Tyler Technologies software. The notifications were configured to go out as court date and payment reminders to defendants. The results were positive for the Court, resulting in higher appearance rates, and an increase in on-time monthly payments.
- **Municipal Court Virtual Court Pilot Program** – Court staff were asked to test and provide feedback on a new Virtual Court feature through Tyler Technologies software. The testing has resulted in the development of a new potential remote court option in Springfield for individuals with traffic citations to appear before a judge, even if they are unable to physically appear in person.
- **Video Arraignment Equipment** – Replaced an outdated and failing video arraignment system with new technology that will be easier to operate and maintain.

Initiatives FY2021

- **Budget and Accounting Process Improvements** – Continue efforts to streamline and simplify the City's budget and accounting systems in an effort to provide more meaningful information to managers in the most cost effective way.
- **Court Security** – The City Council has made court security a high priority and in the coming year we will be looking at courtroom security options that meet our goal of protecting all individuals within the court while minimizing the impact on the Court's budget.
- **Court Website Update** – Court staff is working with Tyler Technologies to provide more significant online options for individuals with traffic citations. Providing better online information, and easier online access to the court and traffic safety programs for a safer community.

Three Year Considerations FY2022-FY2024

- **Mental Health Impact on the Courts** – Individuals that are caught up in the justice system and struggling with mental illness generally require more time and assistance, which results in greater costs to the City. In this time of limited resources, we will need to get creative to prevent individuals from being left without options and cycling through the system repeatedly. The role the Springfield Municipal Court will play in this process will be a topic of discussion in the upcoming years.

- **Long Range Financial Modeling** – Improve upon the City’s long range financial modeling to better identify longer range trends and produce more accurate forecasts. Improving the accuracy of our forecasts will aid City management in maximizing the use of the City’s limited resources so as to continue delivering the level of service our citizens have come to expect.
- **PeopleSoft Upgrade** – 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.
- **Performance Measures and Benchmarks** – With the discontinuation of the PBB framework, staff recognizes that a strategic framework is essential in guiding the budget development process. With efforts underway in the City Manager’s Office to pursue a community branding and visioning initiative that will eventually lead to a strategic plan, Finance staff will use the strategic plan as a foundation to develop performance measures and benchmarks, which allow us to demonstrate that we are maximizing the use of City resources in the delivery of services.
- **Procurement Improvements** – 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.
- **Legislation Impacting Court Operations** – Pending legislation may take away the Court’s ability to suspend driving privileges for non-payment of fines/fees. If passed, this will have a negative impact on both the Court’s compliance levels and revenues that support the Court’s operations.
- **Franchising and Licensing** – We believe there may be the potential for increasing franchising and licensing revenues through regular audits and financial reviews of utility license holders. With the shift of this program into the Finance Department staff will evaluate the benefit of conducting more regular reviews and how to resource such an effort.

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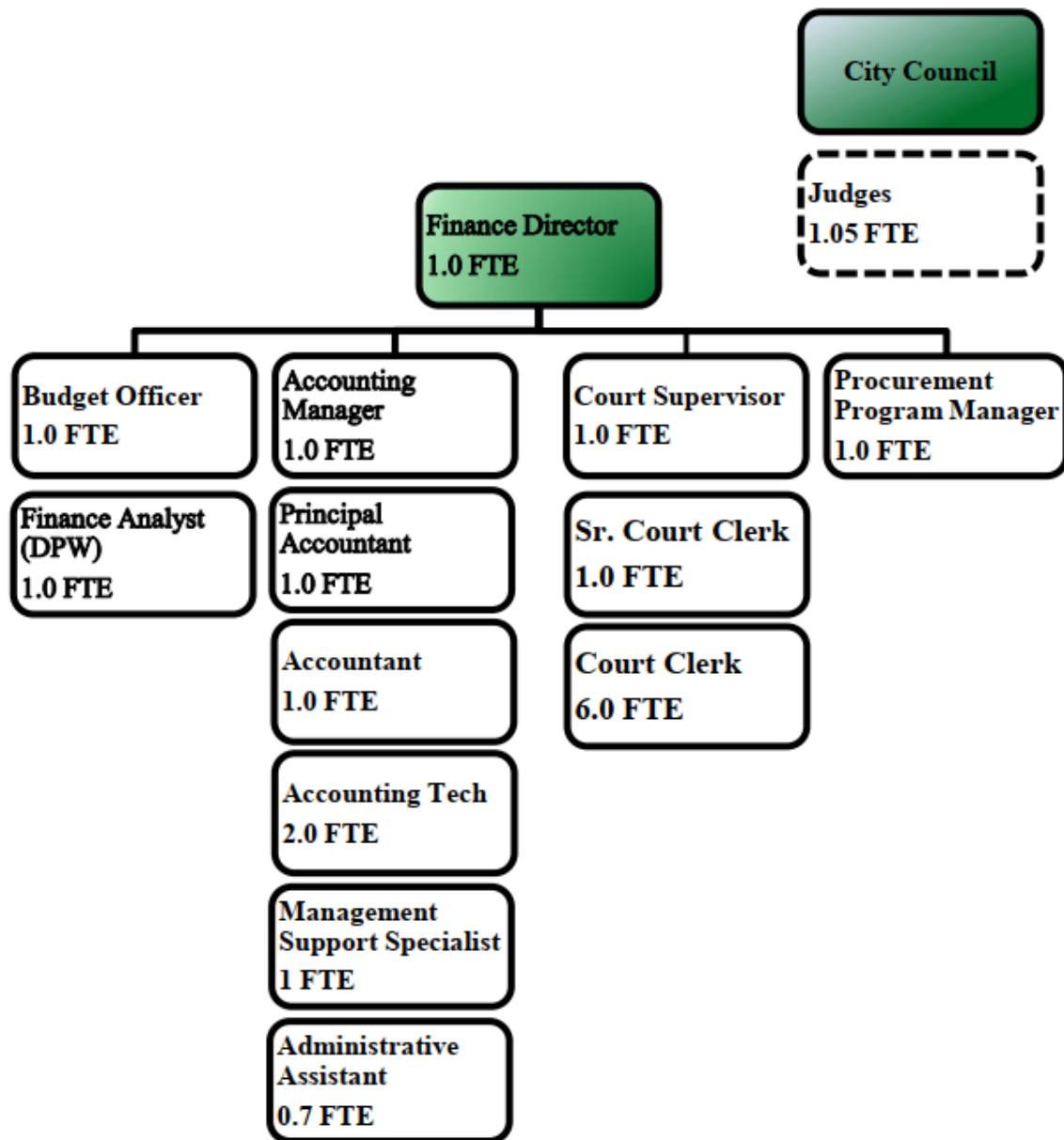
Financial Summary by Fund

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
100 General Fund	2,096,863	2,238,366	2,388,253	2,435,194
201 Street Fund	-	-	-	39,659
210 Community Development Fund	18,701	19,894	22,010	22,278
236 Police Local Option Levy Fund	659,668	620,689	667,092	667,541
419 Development Assessment Capital	36,934	41,210	-	-
611 Sanitary Sewer Operations Fund	14,737	14,833	16,655	42,277
612 Regional Wastewater Fund	134,997	134,734	163,084	169,100
617 Storm Drainage Operations Fund	14,716	14,672	16,655	42,278
629 Regional Fiber Consortium Fund	-	-	131,650	205,449
713 Vehicle & Equipment Fund	6,970	4,132	5,000	10,000
719 SDC Administration Fund	21,611	18,419	22,905	34,056
Grand Total	\$ 3,005,196	\$ 3,106,950	\$ 3,433,302	\$ 3,667,833

Financial Summary by Program

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
1012 City Prosecutor	(17,846)	-	-	-
1029 Licensing and Franchising	-	244	11,876	376
1044 Stormwater Fiscal Management	14,716	14,672	16,655	17,366
1056 Regional Wastewater Administration	125,035	130,469	163,084	169,100
1059 Wastewater Fiscal Management	14,737	14,833	16,655	17,366
1200 Municipal Court Services	-	-	1,504,447	1,582,019
7000 Department Administration	20,044	26,411	5,000	-
7030 Accounts Payable	221,203	245,588	271,625	281,068
7031 Annual Audit, CAFR and Internal Reporting	376,043	321,066	354,268	390,453
7032 Budget Development, Forecasting/Analysis	380,908	452,687	384,047	487,755
7033 Procurement and Contracts	140,707	141,260	164,975	163,640
7034 Treasury Management	71,375	66,280	78,483	79,334
7035 Municipal Court Administration	204,727	219,127	330,538	263,907
7036 Case Management	918,752	950,429	-	-
7037 Court Accounts Receivables	357,220	356,493	-	-
7038 General Services & Customer Support	159,675	167,179	-	-
7052 Employee and Labor Relations	14	-	-	-
7053 Talent Acquisition	40	212	-	-
7100 City Attorney	17,846	-	-	-
7150 Fiber Consortium	-	-	131,650	205,449
9000 Non-Program	-	-	-	10,000
Grand Total	\$3,005,196	\$3,106,950	\$3,433,302	\$3,667,833

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 Position

	FY18 FTE	FY19 FTE	FY20 FTE	FY21 Proposed FTE
Accountant	1.00	1.00	1.00	1.00
Accounting Manager	1.00	1.00	1.00	1.00
Accounting Technician	2.00	2.00	2.00	2.00
Administrative Assistant	0.70	0.70	0.70	0.70
Associate Program Manager	2.00	2.00	2.00	2.00
Budget Officer	1.00	1.00	1.00	1.00
Court Clerk	6.00	6.00	6.00	6.00
Court Supervisor	1.00	1.00	1.00	1.00
Finance Director	1.00	1.00	1.00	1.00
Finance Management Analyst	--	--	--	1.00
Judge	0.50	0.70	0.70	0.70
Judge Pro-Tem	0.34	0.34	0.34	0.34
Management Analyst	1.00	--	--	--
Management Support Specialist	2.00	2.00	2.00	2.00
Grand Total	19.54	18.74	18.74	19.74

Summary of Full-Time Equivalent by Fund

	FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
100 General Fund	15.68	14.79	15.09	15.09
201 Street Fund	0.00	0.00	0.00	0.40
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
611 Sanitary Sewer Operations Fund	0.10	0.10	0.10	0.35
612 Regional Wastewater Fund	0.88	0.88	0.88	0.88
617 Storm Drainage Operations Fund	0.10	0.10	0.10	0.35
719 SDC Administration Fund	0.13	0.13	0.13	0.23
419 Development Assessment Capital	0.20	0.30	0.00	0.00
Grand Total	19.54	18.74	18.74	19.74

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Summary of Full-Time Equivalent by Program

	FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1044 Stormwater Fiscal Management	0.10	0.10	0.10	0.10
1056 Regional Wastewater Administration	0.88	0.88	0.88	0.88
1059 Wastewater Fiscal Management	0.10	0.10	0.10	0.10
1200 Municipal Court Services	0.00	0.00	7.83	7.83
7030 Accounts Payable	2.42	2.38	2.44	2.44
7031 Annual Audit, CAFR and Internal Reporting	2.71	2.89	2.74	2.74
7032 Budget Development, Forecasting & Analysis	3.14	2.22	2.29	3.29
7033 Procurement and Contracts	1.19	0.98	0.99	0.99
7034 Treasury Management	0.12	0.11	0.12	0.12
7035 Municipal Court Administration	0.96	0.91	1.26	1.26
7036 Case Management	3.98	4.23	0.00	0.00
7037 Court Accounts Receivables	2.05	2.10	0.00	0.00
7038 General Services & Customer Support	1.90	1.85	0.00	0.00
Grand Total	19.54	18.74	18.74	19.74

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LICENSING AND FRANCHISING – 1029

Program Overview

This program reviews, approves, and processes utility licensing, franchising agreements, and public way use agreements. The staff administering this program, in coordination with the City Attorney's Office, 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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(1,706,915)	(1,462,227)	(2,035,500)	(2,063,888)
020 REVENUE Total	\$ (1,706,915)	\$ (1,462,227)	\$ (2,035,500)	\$ (2,063,888)
010 EXPENSES 5 PERSONNEL SERVICES	10,016	7,243	-	-
6 MATERIALS & SERVICES	4,930	5,989	11,876	376
010 EXPENSES Total	\$ 14,946	\$ 13,232	\$ 11,876	\$ 376

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.01	0.03	0.00	0.00

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 starting in FY20, but staff plan to code actual time to allow for true cost accounting.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY21 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Partnerships to Increase Opportunities	Average days from receipt of applications to issuance of utility license	60	6	60

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	-	-	(1,978,000)	(1,891,500)
020 REVENUE Total	\$ -	\$ -	\$ (1,978,000)	\$ (1,891,500)
010 EXPENSES 5 PERSONNEL SERVICES	-	-	843,576	851,241
6 MATERIALS & SERVICES	-	-	660,870	730,778
010 EXPENSES Total	\$ -	\$ -	\$ 1,504,447	\$ 1,582,019

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.00	0.00	7.83	7.83

Revenue Statement

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

Significant Changes

- The Court is continuing to be a beta test site for Tyler Technologies new features. The court is continuing its push to be on the cutting edge of new court technology in order to provide easier access to the criminal justice system to all parties. Additions like text notifications, and virtual court were provided to the court at no cost during testing in FY20, and reduced ongoing rates for FY21 could be offered if Springfield elects to continue with the new programs tested.

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	-	-	-	-
6 MATERIALS & SERVICES	20,044	26,411	5,000	-
010 EXPENSES Total	\$ 20,044	\$ 26,411	\$ 5,000	\$ -

No FTE are allocated to this program.

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.

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(16,783)	(16,043)	-	-
020 REVENUE Total	\$ (16,783)	\$ (16,043)	\$ -	\$ -
010 EXPENSES 5 PERSONNEL SERVICES	210,746	223,759	241,200	252,185
6 MATERIALS & SERVICES	10,458	21,829	30,425	28,884
010 EXPENSES Total	\$ 221,203	\$ 245,588	\$ 271,625	\$ 281,068

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
2.42	2.38	2.44	2.44

Revenue Statement

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

Significant Changes

- 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 fourth year of program accounting.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY21 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Leverage new technologies to improve productivity in the workforce	Purchases < \$500 made with P Card	>70%	43%	>70%
	Percent of AP payments made by ACH	>50%	34%	>50%
	Percent of vendors paid by ACH	>25%	21%	>25%

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	250,381	259,255	273,267	302,610
6 MATERIALS & SERVICES	131,013	72,561	81,001	87,843
010 EXPENSES Total	\$ 381,393	\$ 331,816	\$ 354,268	\$ 390,453

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
2.71	2.89	2.74	2.74

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 program based budgeting efforts. This was implemented in the beginning of Fiscal Year 2018 and will continue into FY21 as analysts and managers review and refine the allocations impacting program results. The accounting division will continue to work with departments in the fourth year of program accounting, looking for ways to simplify an increasingly complex accounting system. Programs are being re-evaluated for relevance and informational value. A number of programs have already been consolidated in Police, Library, HR, and Finance, with additional consolidation to occur in Development and Public Works in FY21.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY21 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Provides assurance of regulatory and policy compliance to minimize and mitigate risk	Receive the Certificate of Achievement for Excellence in Financial Reporting	Receive Award	Expect to receive	Receive Award
	Receive Unmodified Opinion on the City annual audit	Receive Unmodified Opinion	Expect to receive	Receive Unmodified Opinion

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BUDGET DEVELOPMENT, FORECASTING, AND ANALYSIS - 7032

Program Overview

Lead planning, forecasting and oversight efforts that support the organization's financial health. Activities include: coordinate the City's annual budget process, revenue and expense forecasting, legal filing of required documents with the county/state, maintenance of the City's budget software (BOARD), monitor and analyze fund and department activities to verify they are within legal level limits, perform fund balancing activities, and manage the supplemental budget process.

		FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES	5 PERSONNEL SERVICES	331,441	343,449	329,603	433,600
	6 MATERIALS & SERVICES	49,466	109,238	54,443	54,155
010 EXPENSES Total		\$ 380,908	\$ 452,687	\$ 384,047	\$ 487,755

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
3.14	2.22	2.29	3.29

Revenue Statement

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

Significant Changes

- In FY20 the Development & Public Works (DPW) and Finance Departments worked together to embed a DPW Finance Analyst position in the Finance Department. Starting in FY21 this FTE will now be reflected in the Finance Department budget resulting in a (1) FTE increase in the staffing budgeted in program 7032.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actuals	FY21 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Balance current revenue with expenditures	Within 3% accuracy in forecasting General Fund revenues	3%	1.6%	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%

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	131,559	130,041	139,951	139,235
6 MATERIALS & SERVICES	9,148	11,220	25,025	24,405
010 EXPENSES Total	\$ 140,707	\$ 141,260	\$ 164,975	\$ 163,640

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.19	0.98	0.99	0.99

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.

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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)

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	19,533	15,760	20,083	21,021
6 MATERIALS & SERVICES	51,842	50,520	58,400	58,312
010 EXPENSES Total	\$ 71,375	\$ 66,280	\$ 78,483	\$ 79,334

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.12	0.11	0.12	0.12

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.

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(98)	-	-	-
020 REVENUE Total	\$ (98)	\$ -	\$ -	\$ -
010 EXPENSES 5 PERSONNEL SERVICES	122,363	136,240	179,826	185,291
6 MATERIALS & SERVICES	82,365	82,700	80,712	78,616
7 CAPITAL OUTLAY	-	-	70,000	-
010 EXPENSES Total	\$ 204,727	\$ 218,940	\$ 330,538	\$ 263,907

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.96	0.91	1.26	1.26

Revenue Statement

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

Significant Changes

- The unexpected loss of Judge Warnisher resulted in the need to quickly recruit and hire a new Pro Tem Judge. Judge Schrank was an internal candidate selected by Council to fill this vacancy in December 2019/January 2020.
- RFQ for new a new video arraignment solution was finalized in FY20. Project may not be completed until FY21.

FINANCE

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(140,049)	(148,468)	(150,528)	(185,237)
020 REVENUE Total	\$ (140,049)	\$ (148,468)	\$ (150,528)	\$ (185,237)
010 EXPENSES 6 MATERIALS & SERVICES	84,136	133,347	131,650	205,449
010 EXPENSES Total	\$ 84,136	\$ 133,347	\$ 131,650	\$ 205,449

This program has no allocated FTE.

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

Chris Heppel, Interim Fire Chief

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Department Overview

The Cities of Springfield and Eugene consolidated their fire departments via an intergovernmental agreement. 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 fire, rescue, and emergency services to the Glenwood and Rainbow Water Districts and a portion of the Willakenzie Fire Protection District, providing fire suppression services to 20 square miles and an ambulance service area of 1,452 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 11 jurisdictions throughout the State.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
5 PERSONNEL SERVICES	14,734,651	15,505,094	16,071,096	15,791,034
6 MATERIALS & SERVICES	4,238,905	4,153,899	4,923,001	4,767,700
7 CAPITAL OUTLAY	177,846	411,562	1,542,000	1,765,000
Grand Total	\$ 19,151,403	\$ 20,070,555	\$ 22,536,097	\$ 22,323,734

*5,6 & 7 indicated in table above are the numeric categories used in the general ledger to represent the different expense types.

Budget Summary – FY2021

Staffing

There is an overall reduction of 7.65 FTE in the Department's FTE count in FY21 as a result of changes within three Fire & Life Safety programs. A reduction of 5.9 FTE in the Basic Life Support (BLS) program reflects an adjustment to the way in which personnel are represented in the budget. There is no impact to staffing levels or to BLS Operations service delivery. The administrative services associated with the FireMed program will be delivered by a third-party vendor, which reduces the FTE count by .75 FTE. Finally, the EMS Billing program is reduced by 1.0 FTE to account for the reduced workload from four billing service contracts that did not renew in FY20.

Department Funding

Fire Operations are funded through general fund sources, the Fire Local Option Levy, providing fire suppression services for other fire districts, ambulance transport fees, ambulance transport billing services, FireMed membership fees, and various building permits and inspection fees.

Service Level Changes

Although the FTE count has been reduced, services to Springfield citizens are expected to remain consistent. The BLS program will remain unchanged, the reduction of FTE is an accounting function to better reflect how Eugene hires all BLS staff in limited duration positions. FireMed will continue to be a service delivered to Springfield citizens with policy and program management remaining with the City. Only administrative services related to marketing, outreach, and member enrollment efforts will be moved to a third-party.

Accomplishments FY20

- **Implemented a revised work schedule for line personnel.** On July 1, 2019 a new schedule was implemented for line personnel of 24 hours on, 48 hours off followed by 48 hours on, 72 hours off and implemented a new rostering system to accommodate the new schedule.
- **Completed a Community Risk Assessment.** The Fire Marshal's Office completed a Community Risk Assessment funded through an Assistance to Firefighters Grant. This Risk Assessment helped accurately identify the commercial occupancy inventory and highlight areas of service delivery gaps.
- **Ground Emergency Medical Transport Program.** The Department completed FY18 and FY19 filing documents for the Ground Emergency Medical Transport (GEMT) program, bringing in additional revenue. GEMT began in Oregon on February 25, 2016 with House Bill 4030 (2016). In FY20 Oregon Health Authority (OHA) implemented GEMT retroactive to FY18. This program makes supplemental payments to eligible GEMT providers who furnish qualifying emergency ambulance services to OHA Medicaid recipients.
- **Implemented Mobile Emergency Responder Radio Coverage (MERRC) program.** MERRC is a program for collecting fees to pay or reimburse the cost of acquisition, installation, operation, maintenance, or replacement of equipment that enables emergency responder radio communication within buildings in the response area.

Initiatives FY2021

- **Records Management Software.** The Department is transitioning multiple records management software solutions to one platform. This process will be a gradual migration of existing systems.
- **Replace Self Contained Breathing Apparatus (SCBA).** The Department is working on replacing its inventory of SCBA's for all line staff in FY21.
- **Transition FireMed administration to third-party vendor.** FireMed will be administered by a third-party vendor for services related to marketing, outreach, and member enrollment efforts.
- **2020 Olympic Trials and 2021 World Games.** The Department is actively planning and preparing for the 2020 Olympic Trials and 2021 World Games being held in our community and the anticipated additional people these events will bring into our cities.
- **Radio System Replacement.** Strategic Services is exploring solutions to replace the current radio system with one better suited to operate in our urban environment which is growing increasingly structurally dense.
- **2019 Fire Code permit and inspection fee alignment.** The Fire Marshall's Office is working on aligning permit and inspection fees that need to be amended to coincide with the adoption of new 2019 Fire Code using consistent methodology within the Department

Three Year Considerations FY2022-FY2024

- **Population and Call Volume.** There has been an increase in emergency responses over the last five years of 7.3% with a population increase of 4.3% in this same timeframe. This trend in increasing response volume is expected to continue with population growth and an aging population. The department is working on updating our Standards of Cover which will serve as the basis for strategic future growth planning, including future land acquisition needs and station placement.
- **Ambulance Transport Fund.** 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. The implementation of GEMT by Oregon Health Authority in FY20 will help capture more revenue for the Ambulance Fund and is anticipated to continue in the future. However, expenditures are projected to continue outpacing revenues in the coming years leaving a gap that will need to be funded.
- **Fire Inspection Resources.** The Fire Marshal Office is evaluating restructuring its staffing model through the creation of an entry level fire inspector classification. With only 2.0 FTE funded in the City of Springfield, it is difficult for staff to complete all high-hazard occupancies in a timely fashion, (i.e. assisted living facilities, memory care facilities, hazard material operations, etc.). The primary job duty of the fire inspector classification would be fire code inspections differing from the multifaceted responsibilities of a deputy fire marshal. This would increase inspection capacity beyond mandated or complaint-initiated inspections, allowing us to prioritize inspections based on risk. 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.
- **Eugene Springfield Consolidation Evaluation.** The Cities of Springfield and Eugene consolidated their fire departments via an intergovernmental agreement in 2010. This consolidation of departments created a Three Battalion System to provide an integrated response to fire-service related emergencies regardless of the emergency's location while each City retains full budget authority over its expenditures. This consolidation has worked smoothly in many operational areas and presented challenges in many administrative areas. The Department needs to continually evaluate the consolidation and areas for improvement.

FIRE & LIFE SAFETY

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Financial Summary by Fund

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
100 General Fund	11,412,497	11,543,031	12,076,623	12,218,101
224 Building Code Fund	58,097	57,915	62,600	77,340
235 Fire Local Option Levy Fund	1,427,840	1,513,175	1,502,147	1,540,916
615 Ambulance Fund	6,084,456	6,542,731	7,352,728	6,648,376
713 Vehicle & Equipment Fund	168,513	413,703	1,542,000	1,839,000
Grand Total	\$ 19,151,403	\$ 20,070,555	\$ 22,536,097	\$ 22,323,734

Financial Summary by Program

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
1006 Economic Development Agency Funding	-	277,077	-	-
1030 Building Plan Review	97,247	94,104	102,659	118,796
1039 Development Review	31,300	28,947	32,034	33,146
1090 Fire & Arson Investigation	147,501	65,177	70,966	67,984
1091 Community Risk Reduction	226,369	148,079	208,524	163,804
1092 Plan Review	1,100	378	-	-
1093 Apparatus & Equipment Maintenance	379,318	261,853	1,783,209	366,000
1096 Fire Suppression Operations	11,297,491	11,345,980	11,551,647	11,772,110
1097 Dispatch and Communication	713,550	763,874	880,641	880,641
1098 Training & Development	405,014	453,190	607,552	502,890
1099 EMS Operations	4,217,064	4,628,110	4,114,880	4,285,454
1100 Fire Logistics	167,582	435,882	338,500	453,000
1102 EMS Billing - Enterprise	278,783	282,261	515,007	680,172
1103 EMS Billing - Springfield	477,721	471,313	756,595	-
1104 FireMed	547,355	405,035	428,991	172,849
1105 Community Outreach	3,000	10,000	16,000	10,000
1106 BLS Operations	-	108,513	584,974	303,500
7000 Department Administration	161,010	290,783	543,917	674,387
9000 Non-Program	-	-	-	1,839,000
Grand Total	\$ 19,151,403	\$ 20,070,555	\$ 22,536,097	\$ 22,323,734

Notes:

- Program 1006 FY19 Actuals of \$277,077 represents a coding error. This amount should have been coded to program 1106 BLS Operations.
- Program 1103 FY21 Proposed is reduced to zero to reflect merging this program into program 1102.
- Program 9000 FY21 Proposed reflects an accounting change for recording Fund 713 vehicle and equipment replacement items.

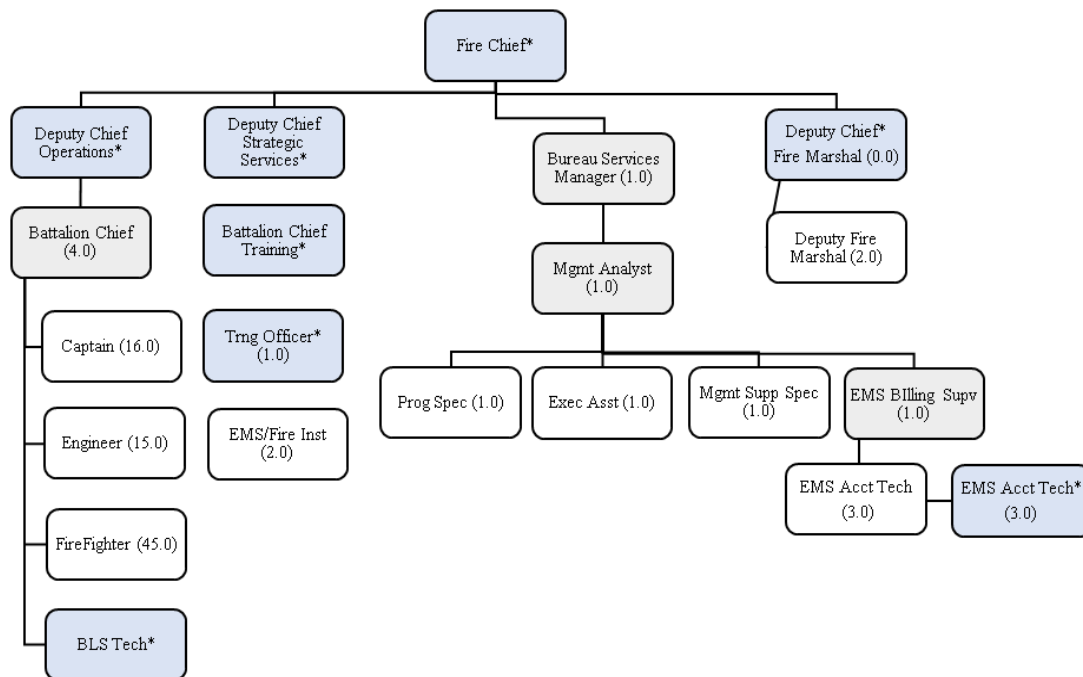
FIRE & LIFE SAFETY

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Organizational Structure



Summary of Full-Time Equivalent by Position

	FY18 FTE	FY19 FTE	FY20 FTE	FY21 Proposed FTE
2018-03-20	--	5.90	5.90	--
Deputy Fire Marshal 2	2.00	2.00	2.00	2.00
Ems Accounting Tech	4.00	4.00	4.00	3.00
EMS Instructor	1.00	1.00	1.00	1.00
EMS/Fire Instructor	1.00	--	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Fire Battalion Chief (Ops)	4.00	4.00	4.00	4.00
Fire Captain	16.00	16.00	16.00	16.00
Fire Engineer	15.00	15.00	15.00	15.00
Firefighter	36.00	36.00	36.00	36.00
Firefighter 53	8.00	8.00	8.00	8.00
Firemed Temp	0.75	0.75	0.75	--
Management Analyst	1.00	1.00	1.00	1.00
Management Support Specialist	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
Program Specialist	1.00	1.00	1.00	1.00
Services Bureau Manager	2.00	1.00	1.00	1.00
Training Officer	1.00	1.00	1.00	1.00
Firefighter 40	1.00	1.00	1.00	1.00
Grand Total	96.75	100.65	101.65	94.00

FIRE & LIFE SAFETY

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Summary of Full-Time Equivalent by Fund

	FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
100 General Fund	58.80	57.60	58.60	58.60
224 Building Code Fund	0.40	0.40	0.40	0.40
235 Fire Local Option Levy Fund	7.00	7.00	7.00	7.00
615 Ambulance Fund	30.55	35.65	35.65	28.00
Grand Total	96.75	100.65	101.65	94.00

Summary of Full-Time Equivalent by Program

	FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1030 Building Plan Review	0.65	0.65	0.65	0.65
1039 Development Review	0.20	0.20	0.20	0.20
1090 Fire & Arson Investigation	0.55	0.35	0.35	0.35
1091 Community Risk Reduction	1.60	0.80	0.80	0.80
1096 Fire Suppression Operations	62.00	61.00	61.00	61.00
1098 Training & Development	2.00	2.00	3.00	3.00
1099 EMS Operations	20.00	20.00	19.00	19.00
1102 EMS Billing - Enterprise	2.00	2.00	3.05	4.00
1103 EMS Billing - Springfield	3.00	3.00	1.95	0.00
1104 FireMed	2.75	2.75	1.75	0.00
1106 BLS Operations	0.00	5.90	5.90	0.00
7000 Department Administration	2.00	2.00	4.00	5.00
Grand Total	96.75	100.65	101.65	94.00

FIRE & LIFE SAFETY

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BUILDING PLAN REVIEW - 1030

Program Overview

This Program page represents the Fire Marshal's portion of activity associated with supporting Development & Public Works to administer this program. A Deputy Fire Marshal will assist with the review, permitting, and occupancy approval of residential, commercial and industrial permit applications. In addition to plan reviews, staff also provide customer service to the public by assisting with questions regarding the permit process and Specialty Code Compliance.

		FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES	5 PERSONNEL SERVICES	97,247	94,104	101,727	105,011
	6 MATERIALS & SERVICES	-	-	932	13,785
010 EXPENSES Total		\$ 97,247	\$ 94,104	\$ 102,659	\$ 118,796

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.65	0.65	0.65	0.65

Revenue Statement

Revenues for this program are captured by Development & Public Works.

Significant Changes

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

FIRE & LIFE SAFETY

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DEVELOPMENT REVIEW - 1039

Program Overview

This Program page represents the Fire Marshal's portion of activity associated with supporting Development & Public Works to administer this program. 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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	31,300	28,947	31,297	32,307
6 MATERIALS & SERVICES	-	-	737	839
010 EXPENSES Total	\$ 31,300	\$ 28,947	\$ 32,034	\$ 33,146

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.20	0.20	0.20	0.20

Revenue Statement

Revenues for this program are captured through fees by the Development & Public Works Department.

Significant Changes

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

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actuals	FY21 Target
Council Goal: Provide Financially Responsible 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: Provide Financially Responsible and Innovative Government Services				
Partnerships to increase opportunities	Percentage of Pre-Submittal applicants feel ready to submit an application after the Pre-Submittal	100%	100%	100%

FIRE & LIFE SAFETY

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	117,633	-	-	-
020 REVENUE Total	\$ 117,633	\$ -	\$ -	\$ -
010 EXPENSES 5 PERSONNEL SERVICES	140,704	57,241	63,320	62,799
6 MATERIALS & SERVICES	6,797	7,936	7,646	5,184
010 EXPENSES Total	\$ 147,501	\$ 65,177	\$ 70,966	\$ 67,984

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.55	0.35	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.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actuals	FY21 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%	50%	100%

FIRE & LIFE SAFETY

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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. The Deputy Fire Marshal serves as liaison with Building Division on fire system plans for new/remodeled occupancies.

		FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE	4 REVENUES	(221,559)	(54,991)	(165,000)	(165,000)
020 REVENUE Total		\$ (221,559)	\$ (54,991)	\$ (165,000)	\$ (165,000)
010 EXPENSES	5 PERSONNEL SERVICES	203,249	117,580	159,381	154,267
	6 MATERIALS & SERVICES	23,140	28,562	49,143	9,538
	7 CAPITAL OUTLAY	-	1,940	-	-
010 EXPENSES Total		\$ 226,389	\$ 148,082	\$ 208,524	\$ 163,804

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.60	0.80	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. All fees are in the process of being reviewed for a potential proposed adjustment to the fee structure in FY21 to coincide with the adoption of new 2019 Fire Code.

Significant Changes

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

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actuals	FY21 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%	62%	90%

FIRE & LIFE SAFETY

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	-	(823)	-	-
020 REVENUE Total	\$ -	\$ (823)	\$ -	\$ -
010 EXPENSES 6 MATERIALS & SERVICES	218,298	252,986	241,209	366,000
7 CAPITAL OUTLAY	161,020	8,868	1,542,000	-
010 EXPENSES Total	\$ 379,318	\$ 261,853	\$ 1,783,209	\$ 366,000

This program has no allocated FTE.

Revenue Statement

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

Significant Changes

- FY21 Materials & Service increased to allow for increased vehicle maintenance costs projected based on FY20 trend. The vehicle maintenance provider contract was amended in FY20 with capped annual increases to under 5% to help mitigate future cost increases.
- In FY21, an accounting change moves all vehicle and equipment purchases in Fund 713 to program 9000.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actuals	FY21 Target
Council Goal: Maintain and Improve Infrastructure and Facilities				
Repair, enhance, and continuously invest in well-maintained public infrastructure system	% of Fire Apparatus within 15-year service life	70%	81%	70%

FIRE & LIFE SAFETY

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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 all emergency calls.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(675,172)	(15,504)	(4,204,453)	(3,372,838)
020 REVENUE Total	\$ (675,172)	\$ (15,504)	\$ (4,204,453)	\$ (3,372,838)
010 EXPENSES 5 PERSONNEL SERVICES	9,940,544	10,437,053	10,565,704	10,775,388
6 MATERIALS & SERVICES	1,356,946	904,224	985,943	996,722
7 CAPITAL OUTLAY	-	4,726	-	-
010 EXPENSES Total	\$ 11,297,490	\$ 11,346,003	\$ 11,551,647	\$ 11,772,110

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
62.00	61.00	61.00	61.00

Revenue Statement

This program is supported by the City of Springfield's general revenue and Fire Local Option Levy Fund sources as well as revenues generated through contracts with adjacent special districts for fire services.

Significant Changes

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

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actuals	FY21 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%	32%	80%
Maintain a consistent level of service year after year	% of times first-due company was available	95%	84%	95%

FIRE & LIFE SAFETY

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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. 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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(9,102)	-	-	-
020 REVENUE Total	\$ (9,102)	\$ -	\$ -	\$ -
010 EXPENSES 6 MATERIALS & SERVICES	713,550	763,874	880,641	880,641
010 EXPENSES Total	\$ 713,550	\$ 763,874	\$ 880,641	\$ 880,641

This program has no allocated FTE.

Revenue Statement

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

Significant Changes

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

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actuals	FY21 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%	56%	70%

FIRE & LIFE SAFETY

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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 and 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.

		FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE	4 REVENUES	(9,871)	-	-	-
020 REVENUE Total		\$ (9,871)	\$ -	\$ -	\$ -
010 EXPENSES	5 PERSONNEL SERVICES	347,710	365,744	479,284	428,532
	6 MATERIALS & SERVICES	54,798	87,446	128,268	74,358
	7 CAPITAL OUTLAY	2,506	-	-	-
010 EXPENSES Total		\$ 405,014	\$ 453,190	\$ 607,552	\$ 502,890

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
2.00	2.00	3.00	3.00

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. Personnel Services includes the same 3.0 FTE positions in FY21 budgeted at a lower cost due to recent turnover by long-term staff member.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actuals	FY21 Target
Council Goal: Strengthen Public Safety by Leveraging Partnerships and Resources				
Improve productivity in workforce	% of Recruits entering the Academy who graduate	90%	100%	100%

FIRE & LIFE SAFETY

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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.

		FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE	4 REVENUES	(18,119)	(87,227)	(4,707,485)	(5,075,000)
020 REVENUE Total		\$ (18,119)	\$ (87,227)	\$ (4,707,485)	\$ (5,075,000)
010 EXPENSES	5 PERSONNEL SERVICES	3,186,712	3,353,673	3,181,364	3,223,182
	6 MATERIALS & SERVICES	1,030,352	880,533	933,516	1,062,273
	7 CAPITAL OUTLAY	-	393,904	-	-
010 EXPENSES Total		\$ 4,217,064	\$ 4,628,110	\$ 4,114,880	\$ 4,285,454

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
20.00	20.00	19.00	19.00

Revenue Statement

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

Significant Changes

- In FY20, the Ground Emergency Medical Transport (GEMT) program was implemented in Oregon. The implementation was retroactive to FY18, which required FY18 and FY19 GEMT filings to be completed in FY20. This resulted in receiving two years of reimbursement revenue in FY20. The proposed budget includes anticipated GEMT reimbursements and expenditures for one Fiscal Year (FY20).

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actuals	FY21 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	90%	79%	90%

FIRE & LIFE SAFETY

Chris Heppel, Interim Fire Chief

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 6 MATERIALS & SERVICES	167,582	435,882	338,500	453,000
010 EXPENSES Total	\$ 167,582	\$ 435,882	\$ 338,500	\$ 453,000

This program has no allocated FTE.

Revenue Statement

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

Significant Changes

No significant service level changes to this program are expected.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actuals	FY21 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%

FIRE & LIFE SAFETY

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EMS BILLING - 1102

Program Overview

Ambulance Account Services provides ambulance billing services for the City of Springfield ambulance operations and ambulance billing services for other public entities around the state for a per account fee. It includes full-cycle management of all accounts and is a revenue source for Springfield ambulance operations. Prior to FY21, Ambulance Account Services was represented by two program codes, 1102 & 1103. In FY21 these programs were merged to more accurately reflect the combined efforts of this billing department.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(245,737)	(273,968)	(362,400)	(224,150)
020 REVENUE Total	\$ (245,737)	\$ (273,968)	\$ (362,400)	\$ (224,150)
010 EXPENSES 5 PERSONNEL SERVICES	178,414	184,354	313,051	412,976
6 MATERIALS & SERVICES	100,369	97,908	201,956	267,196
010 EXPENSES Total	\$ 278,783	\$ 282,261	\$ 515,007	\$ 680,172

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
2.00	2.00	3.05	4.00

Revenue Statement

This program is supported by charges for services to 11 client agencies and the Ambulance Fund.

Significant Changes

- Program 1103 was merged with this program to more accurately reflect the combined efforts of Ambulance Account Services staff to process all workflow.
- The department implemented a fee increase in FY20 to \$52 per transport ticket entered. Prior fees ranged from \$36 to \$40 but were insufficient to cover the cost of services. Due to the availability of lower cost for-profit competitors four clients opted not to renew contracts.
- FTE count was reduced by 1.0 in FY21 due to losing four enterprise clients in FY20 and having a reduced workload.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actuals	FY21 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Support timely collection of revenues	% of Accounts Receivable over 90 days	<29%	38.3%	<29%
Support timely collection of revenues	Average days to entry from trip date	<8	14.9	<8

FIRE & LIFE SAFETY

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EMS BILLING - SPRINGFIELD - 1103

Program Overview

This program was merged with program 1102 to more accurately reflect the combined efforts of Ambulance Account Services staff to process all workflow.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(4,026,972)	(4,694,674)	(78,650)	-
020 REVENUE Total	\$ (4,026,972)	\$ (4,694,674)	\$ (78,650)	\$ -
010 EXPENSES 5 PERSONNEL SERVICES	291,256	319,682	200,147	-
6 MATERIALS & SERVICES	181,476	151,631	556,448	-
7 CAPITAL OUTLAY	4,988	-	-	-
010 EXPENSES Total	\$ 477,721	\$ 471,313	\$ 756,595	\$ -

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
3.00	3.00	1.95	0.00

Revenue Statement

This program was merged with program 1102 in FY21

Significant Changes

- This program was merged with program 1102 in FY21

FIRE & LIFE SAFETY

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FIREMED - 1104

Program Overview

FireMed is a 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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(1,038,511)	(1,100,162)	(798,140)	(571,500)
020 REVENUE Total	\$ (1,038,511)	\$ (1,100,162)	\$ (798,140)	\$ (571,500)
010 EXPENSES 5 PERSONNEL SERVICES	205,448	191,743	132,849	-
6 MATERIALS & SERVICES	341,907	213,292	296,142	172,849
010 EXPENSES Total	\$ 547,355	\$ 405,035	\$ 428,991	\$ 172,849

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
2.75	2.75	1.75	0.00

Revenue Statement

This program is supported by annual membership fees which have not 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 9,000 but have declined over the last few years.

Significant Changes

- FireMed services are not changing in FY21 for the citizens of Springfield. However, the program will be administered by a third-party vendor for services related to marketing, outreach, and member enrollment efforts.
- The revenue decrease in FY21 represents the loss of reimbursement revenue for management and marketing of FireMed for Eugene, Lane Fire Authority, and the Life Flight Network. Going forward, this program will reflect City of Springfield membership and donation revenues only.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actuals	FY21 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%	41%	45%

FIRE & LIFE SAFETY

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 6 MATERIALS & SERVICES	3,000	10,000	16,000	10,000
010 EXPENSES Total	\$ 3,000	\$ 10,000	\$ 16,000	\$ 10,000

This program has no allocated FTE.

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	FY20 Target	FY20 Est. Actuals	FY21 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	22	10
	# of classrooms reached	30	4	30

FIRE & LIFE SAFETY

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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. 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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	-	107,289	383,487	-
6 MATERIALS & SERVICES	-	1,224	201,488	303,500
010 EXPENSES Total	\$ -	\$ 108,513	\$ 584,974	\$ 303,500

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.00	5.90	5.90	0.00

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.
- In FY21, the FTE allocation was reduced to zero to better reflect how BLS staff are managed. City of Eugene hires all BLS program staff in a limited duration capacity. The BLS program runs a total of four BLS ambulances, with one BLS ambulance based in and dedicated to City of Springfield calls. This Program is charged 25% of the overall cost of the BLS program from City of Eugene.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actuals	FY21 Target
Council Goal: Strengthen Public Safety by Leveraging Partnerships and Resources				
Appropriate response level provided	BLS Unit response to total call volume	28%	24%	28%

FIRE & LIFE SAFETY

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DEPARTMENT ADMINISTRATION - 7000

Program Overview

Administrative staff oversee budget development, timekeeping and human resources, contract administration, and tech support.

		FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES	5 PERSONNEL SERVICES	111,665	247,308	459,485	596,571
	6 MATERIALS & SERVICES	40,011	41,351	84,432	77,815
	7 CAPITAL OUTLAY	9,333	2,124	-	-
010 EXPENSES Total		\$ 161,010	\$ 290,783	\$ 543,917	\$ 674,387

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
2.00	2.00	4.00	5.00

Revenue Statement

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

Significant Changes

- Shift of 1.0 FTE from FireMed to assist with administrative functions throughout the department.

HUMAN RESOURCES

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 service areas: Human Resources Administration, Class and Compensation, Employee and Labor Relation, Talent Acquisition, Employee Training, Benefit Administration, Leave Administration, Risk Administration, Workers' Compensation Administration, and Payroll Administration.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
5 PERSONNEL SERVICES	847,089	839,184	885,468	909,182
6 MATERIALS & SERVICES	8,022,723	8,168,614	9,739,346	11,604,974
7 CAPITAL OUTLAY	54,194	103,191	16,800	-
9 NON-DEPARTMENTAL	914,802	981,514	1,062,380	-
Grand Total	\$ 9,838,807	\$ 10,092,502	\$ 11,703,994	\$ 12,514,156

*5,6 & 7 indicated in table above are the numeric categories used in the general ledger to represent the different expense types.

Budget Summary – FY2021

Staffing

The Department's 7 FTE count for FY21 will remain the same as FY20. The Department's day-to-day activities are performed by staff with a reliance on technology support to handle the daily work volume.

Department Funding

The resources necessary to support the Department are primarily either tax supported (subsidized) or internal service charges levied against the City's enterprise and special revenue funds for services provided.

Service Level Changes

The Human Resource Department budget is increasing by just over six percent (6%). Roughly two percent (2%) of this increase is a result of insurance rate adjustments to both Workers Compensation and Property and Liability insurances. The remaining four percent (4%) is for projected cost increases to the City's self-funded medical insurance benefits, as a result of higher than expected utilization in FY20.

Accomplishments FY2020

- **HR Administrative Regulations development**– HR finalized and adopted 12 administrative regulations (i.e. policies). This included completion of the City's leave policies, three (3) regulations regarding the use of vehicles, two (2) regulations related to position classification and compensation, and one (1) regulation regarding animals in the workplace.
- **Implemented a replacement for the City's on-line recruitment system** – As outlined under service level changes, HR replaced the software program used to manage recruitments. This replacement was not successful so we will be implementing a third-party-hosted solution. This new tool will improve the application experience for recruitment by allowing on-line notification

for new job postings, streamlining the application process, and producing new efficiencies for both advertisements and interview scheduling.

- **Completed phase 1 of implementing a vendor solution for pre-employment background checks** – HR completed an initial vendor review, necessary for selecting a service provider to conduct new hire criminal history background checks. Currently the Department uses the Springfield Police Department, but SPD cannot provide specific information around criminal convictions to HR. Pursuant to Law Enforcement Data Systems (LEDS) regulations, SPD can only indicate ‘adverse’ or ‘non-adverse’ criminal convictions which limit the Department’s ability to be in compliance with ORS 659A3.36 “Ban-the-Box” legislation.
- **League of Oregon Cities Silver Safety Award for the 4th consecutive year** – This important recognition not only memorializes the City’s dedication to employee safety and injury prevention, but also the outcome of having a low injury rate helps to control annual insurance rate cost increases.

Initiatives FY2021

- **Compensation market study for general service positions** – The City’s collective bargaining agreement with SEIU requires the City to conduct a compressive market survey. The results of the survey are used to determine pay range adjustments in July 2021 for both SEIU and non-represented positions.
- **Job description redesigned** – The HR Department has received multiple comments regarding a lack of overall understanding of the City’s classification and compensation program. During FY21, the Department will take some initial steps to address those concerns. The first step in the process is a refresh and review of the current job descriptions which have not been updated in nearly 10 years. The primary objective is to develop a document that adds clarification regarding the distinguishing characteristics between the classification and position pay grades. The initial design work and some leadership level training on this subject have already begun.
- **Feasibility review for implementing a vendor solution for administering protected leave** – The HR Department needs to ensure compliance with its administration of protected leaves including Oregon’s new paid leave law. The Department has neither the current technology nor staffing levels to keep up with regulatory compliance, and as a result, will complete a review and make a recommendation for changes to be made in FY22.
- **Shift to a single deferred compensation provider** – Currently the City offers employees three vendors for voluntary participation in deferred compensation. This requires increased HR administration, including maintaining three contracts, scheduling three vendors for site visits, and reporting and payments to each vendor biweekly. HR intends to complete an RFP to move to a single vendor to help manage costs, reduce administrative overhead, and offer more robust plan options.
- **Implement a new background check vendor** – Last year the HR Department received funding approval to outsource pre-employment background checks. HR completed a review of potential vendors during the prior year and is planning to complete the RFP process during the FY21 fiscal year.
- **Implementation of a Risk Management Information System (RMIS)** – The Department has started the implementation of a new Risk Management Information System. Once fully implemented, this will improve the efficiency of managing liability claims including workplace injuries. The system will help the City ensure compliance with required federal and state reporting and potentially increase the City’s ability to collect reimbursements related to damage of City-owned property.

HUMAN RESOURCES

- **Complete a Probable Maximum Loss (PML) Study** – The study is needed to ensure adequate property coverage and reserves to account for losses related to a catastrophic event.

Future Year Considerations FY2022-FY2025

- **Benefit Cost** – For the last seven (7) years the City's benefit design plan has successfully kept costs flat with no rate increases. Future work to continue to keep cost increases under control will include looking for opportunities to reduced administrative expenses, exploring lower cost health care options for retirees, managing prescription costs, mental health care, and on-going wellness initiatives.
- **Turnover & Recruitment** – The City has seen continual increase in both voluntary and retirement turnover which puts more strain on the City's recruitment efforts. During FY22, the City will implement the outcome of the market wage study. Maintaining competitive wages are important for both recruitment and retention. Additionally HR is working to resolve leadership and staff level confusion regarding the City's classification and compensation philosophy which will include staff/leader education, redesign of the job descriptions (as outlined in FY21 initiatives), and working with department leadership to create both development opportunities to support hard-to-fill positions and develop future City leaders. Additionally, HR will need to develop education programs to develop and strengthen leadership competencies.
- **Insurance Costs** – As part of the effort to ensure the City is making informed decisions, the HR Department needs to complete an evaluation of workers compensation funding, review the Property Insurance Program to determine if the City should purchase excess coverage outside of the region, complete a probable maximum loss (PML) study for property coverage, and partner with Emergency Management on a business continuity plan with regards to major disaster events. Additionally the Department will need to develop a proposal to increase City funding for ergonomic workstations.
- **Administration of Leaves** – Management of protected leaves, coordination of short and long term disability plans, and management of return to work initiatives is an administrative challenge that will continue to grow in complexity. The passing of HB 2005, Oregon Family and Medical Leave Insurance program, will add additional administrative burden. It is critical for HR to implement operational changes which may include an outsource option to meet compliance with current and upcoming regulatory requirements.
- **Technology** – The HR Department will continue to rely heavily on technology solutions to continue its work. This includes solutions to track and monitor protected leaves, recruitment, benefit administration, payroll, time keeping, and risk management. Additionally the HR Department needs to assess the feasibility and cost/benefit analysis of requesting and implementing a Learning Management System, Employee and Labor Relations System, and a software product for Performance Evaluation.

HUMAN RESOURCES

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Financial Summary by Fund

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
100 General Fund	578,842	644,449	592,290	657,730
707 Insurance Fund	9,256,965	9,448,053	11,111,704	11,852,426
713 Vehicle & Equipment Fund	3,000	-	-	4,000
Grand Total	\$ 9,838,807	\$ 10,092,502	\$ 11,703,994	\$ 12,514,156

Financial Summary by Program

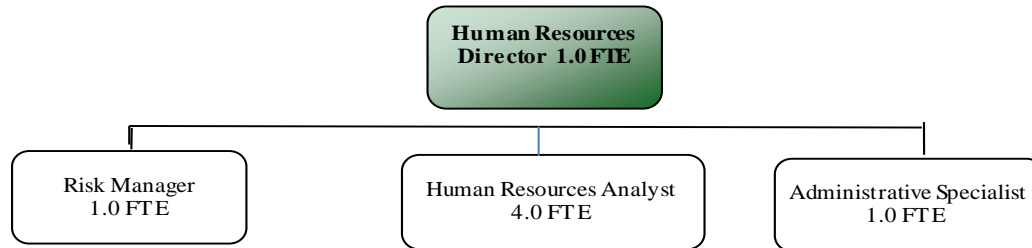
	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
7000 Department Administration	249,750	38,180	577,465	1,084,888
7050 Organizational Development	52,758	125,400	-	-
7051 Class and Compensation	23,873	28,261	71,541	-
7052 Employee and Labor Relations	72,525	144,357	62,419	-
7053 Talent Acquisition	125,826	160,290	137,163	-
7056 Employee Training	20,791	24,775	7,219	-
7057 Benefit Administration	182,769	319,220	(0)	-
7058 Health and Wellness Program	63,397	-	-	-
7059 Leave Administration	44,300	46,902	0	-
7060 Property & Liability	81,344	252,032	346,780	1,222,548
7061 Safety & Loss Prevention	106,849	-	-	-
7062 Workers Compensation	395,365	509,107	612,527	990,737
7063 Liability & Property Claims	250,109	(0)	-	-
7064 Volunteer Administration	36,563	290	-	-
7065 Payroll Administration	138,625	122,708	136,314	-
8300 Self-Funded Medical	6,168,575	6,430,765	7,604,940	8,126,708
8301 Self-Funded Dental	573,287	561,243	740,444	689,600
8350 Wellness Clinic	337,300	347,459	344,802	395,675
9000 Non-Program	914,802	981,514	1,062,380	4,000
Grand Total	\$ 9,838,807	\$ 10,092,502	\$ 11,703,994	\$ 12,514,156

HUMAN RESOURCES

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Organizational Structure



Summary of Full-Time Equivalent by Position

	FY18 FTE	FY19 FTE	FY20 FTE	FY21 Proposed FTE
Administrative Specialist	1.00	1.00	1.00	1.00
Human Resources Analyst	5.00	3.00	3.00	3.00
Human Resources Director	1.00	1.00	1.00	1.00
Risk Manager	1.00	1.00	1.00	1.00
Payroll Analyst	1.00	1.00	1.00	1.00
Grand Total	9.00	7.00	7.00	7.00

Summary of Full-Time Equivalent by Fund

	FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
100 General Fund	4.90	4.00	4.00	4.00
707 Insurance Fund	4.10	3.00	3.00	3.00
Grand Total	9.00	7.00	7.00	7.00

HUMAN RESOURCES

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Summary of Full-Time Equivalent by Program

	FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
7000 Department Administration	1.68	0.20	2.00	5.50
7050 Organizational Development	0.25	0.20	0.00	0.00
7051 Class and Compensation	0.15	0.20	0.50	0.00
7052 Employee and Labor Relations	0.74	1.00	0.50	0.00
7053 Talent Acquisition	1.16	1.20	1.00	0.00
7056 Employee Training	0.15	0.20	0.00	0.00
7057 Benefit Administration	0.60	1.10	0.50	0.00
7058 Health and Wellness Program	0.42	0.00	0.00	0.00
7059 Leave Administration	0.45	0.40	0.50	0.00
7061 Safety & Loss Prevention	0.45	0.00	0.00	0.00
7062 Workers Compensation	0.22	0.50	0.00	0.75
7063 Liability & Property Claims Management	0.44	0.00	0.00	0.00
7064 Volunteer Administration	0.62	0.00	0.00	0.00
7065 Payroll Administration	1.24	1.00	1.00	0.00
7060 Property & Liability	0.47	1.00	1.00	0.75
Grand Total	9.00	7.00	7.00	7.00

HUMAN RESOURCES

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DEPARTMENT ADMINISTRATION - 7000

Program Overview

The program provides City-wide Human Resources support in the areas of personnel administration, class and compensation, employee and labor relation, talent acquisition, employee training, and payroll administration.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	175,835	18,968	328,179	705,429
6 MATERIALS & SERVICES	73,914	19,212	232,486	379,459
7 CAPITAL OUTLAY	-	-	16,800	-
010 EXPENSES Total	\$ 249,750	\$ 38,180	\$ 577,465	\$ 1,084,888

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.68	0.20	2.00	5.50

Revenue Statement

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

Significant Changes

The budget increases during the last two fiscal years are a result of department program consolidation and reallocation of program FTE. This year the department consolidated the Organizational Development (7050), Class and Compensation (7051), Employee and Labor Relations (7052), Talent Acquisition (7053), Employee Training (7056), Volunteer Coordination (7064), and Payroll (7065) programs into the Department Administration (7000) program. The Department also reallocated and consolidated budget dollars within its various sub accounts but the overall budget is staying essentially flat.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actual	FY21 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Improve productivity in the workforce	% of voluntary turnover, excluding limited duration, temp positions, and retirements	4%	4.92	4%

HUMAN RESOURCES

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RISK ADMINISTRATION - 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 which includes property, liability, safety, and loss control.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(12,052)	(2,844)	(957,313)	(999,392)
020 REVENUE Total	\$ (12,052)	\$ (2,844)	\$ (957,313)	\$ (999,392)
010 EXPENSES 5 PERSONNEL SERVICES	60,264	126,496	106,377	107,937
6 MATERIALS & SERVICES	21,080	125,536	240,403	1,114,611
010 EXPENSES Total	\$ 81,344	\$ 252,032	\$ 346,780	\$ 1,222,548

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.47	1.00	1.00	0.75

Revenue Statement

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

Significant Changes

The budget expansion is a result of rate increases to the City's Property and Liability insurances and program consolidation. Property insurance rates have increased due to an upswing in US and global property losses. Additionally, the City is seeing a significant increase in insurance cost related to liability claims. Most of these claims are connected to the City's work within its law enforcement and Jail services.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actual	FY21 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Be adaptive and proactive in our use of best practices	Average 5 year loss ratio (claim cost divided by premium) for all liability & property lines of coverage	<.8	1.32	<.8

HUMAN RESOURCES

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(337,728)	(375,447)	(655,783)	(670,508)
020 REVENUE Total	\$ (337,728)	\$ (375,447)	\$ (655,783)	\$ (670,508)
010 EXPENSES 5 PERSONNEL SERVICES	28,346	58,486	93,674	95,816
6 MATERIALS & SERVICES	367,019	450,621	518,853	894,921
010 EXPENSES Total	\$ 395,365	\$ 509,107	\$ 612,527	\$ 990,737

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.22	0.50	0.00	0.75

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

The budget increase in this program is a result of consolidating workers compensation accounts throughout the City. These funds were previously Finance managed account(s) and is now being transferred to the Human Resources budget. The net increase to the City's overall expense related to workers compensation insurance premiums is minimal.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actual	FY21 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	.98	<1.00

HUMAN RESOURCES

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SELF FUNDED MEDICAL - 8300

Program Overview

The Self-Funded Medical Program is responsible for tracking and managing the City's fiduciary responsibility the City's self-funded medical insurance program.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(6,974,915)	(6,237,035)	(7,490,584)	(7,501,247)
020 REVENUE Total	\$ (6,974,915)	\$ (6,237,035)	\$ (7,490,584)	\$ (7,501,247)
010 EXPENSES 6 MATERIALS & SERVICES	6,168,575	6,430,765	7,604,940	8,126,708
010 EXPENSES Total	\$ 6,168,575	\$ 6,430,765	\$ 7,604,940	\$ 8,126,708

No FTE are allocated to this program.

Revenue Statement

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

Significant Changes

The budget for this program is increasing by seven percent (7%) based on higher than anticipated claims during FY20. The City had realized an increase of eighteen percent (18%) in FY18 and nine percent (9%) for both FY19 and FY20. Part of the cost increase during the FY19 and FY20 budget years was a result of both the "Know Your Numbers" wellness initiative and the "Benefit Premium Holidays" that the City offered to its employees. The budget increase for the self-funded medical program will be absorbed through the City's reserve funds.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actual	FY21 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
	Paid to expected claims ratio	<100%	89.6%	<100%

HUMAN RESOURCES

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SELF FUNDED DENTAL - 8301

Program Overview

The Self-Funded Dental Program is responsible for tracking and managing the City's fiduciary responsibility the City's dental insurance program.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(663,738)	(585,441)	(738,820)	(729,949)
020 REVENUE Total	\$ (663,738)	\$ (585,441)	\$ (738,820)	\$ (729,949)
010 EXPENSES 6 MATERIALS & SERVICES	573,287	561,243	740,444	689,600
010 EXPENSES Total	\$ 573,287	\$ 561,243	\$ 740,444	\$ 689,600

No FTE are allocated to this program.

Revenue Statement

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

Significant Changes

There are currently no significant changes proposed for this program.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actual	FY21 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
	Paid to expected claims ratio	<100%	96.6%	<100%

HUMAN RESOURCES

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WELLNESS CLINIC - 8350

Program Overview

The Wellness Clinic Program is designed to keep health insurance cost increases lower than national and regional trends and increase employee productivity by shifting the high costs of urgent care and primary care services to a lower, fixed cost of the clinic.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(13,977)	(18,636)	(18,636)	(18,636)
020 REVENUE Total	\$ (13,977)	\$ (18,636)	\$ (18,636)	\$ (18,636)
010 EXPENSES 6 MATERIALS & SERVICES	337,300	347,459	344,802	395,675
010 EXPENSES Total	\$ 337,300	\$ 347,459	\$ 344,802	\$ 395,675

No FTE are allocated to this program.

Revenue Statement

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

Significant Changes

This budget expanded as a result of internal facility charges and administrative contract cost increases.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Actual	FY21 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
	TBD	TBD	TBD	TBD

INFORMATION TECHNOLOGY

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Department Overview

The Information Technology (IT) Department provides IT service strategy, design, transition, 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), International Organization for Standards (ISO), and National Institute for Standards and Technology (NIST).

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
5 PERSONNEL SERVICES	1,774,596	2,009,944	2,210,056	2,176,979
6 MATERIALS & SERVICES	888,637	900,516	1,337,431	1,545,933
7 CAPITAL OUTLAY	29,937	-	350,000	-
Grand Total	\$ 2,693,169	\$ 2,910,461	\$ 3,897,486	\$ 3,722,912

*5,6 & 7 indicated in table above are the numeric categories used in the general ledger to represent the different expense types.

Budget Summary – FY2021

Staffing

The IT Department is composed of three divisions and sixteen employees (15.8 FTE). The first division contains the department director, five positions dedicated to enterprise applications, one to databases administration and one to information security. The second division manages geographic information systems (GIS) and contains three GIS Analysts, one GIS Database Administrator and one GIS Manager. The third division is composed of one Network Manager, two Network Analysts, one Service Desk Specialist and one Programmer Analyst.

Department Funding

The resources necessary to support the department are either tax supported (subsidized) or internal service charges levied against the City's enterprise and special revenue funds for services provided. The exception to this is the GIS Division with positions (4.8 FTE) funded by the Street, Sewer, Drainage, and System Development Charge funds.

Service Level Changes

The most significant change in IT's budget this year is the modification of internal charges across the City. IT collaborated with Finance to move multiple internal charges into a single pool of resources under IT's budget. While IT has a significant increase in Fund 713 expenses for RIS/GEO/Telecom (Account 6332), the overall net impact across the City is an increase of approximately 9% to cover anticipated on-going maintenance of the new phone system. This modification of internal charges will significantly improve transparency and tracking of the costs impacting this internal charge.

Accomplishments FY2020

- **Network Highlights** – Deployed Windows10 operating system City-wide; migrated all City devices to Office365; implemented mobile-device management for improved asset mgmt.; and completed planning phase of City-wide phone system replacement.
- **Application Highlights** – Upgraded BOARD with single sign-on to improve security; improved authentication in PeopleSoft HCM; updated Zoll; and automated police reporting to the State of Oregon.

- **GIS Highlights – Refine work processes and data quality for Facilities Mgmt. System** – The GIS and Operations divisions assessed the needs and requirements for a City facilities management system in FY20. In FY21 they will refine workflow processes to achieve greater value from the mobile field tools and undertake projects to improve the quality and coverage of the facility data sets.
- **Security Highlights** – Drafted and secured adoption of City’s security charter; implemented the cross-departmental Information Security Committee; created the Executive Security Team; and advanced adoption of the NIST Cybersecurity Framework.
- **Management Highlights** – Initiated project portfolio management strategy; applied for emergency management grants; initiated regional security and policy framework; assisted with State information policy development; and created new regional technology frameworks to support internal needs in niche IT service areas.
- **Increase Value with Database Management Contract** – IT renewed a multi-year database administration (DBA) services contract that reduced database server maintenance costs from \$8,637 to \$2,677 per server. Contract supports all City databases 24 hours a day, 7 days a week.

Initiatives FY2021

- **Implement New Phone System** – The City’s phone system is past its useful life by almost a decade and is unsupportable (replacement components are unavailable). Last year, IT completed the planning phase of the City-wide phone replacement. IT will complete the migration to a new phone system in FY21.
- **Implement New Facilities Mgmt. Process** – The GIS and Operations divisions assessed the needs and requirements for a City facilities management system in FY20. In FY21 GIS will support Operations in the development of improved work process, better field tools and to improve the quality and coverage of the City’s facility inventories
- **Upgrade PeopleSoft Financials** – The City’s major financials application is eligible for upgrade. In FY21, IT and Finance will evaluate the security and functionality needs for an upgrade and schedule an upgrade if needed.

Three Year Considerations FY2022-FY2024

- **IT Hardware Replacement** – IT will work with Finance to establish hardware replacement schedules for core network infrastructure to assure timely and adequate replacement.
- **Renew Enterprise Software Agreements** – The City relies heavily on long-term enterprise software agreements with major software vendors such as Microsoft, VMWare, Dell, and others to provide essential computer functionality. These agreements need to be updated competitively and on a roughly three-year basis.
- **Additional Technology Needs** – Technology needs at the City steadily outpace the capacity of the IT department to meet service needs. Drivers include information security compliance and resiliency, complex-hybrid cloud technologies, applications integration and support for the ever increasing number of devices used by employees. To support these needs, IT anticipates increased needs for resources moving forward.

INFORMATION TECHNOLOGY

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Financial Summary by Fund

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
100 General Fund	1,704,777	1,954,744	2,162,350	2,003,089
201 Street Fund	253,061	269,841	381,908	374,485
204 Special Revenue Fund	-	-	19,500	22,000
611 Sanitary Sewer Operations Fund	247,547	257,145	366,889	359,866
617 Storm Drainage Operations Fund	187,002	198,297	287,650	279,518
713 Vehicle & Equipment Fund	250,379	176,726	608,831	612,292
719 SDC Administration Fund	50,402	53,708	70,357	71,661
Grand Total	\$ 2,693,169	\$ 2,910,461	\$ 3,897,486	\$ 3,722,912

Financial Summary by Program

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
7000 Department Administration	509,067	562,345	466,555	543,026
7022 Facilities Maintenance - City	10	-	-	-
7056 Employee Training	215	-	-	-
7070 Financial Systems	170,267	160,972	272,285	144,679
7071 Human Resource Systems	201,747	280,264	321,513	300,336
7072 Land Management Systems	92,674	151,726	259,186	302,162
7073 Facilities Management Systems	245,031	249,850	439,336	333,808
7074 Criminal Justice Systems	145,163	182,490	273,175	225,130
7075 Fire and Life Safety Systems	52,349	36,641	92,932	51,966
7076 Community Development Systems	165,725	134,696	294,618	231,667
7077 Public Library Systems	53,688	43,123	20,657	35,004
7078 Shared Systems	947,613	939,296	1,172,401	719,866
7079 Information Security Compliance	103,621	169,059	284,828	222,975
7090 Building and Security Maintenance	6,000	-	-	-
9000 Non-Program	-	-	-	612,292
Grand Total	\$ 2,693,169	\$ 2,910,461	\$ 3,897,486	\$ 3,722,912

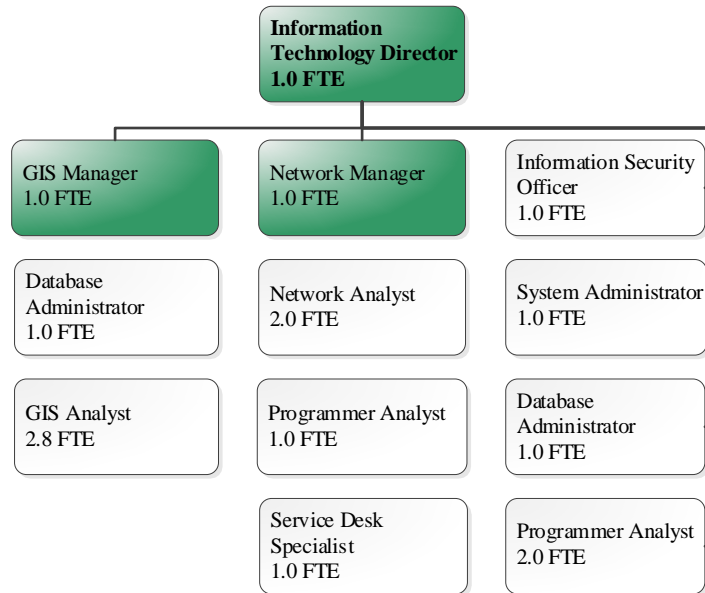
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Organizational Structure



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Summary of Full-Time Equivalent by Position

	FY18 FTE	FY19 FTE	FY20 FTE	FY21 Proposed FTE
Database Administrator	1.00	1.00	1.00	1.00
GIS Analyst	2.80	2.80	2.80	2.80
GIS Database Administrator	1.00	1.00	1.00	1.00
GIS Manager	1.00	1.00	1.00	1.00
Information Technology Dir.	1.00	1.00	1.00	1.00
Network Analyst	2.00	2.00	2.00	2.00
Network Manager	1.00	1.00	1.00	1.00
Programmer Analyst	4.00	4.00	4.00	4.00
Service Desk Specialist	1.00	1.00	1.00	1.00
IT Security Analyst	--	1.00	1.00	1.00
Grand Total	14.80	15.80	15.80	15.80

Summary of Full-Time Equivalent by Fund

	FY18 FTE	FY19 FTE	FY20 FTE	FY21 Proposed FTE
100 General Fund	10.33	11.33	11.33	11.33
201 Street Fund	1.49	1.49	1.49	1.49
611 Sanitary Sewer Operations Fund	1.49	1.49	1.49	1.49
617 Storm Drainage Operations Fund	1.18	1.18	1.18	1.18
719 SDC Administration Fund	0.30	0.30	0.30	0.30
Grand Total	14.80	15.80	15.80	15.80

Summary of Full-Time Equivalent by Program

	FY18 FTE	FY19 FTE	FY20 FTE	FY21 Proposed FTE
7000 Department Administration	1.95	2.17	2.17	2.37
7070 Financial Systems	1.40	1.39	1.39	0.81
7071 Human Resource Systems	1.66	1.67	1.67	2.06
7072 Land Management Systems	0.89	0.93	0.93	1.46
7073 Facilities Management Systems	1.80	1.80	1.80	1.26
7074 Criminal Justice Systems	1.58	1.51	1.51	1.38
7075 Fire and Life Safety Systems	0.45	0.43	0.43	0.27
7076 Community Development Systems	1.18	1.27	1.27	1.09
7077 Public Library Systems	0.08	0.09	0.09	0.20
7078 Shared Systems	3.51	3.50	3.50	3.55
7079 Information Security Compliance	0.30	1.04	1.04	1.35
Grand Total	14.80	15.80	15.80	15.80

INFORMATION TECHNOLOGY

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DEPARTMENT ADMINISTRATION - 7000

Program Overview

Management oversees the daily operations of the department to include budget and contract administration, employee evaluations, training and development; business relationship management with vendors and regional partners; as well as IT project portfolio management and strategic planning.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	469,561	510,798	328,683	384,910
6 MATERIALS & SERVICES	39,506	51,547	137,872	158,116
010 EXPENSES Total	\$ 509,067	\$ 562,345	\$ 466,555	\$ 543,026

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.95	2.17	2.17	2.37

Revenue Statement

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

Significant Changes

- **Regional Leadership Changes:** FY20 saw significant changes in IT management positions at Lane Council of Governments, City of Eugene and Eugene Water and Electric Board. Springfield IT works closely with its regional partners to share information, share IT infrastructure costs and to provide services to the citizens across the cities and county. In FY21, the IT Director plans to work closely with the new regional leadership, to continue the successful relationships Springfield IT has shared with its regional partners over the past many years.
- **Filling Vacancies and Hiring Strategies:** According to the US Bureau of Labor Statistics, IT job demand is increasing much faster other occupations, and IT jobs are paying currently twice that of other occupations. To address these challenges and overcome competition from other agencies in our region, IT strategy for hiring includes employing generalists, contracting for highly specialized technical talent, and collaborating with regional partners to share staff resources.
- **IT Capacity Governed by External Pressure** – Similar to understanding and working within financial limitations, IT is working with the organization to understand and work within IT human resource capacity limitation. Efforts involve improvement to project intake workflow, project scoring, supply and demand calculators, as well as clarification of goals and strategies.

INFORMATION TECHNOLOGY

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FINANCIAL SYSTEMS - 7070

Program Overview

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

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	139,926	136,038	208,412	116,959
6 MATERIALS & SERVICES	30,341	24,934	63,874	27,720
010 EXPENSES Total	\$ 170,267	\$ 160,972	\$ 272,285	\$ 144,679

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.40	1.39	1.39	0.81

Revenue Statement

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

Significant Changes

- **BOARD Upgrade** – IT performed an upgrade that moved BOARD to a completely browser-based platform, reducing staff time needed for client installations.
- **Leverage New Reporting Platform** – IT collaborated with the Finance Department to improve reporting functionality, ensure that reporting is consistent and available across the City, lower reliance on IT for custom reports, and further reduce IT FTE support in this program.
- **Financial Systems Improvement Planning** – IT FTE identified above may increase if the Finance Department decides to upgrade the PeopleSoft user application to deliver new functionality and efficiencies. The planned upgrade of PeopleTools (application engine) will have less impact on FTE projections.
- **Application Security Audit** – Should Finance decide to engage the PeopleSoft team in an extensive analysis project to audit and develop compensating security controls to better protect City financial data then the FTE projections above will increase.

INFORMATION TECHNOLOGY

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	179,929	250,222	250,322	260,531
6 MATERIALS & SERVICES	21,818	30,042	71,190	39,805
010 EXPENSES Total	\$ 201,747	\$ 280,264	\$ 321,513	\$ 300,336

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.66	1.67	1.67	2.06

Revenue Statement

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

Significant Changes

- **Leverage Contractual Services to Relieve Vacancy** – IT relied heavily on contractual services and vendor relations to maintain the human resources systems, including patching, regulatory updates and necessary functionality, while experiencing a 1/3 staff reduction from a position vacancy. As positions are filled and FTE resume work currently performed by contractors FTE dedicated to this program will increase.
- **Application Security Audit** – The PeopleSoft team will engage in an extensive analysis project to audit and develop compensating security controls to better protect City financial data. This work as it could for financial system increases use of FTE resource.
- **Patching Environment Changes Results in Unplanned Work** – The IT Applications Division experienced a steep learning curve due to significant changes in PeopleSoft functionality and patch delivery. Oracle's quarterly patches have routinely incorporated critical security updates along with routine functionality updates that require timely application. This work is expected to increase from FY20 to FY21, similar to the increase observed FY19 to FY20.

INFORMATION TECHNOLOGY

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	56,118	103,936	121,526	174,136
6 MATERIALS & SERVICES	36,555	47,790	137,660	128,026
010 EXPENSES Total	\$ 92,674	\$ 151,726	\$ 259,186	\$ 302,162

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.89	0.93	0.93	1.46

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

- **Service Request Changes** – Staff allocations have increased in this program due to service demands and project requests from customers. The majority of FTE were reallocated from the Community Development program due to declining demands in that program.

INFORMATION TECHNOLOGY

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	151,102	176,234	243,533	173,125
6 MATERIALS & SERVICES	93,929	73,616	195,803	160,683
010 EXPENSES Total	\$ 245,031	\$ 249,850	\$ 439,336	\$ 333,808

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.80	1.80	1.80	1.26

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

- **FTE Changes** - The FTE decline in this program results from moving time of one staff member into the telephone replacement project and administrative services. The phone project work is within the Shared Systems program.

INFORMATION TECHNOLOGY

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CRIMINAL JUSTICE SYSTEMS - 7074

Program Overview

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

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	126,787	164,425	211,614	193,042
6 MATERIALS & SERVICES	18,376	18,065	61,561	32,088
010 EXPENSES Total	\$ 145,163	\$ 182,490	\$ 273,175	\$ 225,130

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.58	1.51	1.51	1.38

Revenue Statement

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

Significant Changes

- The slight decrease in FTE reflects the completion of the mobile device replacement. This occupied a significant level of FTE over what is normally allocated to Criminal Justice. Following the completion of a body camera implementation in FY21 this FTE level may decrease again.

INFORMATION TECHNOLOGY

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	41,426	26,242	64,430	40,055
6 MATERIALS & SERVICES	10,923	10,400	28,502	11,910
010 EXPENSES Total	\$ 52,349	\$ 36,641	\$ 92,932	\$ 51,966

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.45	0.43	0.43	0.27

Revenue Statement

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

Significant Changes

- **ZOLL (Emergency Patient Care)** - IT has completed the necessary work to move the Zoll platform into a newer supported environment. A large degree of Tier 1 support has also shifted to Eugene staff lowering the FTE need for Fire and Life Safety support.

INFORMATION TECHNOLOGY

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	120,020	88,068	163,572	150,706
6 MATERIALS & SERVICES	45,705	46,628	131,046	80,961
010 EXPENSES Total	\$ 165,725	\$ 134,696	\$ 294,618	\$ 231,667

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.18	1.27	1.27	1.09

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

- **Service Request Changes** –Staff allocations have decreased in this program due to decreasing service demands and project requests. The majority of FTE were reallocated to the Land Management program to cover increasing demand there.

INFORMATION TECHNOLOGY

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	50,362	22,953	15,081	31,314
6 MATERIALS & SERVICES	3,326	20,169	5,575	3,690
010 EXPENSES Total	\$ 53,688	\$ 43,123	\$ 20,657	\$ 35,004

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.08	0.09	0.09	0.20

Revenue Statement

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

Significant Changes

- **Virtual Desktop Support** - Additional FTE arise out of the need for continued support of Library's virtual desktop solution. Library also plans to replace their computer patron management system, which will require significant IT staff support to implement.

INFORMATION TECHNOLOGY

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	367,387	435,895	464,362	482,608
6 MATERIALS & SERVICES	553,954	503,400	358,039	237,258
7 CAPITAL OUTLAY	26,272	-	350,000	-
010 EXPENSES Total	\$ 947,613	\$ 939,296	\$ 1,172,401	\$ 719,866

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
3.51	3.50	3.50	3.55

Revenue Statement

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

Significant Changes

- **Phone System Implementation** – FTE needed to plan and design the new phone system in FY20 is anticipated to essentially match FTE needed to work with contractors and implement the new system in FY21.

INFORMATION TECHNOLOGY

Brandt Melick, IT Director

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	71,978	95,133	138,520	169,593
6 MATERIALS & SERVICES	27,979	73,927	146,308	53,382
7 CAPITAL OUTLAY	3,665	-	-	-
010 EXPENSES Total	\$ 103,621	\$ 169,059	\$ 284,828	\$ 222,975

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.30	1.04	1.04	1.35

Revenue Statement

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

Significant Changes

- **Social Engineering Attacks on the Rise** – FTE will increase in this program to support security awareness, training, and collaboration. Outputs include roadmap development and on-going effort to develop and sustain the Information Security team.
- **Increase Regional Collaboration and Information Sharing** – No single entity in the region, especially in the public industry, is prepared to handle the full range of information security needs in-house. For this reason, it is imperative that the City participate in regional collaboration and information sharing to be prepared for threats in the region and pool resources to defend and protect against incidents and attacks. These efforts will increase FTE dedicated to the Information Security Compliance program as well.

LEGAL SERVICES

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Mary Bridget Smith, City Attorney

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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 analysis and 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 Prosecutor services are managed via contract with local law firm Leahy Cox, LLP. 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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
5 PERSONNEL SERVICES	-	360,286	406,643	426,199
6 MATERIALS & SERVICES	698,363	354,083	424,876	404,417
7 CAPITAL OUTLAY	-	6,058	-	-
Grand Total	\$ 698,363	\$ 720,427	\$ 831,519	\$ 830,616

*5,6 & 7 indicated in table above are the numeric categories used in the general ledger to represent the different expense types.

Budget Summary – FY2021

Staffing

The City Attorney's Office has three full-time FTE including a City Attorney, Assistant City Attorney, and Paralegal.

The Prosecutor's Office does not have FTE because the services are provided pursuant to a contract between the City and the law firm Leahy Cox, LLP.

Department Funding

The City Attorney's Office program is supported from general revenue sources.

The Prosecutor's Office program is supported from the general revenue sources and the Police and Jail Local Option Levy Fund.

Service Level Changes

No significant changes to these programs are expected.

LEGAL SERVICES

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Accomplishments FY2020

- **City Manager Pro Tem** - City Attorney acted as liaison with City Council in second recruiting effort for new City Manager and took on the role of City Manager Pro Tem while continuing to serve as City Attorney. City Attorney staff provided additional administrative support and service during this timeframe as well.
- **Springfield Development Code and Transportation System Plan** - Participated on staff team and supported adoption of the Springfield Development Code and Transportation System Plan amendments.
- **Municipal Code Change** - Drafted changes to nuisance abatement and chronic disorderly Municipal Code along with filing a Lane County Circuit Court action to stop a property owner from having sewage spill on the property.
- **Gateway Zone Change** - Provide legal advice for Development Services including contested zone change in Gateway area.
- **Glenwood Urban Renewal Validation** - Successful result of statutory Validation proceeding of Glenwood Urban Renewal Plan amendment.

Initiatives FY2021

- **Economic Development** – Assist with bringing some of the Council’s specifically identified economic development goals to fruition.
- **Transition of New City Manager** – Assist with the transition of a new City Manager.
- **Development Code Update Project** – Continuing to assist with drafting a updated Development Code.

Three Year Considerations FY2022-FY2024

- **Economic Development** – Continue to assist with legal aspects of economic development efforts in urban renewal areas and the revitalization of Downtown, Glenwood, and throughout the City.
- **Development Code Update Project** – Continue to assist with Development Code Update Project.
- **Franchise and Utility Licensing** – Renegotiate Comcast Cable franchise and bring forward changes to Municipal Code for a utility regulation and licensing.

LEGAL SERVICES

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Financial Summary by Fund

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
100 General Fund	644,794	646,479	747,373	740,916
236 Police Local Option Levy Fund	53,568	73,949	83,243	89,700
713 Vehicle & Equipment Fund	-	-	903	-
Grand Total	\$ 698,363	\$ 720,427	\$ 831,519	\$ 830,616

Financial Summary by Program

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
1012 City Prosecutor	214,830	324,610	343,580	370,400
7000 Department Administration	-	-	-	-
7100 City Attorney	483,532	395,817	487,036	460,216
9000 Non-Program	-	-	903	-
Grand Total	\$ 698,363	\$ 720,427	\$ 831,519	\$ 830,616

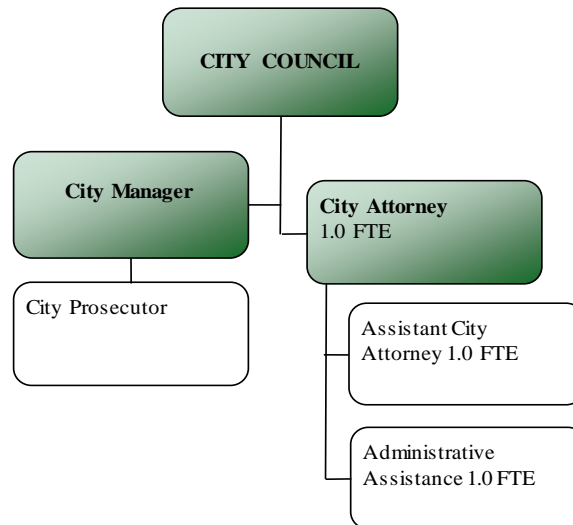
LEGAL SERVICES

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Organizational Structure



Summary of Full-Time Equivalent by Position

	FY18 FTE	FY19 FTE	FY20 FTE	FY21 Proposed FTE
Assistant City Attorney	--	1.00	1.00	1.00
City Attorney/ProTem City Mgr.	--	1.00	1.00	1.00
Departmental Assistant	--	1.00	1.00	1.00
Grand Total	--	3.00	3.00	3.00

Summary of Full-Time Equivalent by Fund

	FY18 FTE	FY19 FTE	FY20 FTE	FY21 Proposed FTE
100 General Fund	0.00	3.00	3.00	3.00
Grand Total	0.00	3.00	3.00	3.00

Summary of Full-Time Equivalent by Program

	FY18 FTE	FY19 FTE	FY20 FTE	FY21 Proposed FTE
7100 City Attorney	0.00	3.00	3.00	3.00
Grand Total	0.00	3.00	3.00	3.00

LEGAL SERVICES

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 6 MATERIALS & SERVICES	196,984	324,610	343,580	370,400
010 EXPENSES Total	\$ 196,984	\$ 324,610	\$ 343,580	\$ 370,400

No FTE assigned to this program.

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

City Prosecutor's Office is a contractor and does not have performance measures.

LEGAL SERVICES

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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 analysis and opinions regarding existing or proposed City operations and activities. All ordinances, resolutions, contracts and activities having legal implications are reviewed and approved to assure compliance with intent, Charter, State and Federal laws as well as the possibility of liability exposure or litigation.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	-	360,286	406,643	426,199
6 MATERIALS & SERVICES	501,473	29,521	80,393	34,017
7 CAPITAL OUTLAY	-	6,058	-	-
010 EXPENSES Total	\$ 501,473	\$ 395,865	\$ 487,036	\$ 460,216

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.00	3.00	3.00	3.00

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.

LIBRARY SERVICES

Emily David, Library Director

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Department Overview

The Library department includes the Springfield Museum and together the Library and Museum provide residents of all ages, backgrounds, and economic statuses access to services for personal enrichment, enjoyment, and lifelong learning, as well as the opportunity to make community connections. The Library department's strategic plan has three main objectives:

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

The Library and Museum strive to meet these objectives by providing: access to information, exhibits and archival materials; a variety of databases and digital literacy help; job development and business resources; early literacy training; and, a wide range of educational and cultural programs for all. The Library provides high-speed internet access as well as the ability to download digital content from home twenty-four-seven. 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 including *Brainfuse*, a tutoring database with live homework help.

The Library and Museum excel at enlisting the support of community members through the active volunteer program and community-member supported fundraising 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. We actively search out the underserved in our community and work to make library access available to them. We provide remote book drops, virtual access, training for staff on working with people experiencing trauma, and actively pursue outreach opportunities to meet patrons where they are. We continue to provide services in Spanish. In addition, the Library and Museum continue to be an anchor for downtown, and per the door count bring over 174,000 visits to the library and museum each year.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
5 PERSONNEL SERVICES	1,176,202	1,385,945	1,526,319	1,575,483
6 MATERIALS & SERVICES	351,301	406,574	437,428	328,708
7 CAPITAL OUTLAY	128,373	123,687	153,907	134,300
Grand Total	\$ 1,655,876	\$ 1,916,205	\$ 2,117,654	\$ 2,038,491

*5,6 & 7 indicated in table above are the numeric categories used in the general ledger to represent the different expense types.

Budget Summary – FY2021

Staffing

The Library department current staff includes 15 regular staff and 1.03 in temporary and limited duration staff. The eight credentialed librarians include the director, library manager, and library associate manager. In addition, there are seven current full-time library technicians, including a Library Technology Specialist. One full-time curator is the only staff dedicated solely to the Museum. In FY20 library staff included a grant funded .4 FTE position to manage a grant-funded outreach program, and .63 FTE accounts for library substitutes who help cover public desks for vacations and sick time as well as assist with cataloging.

Department Funding

In our proposed budget, the library is funded by the: General Fund (100), Special Revenue Fund (204) from grants and donations, and Transient Room Tax (TRT) Fund (208).

Gift and Memorial (G&M) funds tracked in the 204 Fund come from grants, funding from the Springfield Library Foundation and Friends of the Springfield Library, and community donations from individuals and organizations. 19% of our proposed discretionary budget comes from Fund 204, which supports library programs and additional online subscriptions.

TRT Funds support the Springfield Museum personnel and materials & services and a budget for the Springfield Arts Commission.

Service Level Changes

Increased Staffing:

- **Library Technician temporary increase from .5 FTE to 1FTE:** The library made a decision in December 2019 to use Library G&M funding to increase the .5 library technician position to 1 FTE at a cost of \$26,089. The .5 FTE Library Tech position performs essential duties such as retrieving materials from the remote book drops, but unfortunately is where we have experienced the greatest issue with retention. Three different people have held this position in the last three years, resulting in nine months of vacancy within three years for staff to infill. We hope to maintain this full-time position using a combination of G&M and general fund to make up the additional .5. It is not sustainable for us to use G&M to sustain funding of the full .5.
- **Grant-funded Outreach Staff:** For use in FY20, the Library received a grant for \$27,000 to fund the *Get On Board* program. This grant funds a .4 FTE Outreach Specialist position.

Accomplishments FY2020

- **Improved patron service:** This year, the library: opened remote book drops, started auto-renewals on loaned materials, increased access from two to four hours for public computer sessions, and expanded database options. Funding from SEDA provided 69 Glenwood households library cards. Updated communications included: the installation of an electronic billboard behind the reference desk to promote library and museum events, an updated bilingual library brochure, automatically-generated letters alerting a library card is about to expire, and a series of handouts on local services for easy referrals created by our reference team. All these efforts enhance patrons' understanding of our services and promote the active use of their cards.
- **Get on Board Program:** This program funded by the MillsDavis Foundation is focused on eliminating the barrier of transportation that can keep some families with school-age children from accessing the library. The program builds on the LTD free bus pass program for school-age kids by providing bus passes to parents so they can bring their children to the library.
- **Museum remodel project:** Renovations are underway to move the permanent exhibits from upstairs to downstairs, making it more accessible and safer for the public. This will also create room upstairs for artifact storage and work space, allowing the entire Museum collection to be under one roof for the first time in many years.

Initiatives FY2021

- **Digital Initiatives:**
 - **Launch new website.** The library seeks to improve online service offerings to the public. The library has already selected and begun customizing a software service and is internally building the structure and content of our new, device-friendly website.

LIBRARY SERVICES

Emily David, Library Director

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- **New Self-check machines.** The five-year service contract for our self-check machines expires at the end of FY20. The process for procuring new machines started in FY20 to prepare for installation in July 2020.
- **Patron and print management software.** Software better aligned to our City network to manage logging into our public computers as well as wireless printing from any device is the desired result. Printing is a high demand service that the library provides and we receive daily requests for wireless printing options.
- **Renewal of our library catalog/patron database provider contract and new components** – To be negotiated in FY21 and begin FY22, our Integrated Library System (ILS) will be a multi-year service contract in coordination with an intergovernmental agreement among the Lane Council of Libraries. The new contract will involve a new mobile app for patron access and the possibility of other shared data services.
- **Maximize use of library space – rework children’s area** – The children’s area is a popular destination for families looking for a place to work, learn, and play with their children. The current space is very crowded and does not allow enough room for programming. We intend to remove the tiered seating in the storytime area to eliminate the tripping hazard and increase the usability of the space. Instead of being used once per week, the renovated area will be used for multiple children’s programs. The project will be funded by the Library Foundation.
- **Expanding *Get On Board*** – The current *Get On Board* program is specifically targeted at Springfield families in Title 1 schools. However, many families in need do not have children in these schools. We intend to expand the program to include Head Start preschools, subsidized housing locations and health clinics to increase the number of families helped. We requested increased funding in the grant renewal application to cover the additional staff time and expenses.

Three Year Considerations FY2022-FY2024

- **FTE** – The library will continue to advocate for additional FTE for both library and museum services. While FTE has remained at the same level since 2005, we are open ten additional hours per week and the current level of staffing prevents the library from offering all the services requested from the community. We are also responding to an increased need from people experiencing trauma and mental health issues, as well as to an aging population who have distinct service needs. In the museum, a second, full-time, professionally trained staff member who can assist the Curator will help museum operations, according to the Collections Assessment for Preservation program conducted by the Institute for Museum and Library Services.
- **Technology**– In order to best meet community needs, the library, working with other City departments, is looking to expand public wifi access. To plan for the future replacement of our public computers, we do need additional funding to put in reserve. The cost of replacing the 40 computers would be about \$12,000.
- **Updating space:** As we continue to work toward a new library facility, we will look for ways to optimize the space we are in by evaluating the way space is used. We will also be adding new ADA-compatible furniture to meet patrons’ needs.
- **Collections budget increase:** Electronic subscriptions average a 5% annual increase and print books inflation is about 3.6% over the last three years. The cost of books and subscriptions have increased faster than our CPI. We supplement our collections with Gift & Memorial funding, but downloadable books and databases are part of core services that patrons expect from libraries along with print titles.
- **Museum building** – The Museum building needs safety and environmental updates, including ADA updates, fire suppression, ADA entrance, secure external doors, seismic upgrades, emergency plan, and temperature and lighting control for collection preservation.

LIBRARY SERVICES

Emily David, Library Director

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Financial Summary by Fund

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
100 General Fund	1,491,649	1,654,622	1,717,912	1,738,421
204 Special Revenue Fund	96,074	97,034	132,572	112,301
208 Transient Room Tax Fund	61,712	157,288	259,170	179,769
713 Vehicle & Equipment Fund	6,441	7,261	8,000	8,000
Grand Total	\$ 1,655,876	\$ 1,916,205	\$ 2,117,654	\$ 2,038,491

Financial Summary by Program

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
1120 Reference and Reader Advisory Services	265,460	286,896	311,741	-
1121 Digital Services	116,721	175,834	156,795	-
1122 Borrower Services	344,551	374,220	326,198	-
1123 Collection Management	412,271	409,675	394,586	-
1124 Library Volunteer Program	25,352	23,849	29,313	-
1125 Library Development & Marketing	146,745	173,896	201,608	-
1126 Adult Programs	48,251	54,474	63,239	-
1127 Youth and Family Programs	109,552	136,581	89,749	-
1128 Latino Outreach	27,824	31,192	32,034	-
1129 Arts Commission	36,282	52,619	76,224	59,985
1130 Museum	26,639	107,239	195,460	119,784
1131 Library Operations	-	-	13,500	1,396,052
1132 Library Collections	-	-	43,500	178,520
1133 Library Services	-	-	45,847	88,269
7000 Department Administration	96,182	89,729	137,860	187,881
7022 Facilities Maintenance - City	46	-	-	-
9000 Non-Program	-	-	-	8,000
Grand Total	\$ 1,655,876	\$ 1,916,205	\$ 2,117,654	\$ 2,038,491

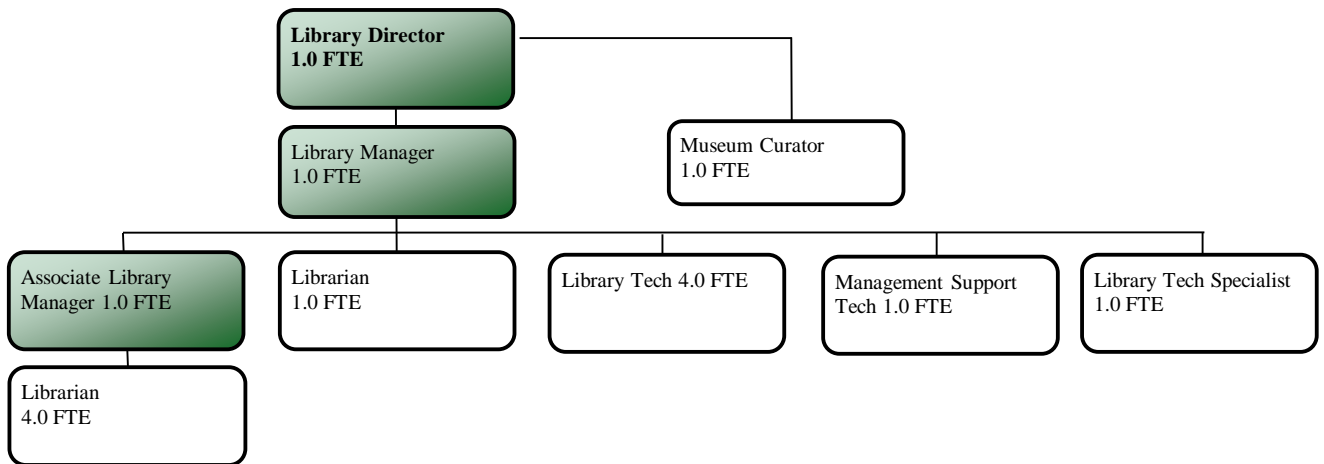
LIBRARY SERVICES

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Organizational Structure



Summary of Full-Time Equivalent by Position

	FY18 FTE	FY19 FTE	FY20 FTE	FY21 Proposed FTE
Lib Tech Specialist	1.00	1.00	1.00	1.00
Librarian	5.00	5.00	5.00	5.00
Library Associate Manager	1.00	1.00	1.00	1.00
Library Director	1.00	1.00	1.00	1.00
Library Manager	1.00	1.00	1.00	1.00
Library Technician	3.50	3.50	3.50	4.00
Management Support Tech	1.00	1.00	1.00	1.00
Museum Curator	--	1.00	1.00	1.00
Temp - Librarian	0.42	0.35	0.35	0.28
Temp - Library	0.14	0.14	0.21	0.28
Temp - Library Technician	0.07	0.07	0.07	0.07
Outreach Specialist	--	--	--	0.40
Grand Total	14.13	15.06	15.13	16.03

Summary of Full-Time Equivalent by Fund

	FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
100 General Fund	13.63	13.56	13.63	13.88
208 Transient Room Tax Fund	0.50	1.50	1.50	1.50
204 Special Revenue Fund	0.00	0.00	0.00	0.65
Grand Total	14.13	15.06	15.13	16.03

LIBRARY SERVICES

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Summary of Full-Time Equivalent by Program

	FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1120 Reference and Reader Advisory Services	3.04	2.94	3.10	0.00
1121 Digital Services	0.94	1.02	1.13	0.00
1122 Borrower Services	3.41	3.34	3.09	0.00
1123 Collection Management	2.43	2.37	2.26	0.00
1124 Library Volunteer Program	0.22	0.22	0.21	0.00
1125 Library Development & Marketing	1.18	1.46	1.57	0.00
1126 Adult Programs	0.44	0.42	0.55	0.00
1127 Youth and Family Programs	0.72	0.65	0.62	0.00
1128 Latino Outreach	0.23	0.22	0.20	0.00
1129 Arts Commission	0.51	0.51	0.50	0.50
1130 Museum	0.00	1.00	1.00	1.00
7000 Department Administration	1.04	0.94	0.92	0.92
1131 Library Operations	0.00	0.00	0.00	13.61
Grand Total	14.13	15.06	15.13	16.03

LIBRARY SERVICES

Emily David, Library Director

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ARTS COMMISSION- 1129

Program Overview

The Springfield Arts Commission (SAC) 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.

SAC allocates about 43% of their budget to support the Heritage Art Grants program. SAC works in partnership with the Lane Arts Council to provide an annual mural tour of Springfield, which attracted over 300 participants in 2019.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	28,687	38,812	40,978	41,985
6 MATERIALS & SERVICES	7,595	13,807	35,247	18,000
010 EXPENSES Total	\$ 36,282	\$ 52,619	\$ 76,224	\$ 59,985

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.51	0.51	0.50	0.50

Revenue Statement

The Springfield Arts Commission is supported by the Transient Room Tax (TRT) Fund.

Significant Changes

- In 2020, the Youth Art Gallery was added as an expansion of the City Hall Gallery. The Commission partners with youth-related organizations throughout Lane County to represent the diverse perspectives and creativity of young people in our community.

LIBRARY SERVICES

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MUSEUM - 1130

Program Overview

As a part of the Springfield Library, the mission of the Springfield Museum is to foster an awareness of the history of Springfield, provide a link between our past and present, and promote an appreciation of the diverse communities that call Springfield and rural East Lane County home.

The Museum features rotating biannual historical exhibits, a permanent exhibit, and educational programming for our community throughout the year. The Museum's children's area now includes space for interactive educational activities. The Museum relies heavily on volunteer help with guests, exhibits and collections. The Council-appointed Springfield Museum Committee is responsible for making recommendations and assisting with implementation of exhibits and programs; assisting with community outreach and publicity, fundraising, and approving Museum policies.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(6,437)	(20,793)	-	(1,800)
020 REVENUE Total	\$ (6,437)	\$ (20,793)	\$ -	\$ (1,800)
010 EXPENSES 5 PERSONNEL SERVICES	21,662	81,477	91,531	93,784
6 MATERIALS & SERVICES	4,977	25,762	103,929	26,000
010 EXPENSES Total	\$ 26,639	\$ 107,239	\$ 195,460	\$ 119,784

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.00	1.00	1.00	1.00

Revenue Statement

The museum is mainly supported by the Transient Room Tax (TRT) Fund with additional revenue from fundraising and grants.

Significant Changes

- The first floor of the Museum has been remodeled to hold the permanent exhibit, making it more accessible and safer for visitors. Collections storage is being moved from Booth Kelly to the second floor of the Museum building, freeing up potential rental space at BK and making museum work more efficient.
- Small monthly exhibits highlighting collection items not previously on display began in FY20. This will allow the Museum to display more of the approximately 75% of the collection which has not been seen by the public.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actuals	FY21 Target
Council Goal: Promote and enhance our hometown feel while focusing on livability and				
Promote Springfield	Number of Exhibits and Programs	8	24	24
	Number of patron visits to the Museum	2,900	3,000	3,000

LIBRARY SERVICES

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LIBRARY OPERATIONS - 1131

Program Overview

Library Operations captures the cost of running the library, from personnel to office supplies, from supporting the volunteer program to our development and marketing. Most of library FTE are tracked under this program.

Examples of the work covered under this program include: staff training, such as with State-provided resources on working with vulnerable populations; recruitment, training and management of a robust volunteer operation; assisting with Library Advisory Board directives such as work on a community survey; and, working to help expand the work of our support groups, the Springfield Library Foundation and the Friends of the Springfield Public Library.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	-	-	-	(28,664)
020 REVENUE Total	\$ -	\$ -	\$ -	(28,664)
010 EXPENSES 5 PERSONNEL SERVICES	-	-	13,500	1,298,703
6 MATERIALS & SERVICES	-	-	-	97,348
010 EXPENSES Total	\$ -	\$ -	\$ 13,500	1,396,052

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.00	0.00	0.00	13.61

Revenue Statement

Supported by 100 General Fund revenue supplemented by grants and gifts tracked in the G&M (204) Fund.

Significant Changes

- In FY20, we combined programs: 1121 Digital Services, 1124 Volunteer Program and 1125 Development and Marketing, under the Library Operations umbrella.
- .5 FTE added in FY20 was funded from the library's G&M funds to support remote book drop pickups and the cataloguing of a backlog of DVDs and CDs donated to the library.
- In FY21, the library anticipates receiving a second year of support from the MillsDavis Foundation for our *Get on Board* Program.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actuals	FY21 Target
Council Goal: Promote and enhance our hometown feel while focusing on livability and				
Promote Springfield	Amount raised through grants and donations	\$96,000	\$118,165	\$80,000
	Volunteer Hours	7,105	7,200	7,300

LIBRARY SERVICES

Emily David, Library Director

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LIBRARY COLLECTIONS - 1132

Program Overview

Our Library Collections program monitors the cost of providing a wide variety of resources to our library card holders and community. The library works to meet demands for print and online materials. Budgeted here are our collection budgets for books, movies, periodicals, music, databases and downloadable ebooks and audiobooks. Through ordering, processing and curation, all library staff play a role in the materials the library provides our community.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	-	-	(13,300)	(25,000)
020 REVENUE Total	\$ -	\$ -	\$ (13,300)	\$ (25,000)
010 EXPENSES 6 MATERIALS & SERVICES	-	-	-	44,220
7 CAPITAL OUTLAY	-	-	43,500	134,300
010 EXPENSES Total	\$ -	\$ -	\$ 43,500	\$ 178,520

No FTE are allocated to this program. Most Library FTE represented under Library Operations (1131).

Revenue Statement

Supported by General Fund revenue, supplemented by grants and gifts tracked in the G&M (204) Fund.

Significant Changes

- The library combined our Collection Management program (1123) and part of Digital Services (1121) under the new Library Collections (1132) program umbrella.
- In FY20 and with grant funding, the library updated our library catalog and improved its ability to provide accurate search results. This was a long overdue procedure, which we will now be budgeting for every two years.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actuals	FY21 Target
Council Goal: Promote and enhance our hometown feel while focusing on livability and				
Promote Springfield	Volumes Added	9,600	10,300	10,000
	Holds Placed	18,300	20,000	20,500
	Downloads of Books and Media	38,000	70,000	75,000

LIBRARY SERVICES

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LIBRARY SERVICES - 1133

Program Overview

Library Services includes providing borrowers' services, programs and outreach. Considered here is the task management of checking items in and out, registering new library cardholders, and resolving patron issues such as lost or damaged item replacement. Staff works with patrons to find the information they seek, including referral services. The library provided over 500 educational and cultural programs for all ages in 2019. Regular programming includes tech help sessions, a monthly film discussion series, opportunities for civic and social engagement, STEM storytimes, after school programs, robust programming during school breaks, and programming in Spanish. Our two annual Latinx programs draw the biggest crowds each year and have become the City's welcoming face to our Latinx community. Librarians also visit schools throughout the year and welcome classrooms and organizations to the library for tours and information sharing.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	-	-	-	(146,400)
020 REVENUE Total	\$ -	\$ -	\$ -	\$ (146,400)
010 EXPENSES 6 MATERIALS & SERVICES	-	-	45,847	88,269
010 EXPENSES Total	\$ -	\$ -	\$ 45,847	\$ 88,269

No FTE allocated to this program; most Library FTE represented under Library Operations (1131).

Revenue Statement

Supported by General Fund revenue, supplemented by grants and gifts tracked in the G&M (204) Fund.

Significant Changes

- We combined programs: Reference and Reader's Advisory Services (1120), some Digital Services (1121), Borrowers Services (1122), Adult Programs (1126), Youth and Family Programs (1127) and Latino Outreach (1128) under the Library Services (1133) program banner.
- In September 2019, with support from City Council, the library started offering auto-renewal of materials for patron accounts with the purpose of reducing overdue fees. This service upgrade, along with offering the option to replace a damaged or lost item, eliminates fee barriers. The number of blocked accounts dropped 14% when comparing March 2019 to February 2020.
- Adding 28 adult programs, adult attendance increased by 45%. To bring the library into the community, we held events at local businesses, such as "silent reading parties" in local pubs. In partnership with local organizations, we also added job search clinics, senior law services and tech help workshops and classes.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actuals	FY21 Target
Council Goal: Promote and Enhance Hometown Feels while Focusing on Livability and				
Promote Springfield	Total Circulation	381,600	408,000	410,000
	Patron Visits	167,000	171,500	172,000
	Total Active Users Each Month	16,700	16,570	16,700
	Participation in Library Programs	22,450	24,872	25,000
	Number of Public Computer Uses	23,000	20,337	21,000

LIBRARY SERVICES

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DEPARTMENT ADMINISTRATION - 7000

Program Overview

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

Examples of work represented under this program are: development and review of the library strategic plan, community-embedded librarians serving on community-wide Committees and Boards; twice-yearly in-service trainings for library staff; and, working on City department-wide initiatives, such as representation on the City Executive Team, IT Steering Committee, Information Security Committee, Emergency Management Team, Union bargaining negotiations, Committee for Diversity and Inclusion, and the Safety Committee.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	70,092	76,914	134,224	141,011
6 MATERIALS & SERVICES	20,993	12,815	3,636	46,871
7 CAPITAL OUTLAY	5,096	-	-	-
010 EXPENSES Total	\$ 96,182	\$ 89,729	\$ 137,860	\$ 187,881

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.04	0.94	0.92	0.92

Revenue Statement

Supported by 100 General Fund revenue.

Significant Changes

- No significant changes to report.

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.

	FY18	FY19	FY20	FY21
	Actuals	Actuals	Amended	Proposed
5 PERSONNEL SERVICES	16,654,318	17,284,406	18,395,727	19,016,587
6 MATERIALS & SERVICES	3,071,646	3,541,036	3,944,453	3,854,209
7 CAPITAL OUTLAY	247,140	852,143	435,000	381,000
Grand Total	\$ 19,973,105	\$ 21,677,586	\$ 22,775,180	\$ 23,251,796

*Budgeted Employee FTE reduced by 2FTE FY18 and FY19 through City vacancy management efforts.

**5,6 & 7 indicated in table above are the numeric categories used in the general ledger to represent the different expense types.

Budget Summary – FY2021**Staffing**

The Police Department has 123.0 full time employees (FTE), 84 FTE supported by General Fund and 39 FTE supported by the Police and Jail Local Option Levy Fund. The Police Department has emphasized the importance of recruitment and hiring. Hiring has remained a challenge for agencies throughout the law enforcement industry.

The Police Department anticipates implementation of a body-worn camera system mid fiscal year 2020-21 and one FTE will be added for approximately half of the year to manage the program.

A potential additional position within the Police Department would be a third School Resource Officer (SRO) funded by the Springfield School District. The Police Department has tentatively identified a third SRO position for the 2020-21 school year, pending adequate sworn officer staffing.

Department Funding

The Police Department is funded through resources in the General Fund, Special Revenue Fund, and Police and Jail Local Option Levy Fund. General Fund revenue is realized primarily through providing police services, including the cost of one of two School Resource Officers that support the Springfield School District, University of Oregon event support, bike patrol sponsored by TEAM Springfield, and other area events. Additional General Fund revenue is generated through City fees such as animal licensing, vehicle impound fees, and fees related to records requests. Special Revenue Fund revenue is supported by grant funds, drug forfeiture funds, or donations to the K9, CHETT or CHETT Pet programs. The Police and Jail Local Option Levy Fund revenue is primarily supported by jail bed rental to other agencies, as well as smaller revenue sources such as commissions from inmate phone and commissary usage.

Service Level Changes

There are no significant changes in service level planned for FY2021.

Accomplishments FY2020

- **Developed and implemented process to fulfil officer-initiated stops data gathering and reporting in accordance with State of Oregon House Bill 2355 requirements** - Oregon House Bill 2355 requires law enforcement agencies to record and report specific data for officer-initiated pedestrian and traffic stops to assist with identifying patterns or practices of profiling. Springfield Police adopted new data collection and reporting processes as of July 1, 2019 to fulfill HB2355 requirements. From July to December 2019, the Springfield Police Department (SPD) reported 6491 professional stops to the State of Oregon and approximately 108 hours of additional data entry for SPD officers to implement the process during a six month period.
- **New community outreach and crime prevention events** - SPD Community Outreach has been active in implementing fresh community outreach and crime prevention events. SPD will sponsor a community shred event to assist with identify theft prevention and awareness, as well as an inaugural youth camp in summer 2020 to foster positive interactions between local youth and law enforcement.
- **Initiated 13 hiring processes from July 2019 to January 2020** - As recruitment and hiring for law enforcement related positions continues to be challenging, SPD has partnered with the Human Resources Department to administer quality hiring processes that are efficient and responsive to candidates. Additional hiring processes are expected in the remaining months of fiscal year 2019-20.
- **Introduced a “Get Fit/Stay Fit” program for Springfield Police Department personnel** - The Get Fit/Stay Fit program was initiated to support SPD personnel in their physical and mental health. The program will include training, information and encouragement in physical fitness, nutrition, mental health, and technique to assist with fatigue. The Get Fit/Stay Fit is loosely modeled after Bend Police Department’s successful employee wellness program.
- **Supported Springfield Police Association request for a trial and implementation of a 12 hour shift patrol schedule** - The Springfield Police Association (SPA) requested a trial of a 12 hour shift schedule for patrol officers. Officers impacted by the 12 hours shift voted to request a change from the five on-three off, nine hour shift to a 12 hour shift schedule. SPD Command Staff evaluated and approved SPA’s request for continued use of a 12 hour shift schedule effective February 2020.

Initiatives FY2021

- **Implementation of a body-worn camera system** - With the support of City Council, SPD will implement a body-worn camera system for patrol officers. SPD will assist in identifying funding opportunities (i.e. grant opportunities), finalizing implementation costs, and identification of a project implementation team, plan, and schedule. Best efforts will be made to implement the program by the end of calendar year 2020, however the project may be impacted by funding requirements and resource availability.
- **Implementation of a youth police academy program** - SPD and the Springfield School District are exploring the opportunities and logistics of a youth police academy program during the 2020-21 school year. The intent of a youth police academy is to share information and incentivize Springfield high school aged students to seek careers in law enforcement. There are hopes that this effort may help with long term hiring goals, as well as provide an opportunity to enhance community relations.
- **Continued emphasis on recruitment and hiring of quality applicants for open positions** - SPD will continue to explore new recruitment opportunities, as well as emphasizing efficient hiring processes to onboard quality employees at SPD.

Future Year Considerations FY2022-FY2025

- **The current Police and Jail Local Option Levy funding is active through FY23** - SPD and the City will need to prepare for the renewal of the Police and Jail Local Option Levy during a general election in May or November 2022. The Police Department has been making a concerted effort to control costs and responsibly identify revenue opportunities to control future levy costs.
- **Identify sustainable funding for mobile mental health services** - Lane County committed to partial grant funding for CAHOOTS mobile mental health services, with a 25% (\$207,000/year) match from the City of Springfield through fiscal year 2020-21. Lane County indicated that the partial grant funding could continue in fiscal years 2021-22 and 2022-23, but with a potential increase in match from City of Springfield up to 50% (\$415,000/year). SPD and the City will continue to research funding solutions and program models to identify a financially sustainable solution for mental health crisis services.
- **Establish a second computer forensics specialist position** – Due to the increasing trend of criminal investigations requiring computer forensic support, SPD will be evaluating the need for a second computer forensics specialist position. A second computer forensics specialist position would likely utilize an open investigations detective position. Additional cost considerations include specialized training, professional certifications and software licenses.
- **Key equipment within the department and facilities nearing end of useful life** - Several relatively higher cost equipment and facility systems will require replacement or upgrade in the next three fiscal years (fingerprint machine, SWAT van, SWAT body armor, dispatch phone system, Tasers, etc.). SPD attempts to accommodate equipment replacement within existing budget, grant or forfeiture funds, however the number of high cost item requiring replacement may require additional General Fund support.
- **The increased cost of new vehicles requires increased contribution to vehicle reserve funds to adequately save for future purchases** - The average price of a new vehicle has increased 2-3% each year for the last few years. SPD has realized the impact of increasing vehicle costs most notably in the purchase of patrol vehicles. SPD's purchase price of a new Ford Police Interceptor Utility Vehicle increased 12% from FY2018-19 (purchase price \$34,187.23) to FY 2019-20 (purchase price \$38,312.00). As City General Fund discretionary budgets have remained flat for several years, SPD's contribution to vehicle reserve funds have also remained flat. Flat contributions to vehicle reserve funds are unable to accommodate the increased cost of new vehicles. To mitigate increasing costs, SPD attempts to replace vehicles in a practical, yet cost conscious manner. Prior to vehicle replacement, SPD evaluates vehicle, mileage, and vehicle condition. For patrol vehicles, SPD reviews available police grade vehicles on the market. Any change in patrol fleet model must consider cost-benefit variables, including the ability to efficiently service the vehicle, properly equip the vehicle, ability to reuse owned equipment, and impacts on required emergency vehicle operations training.
- **The Springfield Police Department's primary suite of applications may require migration to another application platform** - Central Square Technologies acquired SPD's primary software applications in 2018 (formerly Superion and SunGard). Central Square communicated their intent to encourage customers to migrate to a compatible suite of applications in a three-to-five-year timeline. Central Square will continue to support and make select upgrades to the current software suite, however, significant upgrades are not planned. Central Square advised they intend to make migrations available to their other software options at little to no cost, however, project management, training, and technical support would be used heavily during a migration and may have budgetary impact.

POLICE

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Financial Summary by Fund

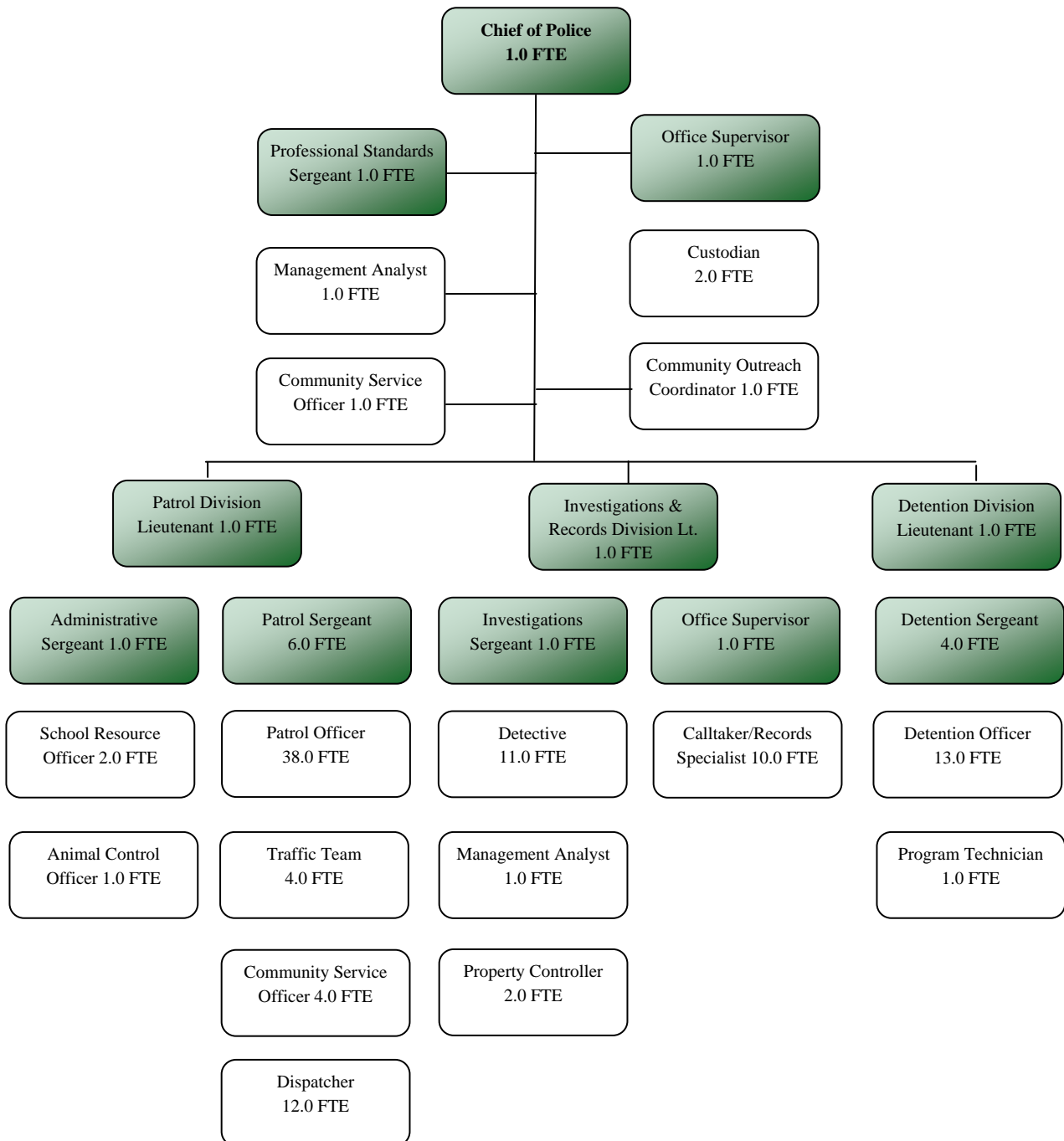
	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
100 General Fund	13,979,389	14,626,384	15,557,892	16,152,892
204 Special Revenue Fund	80,563	465,802	591,666	175,300
236 Police Local Option Levy Fund	5,666,012	6,042,942	6,348,122	6,542,604
713 Vehicle & Equipment Fund	247,140	542,458	277,500	381,000
Grand Total	\$ 19,973,105	\$ 21,677,586	\$ 22,775,180	\$ 23,251,796

Financial Summary by Program

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
1070 Street Maintenance and Preservation	133	-	-	-
1096 Fire Suppression Operations	(1)	2	-	-
1141 Hiring & Professional Standards	201,896	452,613	322,874	321,260
1142 Training/Professional Standards and Certifications	191,912	2,016	-	-
1143 Internal Investigations	35,987	163	-	-
1144 Patrol - Sworn	7,304,069	8,546,855	9,783,451	9,475,496
1145 Patrol - Non-Sworn	420,603	395,954	561,311	587,329
1146 Traffic Team	377,121	368,778	652,594	615,620
1147 DUI Enforcement	135,885	124,912	-	-
1148 K-9 Unit	336,861	408,674	412,823	411,324
1149 Drug Dog	35,955	41,533	40,085	40,896
1150 Major Accident Investigation Team (MAIT)	12,156	40,247	31,663	32,797
1151 Bicycle Patrols	15,101	4,122	-	-
1152 Special Events Coordination - Police Department	47,029	598	-	-
1154 Investigations	1,918,135	1,980,115	1,958,353	2,199,107
1157 Interagency Narcotics Enforcement Team (INET)	57,572	3,238	-	-
1159 Computer Forensics	200,338	193,099	213,625	213,094
1160 SWAT	53,528	38,691	128,188	129,950
1161 School Resource Officers	266,182	308,138	333,985	344,964
1162 Animal Control	159,716	172,459	189,567	197,177
1163 Crime Prevention and Community Relations	141,456	269,316	362,507	376,851
1164 Reserve Police Officers	7,455	-	-	-
1166 CAHOOTS	27,844	25,154	238,274	239,502
1167 Dispatch	1,421,436	1,607,322	1,596,053	1,702,526
1168 Records & Calltaking	669,663	996,054	1,286,769	1,336,803
1169 Business Line Call-taking	471,449	15,614	-	-
1170 Property/Evidence	251,596	257,086	299,616	334,404
1171 Municipal Jail - Book-in	775,246	14,079	-	-
1172 Municipal Jail - Housing	1,398,925	2,429	-	-
1173 Municipal Jail - Central Control	420,047	27,677	-	-
1174 Municipal Jail - Court Support	297,086	99,286	129,202	132,502
1175 Jail - Operation	781	2,898,151	3,027,818	3,119,044
1176 Jail - Records	268,171	286,385	305,774	316,299
7000 Department Administration	1,680,066	1,613,822	248,049	246,392
7090 Building and Security Maintenance	371,705	482,378	652,600	497,459
7060 Property & Liability	-	627	-	-
9000 Non-Program	-	-	-	381,000
Grand Total	\$ 19,973,105	\$ 21,677,586	\$ 22,775,180	\$ 23,251,796

*Some programs have been consolidated in to other programs or removed. See following program pages for details.

Organizational Structure



POLICE

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Summary of Full-Time Equivalent by Position

	FY18 FTE	FY19 FTE	FY20 FTE	FY21 Proposed FTE
Comm Svcs Officer 2	5.00	4.00	5.00	5.00
Comm Svcs Officer 2 AnSvc	1.00	1.00	1.00	1.00
Custodian	2.00	2.00	2.00	2.00
Deputy Police Chief	1.00	--	--	--
Detention Clerk	1.00	1.00	1.00	1.00
Detention Officer	13.00	13.00	13.00	13.00
Detention Sergeant (Non-sworn)	4.00	4.00	4.00	4.00
Management Analyst	2.00	2.00	2.00	2.00
Office Supervisor	1.00	1.00	1.00	1.00
Police Call Taker/Records Clk	10.00	9.00	10.00	10.00
Police Chief	1.00	1.00	1.00	1.00
Police Comm Outreach Coord	1.00	1.00	1.00	1.00
Police Detective	8.00	8.00	8.00	8.00
Police Dispatcher	12.00	12.00	12.00	12.00
Police K-9	6.00	6.00	6.00	6.00
Police Lieutenant - ISB	1.00	1.00	1.00	1.00
Police Lieutenant - Jail	1.00	1.00	1.00	1.00
Police Lieutenant - Patrol	1.00	1.00	1.00	1.00
Police Motors	2.00	2.00	2.00	2.00
Police Office Supervisor	1.00	1.00	1.00	1.00
Police Officer	35.00	37.00	37.00	37.00
Police School Resource Officer	2.00	2.00	2.00	2.00
Police Sergeant	--	--	1.00	--
Police Sergeant- ISB	1.00	1.00	1.00	1.00
Police Sergeant Patrol	6.00	6.00	5.00	6.00
Property Controller	2.00	2.00	2.00	2.00
Police Admin Sergeant	1.00	1.00	1.00	1.00
Standards & Training Sergeant	1.00	1.00	1.00	1.00
Video Evidence Property Controller	--	--	--	0.50
Grand Total	122.00	121.00	123.00	123.50

Summary of Full-Time Equivalent by Fund

	FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
100 General Fund	82.90	81.93	83.93	84.43
236 Police Local Option Levy Fund	39.10	39.08	39.08	39.08
Grand Total	122.00	121.00	123.00	123.50

*Budgeted Employee FTE reduced by 2 FTE in FY18 and FY19 for City vacancy management efforts.

Summary of Full-Time Equivalent by Program

	FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1141 Hiring & Professional Standards	0.45	1.35	1.30	1.30
1142 Training/Professional Standards and Certification	0.60	0.00	0.00	0.00
1143 Internal Investigations	0.50	0.00	0.00	0.00
1144 Patrol - Sworn	41.64	41.52	44.83	42.83
1145 Patrol - Non-Sworn	5.52	3.47	4.43	4.43
1146 Traffic Team	2.53	3.78	3.78	3.73
1147 DUI Enforcement	0.85	0.00	0.00	0.00
1148 K-9 Unit	2.00	2.10	2.15	2.15
1149 Drug Dog	0.25	0.20	0.20	0.20
1150 Major Accident Investigation Team (MAIT)	0.17	0.22	0.19	0.19
1151 Bicycle Patrols	0.13	0.00	0.00	0.00
1152 Special Events Coordination - Police Department	0.80	0.00	0.00	0.00
1154 Investigations	10.56	13.41	10.34	12.34
1157 Interagency Narcotics Enforcement Team (INET)	1.15	0.00	0.00	0.00
1159 Computer Forensics	1.15	1.20	1.20	1.20
1160 SWAT	0.92	1.02	0.81	0.81
1161 School Resource Officers	1.55	2.05	2.10	2.10
1162 Animal Control	1.00	1.05	1.10	1.10
1163 Crime Prevention and Community Relations	1.98	2.74	2.69	2.69
1164 Reserve Police Officers	0.05	0.00	0.00	0.00
1166 CAHOOTS	0.05	0.05	0.05	0.05
1167 Dispatch	12.59	12.39	12.34	12.39
1168 Records & Calltaking	6.60	10.10	11.15	11.15
1169 Business Line Call-taking	4.50	0.00	0.00	0.00
1170 Property/Evidence	2.10	2.05	2.05	2.55
1171 Municipal Jail - Book-in	5.60	0.00	0.00	0.00
1172 Municipal Jail - Housing	4.20	0.00	0.00	0.00
1173 Municipal Jail - Central Control	5.08	0.00	0.00	0.00
1174 Municipal Jail - Court Support	2.07	1.15	1.05	1.05
1175 Jail - Operation	0.00	15.70	15.87	15.87
1176 Jail - Records	1.90	2.05	2.05	2.05
7000 Department Administration	1.39	1.21	1.19	1.19
7090 Building and Security Maintenance	2.15	2.20	2.15	2.15
Grand Total	122.00	121.00	123.00	123.50

*Budgeted Employee FTE reduced in FY18 and FY19 for City vacancy management efforts.

POLICE

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	-	-	(800)	-
020 REVENUE Total	\$ -	\$ -	\$ (800)	\$ -
010 EXPENSES 5 PERSONNEL SERVICES	184,300	262,066	216,024	217,723
6 MATERIALS & SERVICES	17,596	190,547	106,850	103,537
010 EXPENSES Total	\$ 201,896	\$ 452,613	\$ 322,874	\$ 321,260

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.45	1.35	1.30	1.30

Revenue Statement

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

Significant Changes

- No significant change in service.

Performance Measures

Outcome	Measure	FY20 Target	FY20 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%	75%	100%

POLICE

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(120,731)	(84,301)	(157,691)	(97,500)
020 REVENUE Total	\$ (120,731)	\$ (84,301)	\$ (157,691)	\$ (97,500)
010 EXPENSES 5 PERSONNEL SERVICES	6,058,993	6,584,194	8,213,584	8,175,938
6 MATERIALS & SERVICES	997,938	1,252,359	1,414,867	1,299,558
7 CAPITAL OUTLAY	247,140	710,301	155,000	-
010 EXPENSES Total	\$ 7,304,072	\$ 8,546,855	\$ 9,783,451	\$ 9,475,496

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
41.64	41.52	44.83	42.83

Revenue Statement

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

Significant Changes

- Plan to implement a body-worn camera system mid fiscal year 2020-21.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actual	FY21 Target
Council Goal: Financially Responsible and Innovative Government Services				
Maintain a consistent level of service	Average patrol response time to high priority calls for service level 1 & 2	3:30	3:11	3:30

POLICE

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	357,396	347,062	520,603	540,722
6 MATERIALS & SERVICES	63,207	48,893	40,708	46,607
010 EXPENSES Total	\$ 420,603	\$ 395,954	\$ 561,311	\$ 587,329

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
5.52	3.47	4.43	4.43

Revenue Statement

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

Significant Changes

- No significant change in service.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actual	FY21 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	8:59 minutes	10:00 minutes
	Percentage of abandoned vehicles moved in 30 days	90%	96%	90%

POLICE

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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, including 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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(3,885)	(16,361)	(32,175)	-
020 REVENUE Total	\$ (3,885)	\$ (16,361)	\$ (32,175)	\$ -
010 EXPENSES 5 PERSONNEL SERVICES	337,622	308,454	592,526	559,057
6 MATERIALS & SERVICES	39,499	60,323	50,068	56,562
7 CAPITAL OUTLAY	-	-	10,000	-
010 EXPENSES Total	\$ 377,121	\$ 368,778	\$ 652,594	\$ 615,620

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
2.53	3.78	3.78	3.73

Revenue Statement

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

Significant Changes

- No significant change in service.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actual	FY21 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%	76.9%	70%

POLICE

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(47,961)	(24,263)	(30,000)	(30,000)
020 REVENUE Total	\$ (47,961)	\$ (24,263)	\$ (30,000)	\$ (30,000)
010 EXPENSES 5 PERSONNEL SERVICES	298,837	339,858	347,823	346,324
6 MATERIALS & SERVICES	38,024	68,815	65,000	65,000
010 EXPENSES Total	\$ 336,861	\$ 408,674	\$ 412,823	\$ 411,324

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
2.00	2.10	2.15	2.15

Revenue Statement

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

Significant Changes

- No significant change in service.

POLICE

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	35,545	33,344	32,385	33,196
6 MATERIALS & SERVICES	410	8,189	7,700	7,700
010 EXPENSES Total	\$ 35,955	\$ 41,533	\$ 40,085	\$ 40,896

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.25	0.20	0.20	0.20

Revenue Statement

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

Significant Changes

- No significant change in service.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actual	FY21 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Maintain a consistent level of service year after year	Number of dog deployment calls	85	215	200

POLICE

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	10,959	4,307	30,663	31,797
6 MATERIALS & SERVICES	1,197	2,599	1,000	1,000
7 CAPITAL OUTLAY	-	33,341	-	-
010 EXPENSES Total	\$ 12,156	\$ 40,247	\$ 31,663	\$ 32,797

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.17	0.22	0.19	0.19

Revenue Statement

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

Significant Changes

- No significant change in service.

POLICE

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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, 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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(45,431)	-	-	-
020 REVENUE Total	\$ (45,431)	\$ -	\$ -	\$ -
010 EXPENSES 5 PERSONNEL SERVICES	1,723,214	1,723,599	1,649,376	1,991,005
6 MATERIALS & SERVICES	194,921	189,014	218,977	208,102
7 CAPITAL OUTLAY	-	67,501	90,000	-
010 EXPENSES Total	\$ 1,918,135	\$ 1,980,115	\$ 1,958,353	\$ 2,199,107

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
10.56	13.41	10.34	12.34

Revenue Statement

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

Significant Changes

- No significant change in service.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actual	FY21 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%	63.8%	70%
Reduce crimes resulting in safer neighborhoods	Percentage of property crimes assigned to investigations cleared	45%	62.9%	45%

POLICE

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	176,561	181,612	190,625	196,094
6 MATERIALS & SERVICES	23,778	11,487	23,000	17,000
010 EXPENSES Total	\$ 200,338	\$ 193,099	\$ 213,625	\$ 213,094

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.15	1.20	1.20	1.20

Revenue Statement

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

Significant Changes

- No significant change in service.

POLICE

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	43,574	32,797	124,188	126,450
6 MATERIALS & SERVICES	9,954	5,895	4,000	3,500
010 EXPENSES Total	\$ 53,528	\$ 38,691	\$ 128,188	\$ 129,950

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.92	1.02	0.81	0.81

Revenue Statement

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

Significant Changes

- No significant change in service.

POLICE

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(189,320)	(94,497)	(175,000)	(175,000)
020 REVENUE Total	\$ (189,320)	\$ (94,497)	\$ (175,000)	\$ (175,000)
010 EXPENSES 5 PERSONNEL SERVICES	259,590	307,090	329,485	342,464
6 MATERIALS & SERVICES	6,592	1,048	4,500	2,500
010 EXPENSES Total	\$ 266,182	\$ 308,138	\$ 333,985	\$ 344,964

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.55	2.05	2.10	2.10

Revenue Statement

Program is supported by the City of Springfield's General Fund revenue sources. The Springfield School District contributes 50% of base personnel costs and overtime for two School Resource Officers dedicated to supporting school activities or interests.

Significant Changes

- Tentative plan for third school resource officer for the 2020-21 school year, pending adequate patrol staffing.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actual	FY21 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Improve productivity in workforce	Percentage of reports by School Resource Officers cleared	70%	75.65%	70%

POLICE

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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 jurisdiction are either returned to their owner or transported to Greenhill Humane Society, as needed.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(43,496)	(43,958)	(52,000)	(45,000)
020 REVENUE Total	\$ (43,496)	\$ (43,958)	\$ (52,000)	\$ (45,000)
010 EXPENSES 5 PERSONNEL SERVICES	102,201	121,373	129,067	134,313
6 MATERIALS & SERVICES	57,515	51,086	60,500	62,864
010 EXPENSES Total	\$ 159,716	\$ 172,459	\$ 189,567	\$ 197,177

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.00	1.05	1.10	1.10

Revenue Statement

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

Significant Changes

- No significant change in service.

POLICE

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	-	-	-	(12,500)
020 REVENUE Total	\$ -	\$ -	\$ -	\$ (12,500)
010 EXPENSES 5 PERSONNEL SERVICES	96,552	229,700	305,122	315,569
6 MATERIALS & SERVICES	44,904	39,616	57,385	61,282
010 EXPENSES Total	\$ 141,456	\$ 269,316	\$ 362,507	\$ 376,851

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.98	2.74	2.69	2.69

Revenue Statement

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

Significant Changes

- Planning an inaugural youth camp in summer 2020 to foster positive interactions between local youth and law enforcement.

POLICE

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	8,696	8,551	9,774	10,002
6 MATERIALS & SERVICES	19,148	16,603	228,500	229,500
010 EXPENSES Total	\$ 27,844	\$ 25,154	\$ 238,274	\$ 239,502

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.05	0.05	0.05	0.05

Revenue Statement

Grant funding through Lane County provides 75% of the operating funds necessary to support the CAHOOTS program. City general revenue sources support the remaining program costs for operating funds, supervisor oversight, fuel, and CAHOOTS vehicle maintenance costs.

Significant Changes

- Grant funding for 75% of operating funds is secured for fiscal years 2019-20 and 2020-21. Funding for fiscal years 2021-22 and 2022-23 may require an increased match requirement of 50%.
- The CAHOOTS van maintenance costs are increasing and leading to consideration of vehicle replacement. Lane County, Springfield and White Bird staff are collaborating to identify a plan and funding for vehicle replacement.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actual	FY21 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	15	14
	Average number of minutes on call for service	90	93	90

POLICE

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	1,296,558	1,455,317	1,463,534	1,557,532
6 MATERIALS & SERVICES	124,878	152,005	132,519	144,993
010 EXPENSES Total	\$ 1,421,436	\$ 1,607,322	\$ 1,596,053	\$ 1,702,526

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
12.59	12.39	12.34	12.39

Revenue Statement

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

Significant Changes

- No significant change in service.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actual	FY21 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	4:04 minutes	4:00 minutes

POLICE

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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 fulfilling 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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(30,779)	(16,372)	-	-
020 REVENUE Total	\$ (30,779)	\$ (16,372)	\$ -	\$ -
010 EXPENSES 5 PERSONNEL SERVICES	532,925	859,161	1,145,961	1,189,082
6 MATERIALS & SERVICES	136,738	136,893	140,808	147,721
010 EXPENSES Total	\$ 669,663	\$ 996,054	\$ 1,286,769	\$ 1,336,803

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
6.60	10.10	11.15	11.15

Revenue Statement

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

Significant Changes

- No significant change in service.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actual	FY21 Target
Council Goal: Provide Financially Responsible and Innovative Government Services				
Maintain a consistent level of service	Average call time for initial entry per call taker	2:30 minutes	2:46 minutes	2:30 minutes

POLICE

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	232,334	239,133	250,268	316,169
6 MATERIALS & SERVICES	19,262	17,953	19,348	18,234
7 CAPITAL OUTLAY	-	-	30,000	-
010 EXPENSES Total	\$ 251,596	\$ 257,086	\$ 299,616	\$ 334,404

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
2.10	2.05	2.05	2.55

Revenue Statement

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

Significant Changes

- Anticipate an independent property control program review and work load study in fiscal year 2020-21.

Performance Measures

Outcome	Measure	FY20 Target	FY20 Est. Actual	FY21 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	2.11:1	1:1

POLICE

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	276,625	83,450	114,474	118,660
6 MATERIALS & SERVICES	20,460	15,836	14,727	13,842
010 EXPENSES Total	\$ 297,086	\$ 99,286	\$ 129,202	\$ 132,502

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
2.07	1.15	1.05	1.05

Revenue Statement

Springfield Jail is funded by the Police and Jail Local Option Levy.

Significant Changes

- No significant change in services.

POLICE

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	-	(712,600)	(530,600)	(820,600)
020 REVENUE Total	\$ -	\$ (712,600)	\$ (530,600)	\$ (820,600)
010 EXPENSES 5 PERSONNEL SERVICES	781	2,039,697	2,113,795	2,196,167
6 MATERIALS & SERVICES	-	817,454	914,023	922,877
7 CAPITAL OUTLAY	-	41,000	-	-
010 EXPENSES Total	\$ 781	\$ 2,898,151	\$ 3,027,818	\$ 3,119,044

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
0.00	15.70	15.87	15.87

Revenue Statement

Springfield Jail is funded by the Police and Jail Local Option Levy, which is supplemented through jail bed lease revenue.

Significant Changes

- No significant change in service.

POLICE

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	215,386	244,270	269,070	277,486
6 MATERIALS & SERVICES	52,785	42,115	36,704	38,813
010 EXPENSES Total	\$ 268,171	\$ 286,385	\$ 305,774	\$ 316,299

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.90	2.05	2.05	2.05

Revenue Statement

Springfield Jail is funded by the Police and Jail Local Option Levy.

Significant Changes

- No significant change in services.

POLICE

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DEPARTMENT ADMINISTRATION - 7000

Program Overview

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

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
010 EXPENSES 5 PERSONNEL SERVICES	1,564,332	1,533,370	166,094	173,687
6 MATERIALS & SERVICES	115,734	80,452	81,955	72,705
010 EXPENSES Total	\$ 1,680,066	\$ 1,613,822	\$ 248,049	\$ 246,392

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
1.39	1.21	1.19	1.19

Revenue Statement

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

Significant Changes

- No significant change in services.

POLICE

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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.

	FY18 Actuals	FY19 Actuals	FY20 Amended	FY21 Proposed
020 REVENUE 4 REVENUES	(1,440)	(2,413)	-	-
020 REVENUE Total	\$ (1,440)	\$ (2,413)	\$ -	\$ -
010 EXPENSES 5 PERSONNEL SERVICES	161,536	170,019	181,288	167,147
6 MATERIALS & SERVICES	216,169	312,359	321,312	330,312
7 CAPITAL OUTLAY	-	-	150,000	-
010 EXPENSES Total	\$ 377,705	\$ 482,378	\$ 652,600	\$ 497,459

FY18 FTE	FY19 FTE	FY20 FTE	Proposed FTE
2.15	2.20	2.15	2.15

Revenue Statement

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

Significant Changes

- No significant change in services.

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Capital Budget Summary:

The FY21 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, streetlights, sanitary sewer and drainage systems, stormwater quality facilities, 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.

The Capital Budget also 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 adopting 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 if they pass through the City's accounts; in cases where another agency, i.e. ODOT, pays for work directly the Capital Budget will not show those funds even though they are spent on City projects. 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 FY21 Capital Budget.

The proposed FY21 Capital Budget of \$46.2 million is nearly \$7.7 million greater than the adopted FY20 Capital Budget, and reflects both City and Metropolitan Wastewater Management Commission capital programming. The MWMC approves its Capital Budget, and that budget also passes through the City of Springfield budget as noted above. The proposed FY21 City of Springfield Capital Budget is \$25.5 million and the FY21 MWMC capital budget is \$20.7 million. While projects were completed during the FY20 budget year, the increase of the overall budget represents new projects programmed in both the local (City) and regional (MWMC) FY21 capital budgets as well as additional funds programmed to existing projects. Several projects funded in FY20 were completed including school crossing safety improvements, a stormwater/wastewater upgrade at the Regional Fuel Facility, construction of a Pedestrian Hybrid Beacon at 66th and Main Street, and the first two bond-funded street preservation projects.

A key effort represented in the FY21 capital budget is street preservation projects funded by voter approval of a \$10 million street bond during the FY19 budget year. In FY20, preservation of two of the eight street segments identified in the bond were completed, and the rest of the projects will be completed during the FY21 and FY22 budget years. While the City has responded with a \$10 million capital bond 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 infrastructure. The City began receiving an increase in the State apportionment from state fuel taxes and registration fees revenue in the fourth quarter of FY2019 that has provided a needed boost in Street Fund reserves. The current fiscal condition of the Wastewater and Stormwater Funds are also healthy. Given the magnitude of infrastructure operations and maintenance responsibility of the City, the Finance and DPW departments asked and received City Council approval during FY20 to add seven staff positions to address outstanding public infrastructure systems and program needs in Capital Engineering and Operations.

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 \$60 million, in addition to an ongoing annual maintenance and preservation need of \$300,000. In FY09, the City implemented an Internal Building Preservation Charge with intent to program \$300,000 annually for ongoing preservation. Since inception, the Internal Building Preservation Charge on average has generated just over \$260,000 per year dedicated to projects, through FY20. 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, Booth Kelly Site, and the Carter Building. For example, the 2020-2024 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. In FY20, a Building Capital Reserves of \$400,000 was established to address emergent needs as well as plans for future repair and replacement.

Major Projects:

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

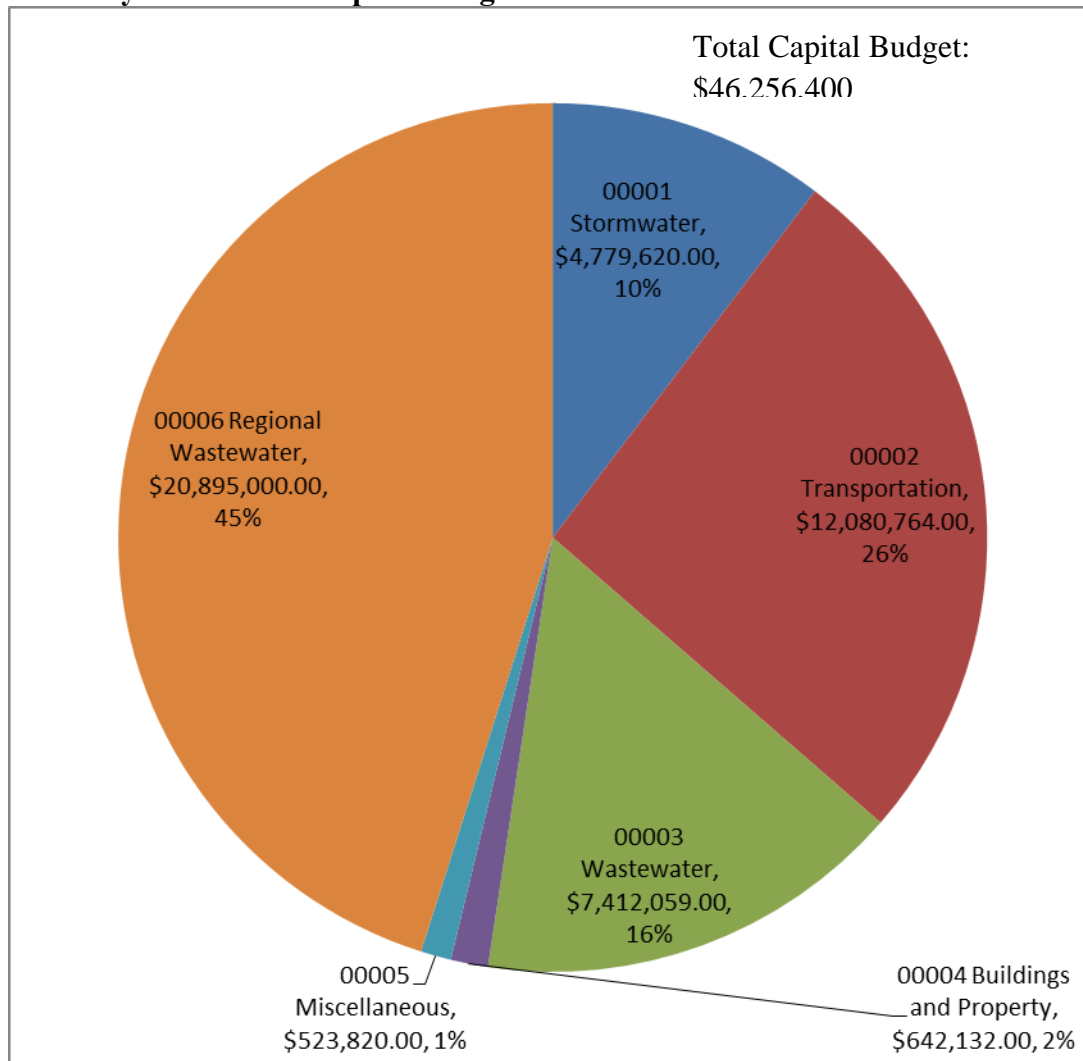
- South 28th Street Paving – The City of Springfield received Congestion Mitigation Air Quality funding to be utilized for paving the gravel portion of S. 28th St. from South F St. to the city limits (approximately .25 miles). In addition to paving, the project will include extension of the existing 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 planning and design kicked off in FY20.
- 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 Commercial), with construction completed on those in the summer of 2019. The City secured design consultant services to assist in delivery of the larger projects (Mohawk Boulevard, Olympic Street, High Banks and Thurston Road), with the anticipation that first construction solicitations will be released in the 4th quarter of FY20.

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- Jasper Trunk Sewer – Phase 3 – The City Council approved funding for the extension of the Jasper Trunk Sewer with adoption of the 2020-2024 Capital Improvement Program. Phase 3 will extend wastewater service approximately 5,280 feet southeast across Bob Straub Parkway terminating near Brand S Road. Further extension of the Jasper Trunk Sewer provides a key City service for urban level development of the Jasper-Natron area.
- Local Sewer Extensions – Within the City of Springfield's city limits and urban growth boundary (UGB) are several areas that are fully developed, but lack wastewater service. This project would fund the design and construction of wastewater main line pipes to these areas upon request of affected property owners or annexation, with some or all of the cost possibly reimbursable through assessments.

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, and includes the MWMC Capital Budget.

Summary of the FY21 Capital Budget:



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, and are instead 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 FY21 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 \$1.1 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 through 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 \$11 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 \$167,000 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

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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 MPMC projects and dedicated reserves, totals approximately \$4.7 million. The increased operating costs resulting from these capital improvements are estimated to be about \$280,000 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.

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Capital Project Detail:

Transportation and Street Projects		FY20 Adopted	FY21 Proposed
<u>P21114 Virginia/Daisy Bikeway</u>	SDC Improvement	\$ 225,120	\$ 225,150
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 improvements between 42nd Street and Bob Straub parkway. This project also includes nearly \$1.2 million in state and federal funding that does not pass through the City budget.	Street Capital Fund	\$ 130,000	\$ 190,000
	Storm Drainage Fund	\$ 600,000	\$ 881,850
	Total Project Budget	\$ 955,120	\$ 1,297,000
<u>P21137 2017 Traffic Signal Modernization</u>	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. Local match funds are programmed as available.	Total Project Budget	\$ 50,000	\$ -
<u>P21147 Filling the Gaps-SRTS</u>	Storm Drainage Fund	\$ 210,540	\$ 150,000
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 including federal dollars: \$638,000.	Sanitary Sewer Fund	\$ -	\$ 75,000
	Total Project Budget	\$ 210,540	\$ 225,000
<u>P21150 14th St. & Commercial Overlay (Complete)</u>	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	\$ -
<u>P21151 Centennial Overlay Aspen to Prescott</u>	Street Capital Fund	\$ 750,000	\$ 730,000
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	\$ 730,000

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Transportation and Street Projects, continued		FY20 Adopted	FY21 Proposed
<u>P21152 High Banks/58th St. Overlay</u>	Street Capital Fund	\$ 1,700,000	\$ 1,400,000
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	\$ 1,400,000
<u>P21153 Mohawk Boulevard Overlay</u> <u>(Combinded with Olympic Street P21157 below)</u>	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 facilities to current standards. Project is funded through 2018 Street Bond funds.	Total Project Budget	\$ 2,100,000	\$ -
<u>P21154 Thurston Road Overlay</u>	Street Capital Fund	\$ 2,500,000	\$ 2,050,000
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	\$ 2,050,000
<u>P21155 S. 28th St. Paving - CMAQ</u>	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. Total project budget including federal funding is \$2.6 million.	Storm Drainage Fund	\$ 195,000	\$ 1,296,500
	Total Project Budget	\$ 1,345,000	\$ 1,296,500
<u>P21156 Mill Street Reconstruction</u>	Street Capital Fund	\$ 82,000	\$ 82,000
Mill Street, a major collector in Springfield, is in need of reconstruction (S. A Street to Centennial Boulevard). 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 reoconstructed corridor will include ADA upgrades as well as Bike and Pedestrian facilites per Springfield Transportation System Plan Project PB-20). Total Project budget including federal dollars is \$5.5 million.	Total Project Budget	\$ 82,000	\$ 82,000
<u>P21157 Mohawk and Olympic Street Overlay</u>	Street Capital Fund	\$ 330,000	\$ 2,988,900
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	\$ 2,988,900
<u>P21159 Virginia/Daisy Bikeway Phase 2</u>	SDC Improvement	\$ 604,000	\$ 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 including federal funding is \$990,000.	Total Project Budget	\$ 604,000	\$ 604,000

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Transportation and Street Projects, continued		FY20 Adopted	FY21 Proposed
<u>P21160 Virginia/Daisy Bikeway Phase 3</u>	Street Capital Fund	\$ 60,000	\$ -
<p>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. This project has been postponed with funding from Phase 3 moved to Phase 1. Total Project cost for phase 3 is estimated at \$1.25 Million in 2018 dollars.</p>	Total Project Budget	\$ 60,000	\$ -
<u>P61003 ADA Transition Projects</u>	SDC Reimbursement	\$ 131,364	\$ 131,364
<p>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.</p>	Street Capital Fund	\$ 110,000	\$ 110,000
	Total Project Budget	\$ 241,364	\$ 241,364
<u>P61007 Transportation Demand</u>	SDC Improvement	\$ 116,000	\$ 116,000
<p>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.</p>	Total Project Budget	\$ 116,000	\$ 116,000
<u>P61008 Traffic Control Projects</u>	SDC Improvement	\$ 395,000	\$ 430,000
<p>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.</p>	Total Project Budget	\$ 395,000	\$ 430,000
<u>P61009 Gateway Traffic Improvements</u>	SDC Improvement	\$ 735,000	\$ 620,000
<p>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.</p>	Total Project Budget	\$ 735,000	\$ 620,000

Total Transportation and Street Capital Budget \$12,589,024 \$12,080,764

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Sanitary Sewer Projects		FY20 Adopted	FY21 Proposed
<u>P21065 Jasper Trunk Sewer - Phase 3</u>	SDC Improvement	\$ -	\$ 825,000
Installation of 5,280 feet of 10 to 27 inch diameter sewer along Jasper Road from the current termination point (approximately 1,600 feet southeast of Mt. Vernon Road) to the south side of Bob Straub Parkway near Brand S Road.	Sanitary Sewer Fund	\$ -	\$ 1,662,059
	Total Project Budget	\$ -	\$ 2,487,059
 <u>P21166 28th St. Sanitary Sewer Extension</u>	Sanitary Sewer Fund	\$ -	\$ 1,000,000
The City received Congestion Mitigation Air Quality (CMAQ) Funds to pave South 28th Street from F Street south to the City limits (the Mill race Bridge). This project will extend the Sanitary Sewer line ahead of the paving project.	Total Project Budget	\$ -	\$ 1,000,000
 <u>P41041 Flow Monitoring Analysis/Plan</u>	Sanitary Sewer Fund	\$ 60,000	\$ 225,000
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.	SDC Improvement	\$ 35,000	\$ -
	Total Project Budget	\$ 95,000	\$ 225,000
 <u>P61000 CMOM Planning & Implementation</u>	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
 <u>P61001 Wastewater Repair</u>	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
 <u>P61013 Local Sewer Extension</u>	Sanitary Sewer Fund	\$ -	\$ 1,000,000
Within the City of Springfield's city limits and Urban Growth Boundary (UGB) are several areas that are fully developed, but lack wastewater service. The project would fund extending wastewater pipes to these areas upon request of affected property owners or annexation, with some or all of the cost possibly reimbursable through assessments.	Total Project Budget	\$ -	\$ 1,000,000
Total Sanitary Sewer Capital Budget		\$2,795,000	\$7,412,059

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Stormwater Projects		FY20 Adopted	FY21 Proposed
<u>P21124 5th St./EWEB Storm Pipe</u>	Storm Drainage Fund	\$ 111,500	\$ 111,500
Approximately 170 feet of stormwater pipe running west along the EWEB path from N. 5th Street requires will be upsized to a 30-inch diameter pipe from its current size of 18-inches.	Total Project Budget	\$ 111,500	\$ 111,500
<u>P21131 2016 Manhole Surface Repair (Anticipated Completion 2020)</u>	Sanitary Sewer Fund	\$ 19,250	\$ -
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.	Total Project Budget	\$ 19,250	\$ -
<u>P21138 Irving Slough Improvements</u>	Storm Drainage Fund	\$ 785,000	\$ 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	\$ 785,000	\$ 785,000
<u>P41020 Channel 6 Master Plan</u>	Storm Drainage Fund	\$ 799,000	\$ 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	\$ 799,000	\$ 799,000
<u>P41021 Storm Sewer Mstr Plan Up 2013</u>	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 adopted UGB expansion area for employment land. 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
<u>P41042 Glenwood Stormwater Master Plan</u>	SDC Improvement	\$ -	\$ 100,000
To improve the stormwater system including pipe and open channel improvements, for flood control and water quality improvements at various 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).	Storm Drainage Fund	\$ -	\$ 100,000
	Total Project Budget	\$ -	\$ 200,000

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Stormwater Projects, continued		FY20 Adopted	FY21 Proposed
<u>P41044 42nd Street Levee Study</u>	Storm Drainage Fund	\$ 544,470	\$ 534,470
Conduct a study of the condition of the High Banks Road (42nd Street) Levee 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.	Total Project Budget	\$ 544,470	\$ 534,470
<u>P41045 Glenwood Park Blocks</u>	SDC Improvement	\$ 4,000	\$ 25,000
It is anticipated that the Glenwood Park Blocks are to be constructed as development occurs within the Glenwood refinement area. It is intended that the park blocks will become publicly owned infrastructure and incorporate stormwater treatment and Parks and Open Space upon completion. This project is intended to work with Willamalane and a consultant to develop design and landscape standards for stormwater treatment and open space.	Storm Drainage Fund	\$ 46,000	\$ 25,000
	Total Project Budget	\$ 50,000	\$ 50,000
<u>P61002 Stormwater Repair</u>	Storm Drainage Fund	\$ 150,000	\$ 200,000
This program involves the rehabilitation of Springfield drainage system to repair or replace older pipe in the system and solve flooding problems and 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.	SDC Reimbursement	\$ 50,000	\$ 200,000
	Total Project Budget	\$ 200,000	\$ 400,000
<u>P61004 Channel Improvement</u>	SDC Improvement	\$ 7,920	\$ 7,920
This project is intended to provide improvements to key drainage ways to address barriers to fish passage, and to correct previous channel modifications that have caused deterioration of flow capacity, water quality, and fish habitat 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.	SDC Reimbursement	\$ 40,000	\$ 60,000
	Storm Drainage Fund	\$ 944,080	\$ 1,024,080
	Total Project Budget	\$ 992,000	\$ 1,092,000
<u>P61005 MS4 Permit Implementation</u>	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

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Stormwater Projects, continued		FY20 Adopted	FY21 Proposed
<u>P61006 Riparian Land Management</u>	SDC Improvement	\$ 255,650	\$ 199,000
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	\$ 82,650	\$ 97,650
	Storm Drainage Fund	\$ 166,000	\$ 196,000
	Total Project Budget	\$ 504,300	\$ 492,650
<u>P61012 HOA Water Quality Facilities</u>	Storm Drainage Fund	\$ 85,000	\$ 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	\$ 85,000
Total Stormwater Capital Budget		\$4,320,520	\$4,779,620

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Buildings and Facilities		FY20 Adopted	FY21 Proposed
<u>P21075 Firing Range Decommissioning</u>	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
<u>P21082 Booth Kelly Building Repair</u>	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
<u>P21083 BK Water Isolation and Repair (Complete)</u>	Booth-Kelly Fund	\$ 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
<u>P21084 Booth Kelly Roof Repair</u>	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
<u>P21121 Regional Fuel Facility Stormwater Upgrade (Complete)</u>	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 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 sanitary 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	\$ -
		Total Project Budget	\$ 90,000
<u>P41029 BK Facilities Assessment Plan</u>	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
<u>P50234 BK Site Stormwater Master Plan</u>	Booth-Kelly Fund	\$ 50,000	\$ 50,000
Drainage master plan implementation for the Booth-Kelly site.		Storm Drainage Fund	\$ 100,000
		Total Project Budget	\$ 150,000
<u>P61011 Building Preservation Projects</u>	Building Pres. Fund	\$ 218,427	\$ 297,132
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	\$ 218,427
Total Buildings and Facilities Capital Budget		\$659,427	\$642,132

CAPITAL BUDGET

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Miscellaneous		FY20 Adopted	FY21 Proposed
<u>P61010 City Participation</u>	SDC Improvement (Street)	\$ 35,000	\$ -
City cost participation in public improvements constructed in private developments under the City's Construction Permit process. To respond to known and potential private development projects, it is necessary to budget \$100,000 each fiscal year in each infrastructure program area, i.e. Transportation, Local Wastewater and Stormwater.	Sanitary Sewer Fund	\$ 33,000	\$ 33,000
	SDC Improvement (Sewer)	\$ 34,000	\$ 34,000
	SDC Reimbursement (Sewer)	\$ 33,000	\$ 33,000
	SDC Improvement (Storm)	\$ 28,000	\$ -
	SDC Reimbursement (Storm)	\$ 33,000	\$ 33,000
	Storm Drainage Fund	\$ 34,000	\$ 34,000
	Total Project Budget	\$ 230,000	\$ 167,000
<u>P41043 Topographic Remapping</u>	SDC Improvement (Storm)	\$ 14,151	\$ 14,455
Replace out-of-date topographic maps (base maps) for the entire City that were last developed in 2000; replace orthoimagery and LiDAR data on a 3 year cycle. New maps will address development induced changes that have occurred across the City and will include updating full topography (e.g., elevation, structures, surface facilities, vegetation, surface waterways and 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.	Storm Drainage Fund	\$ 11,748	\$ 12,000
	Sanitary Sewer Fund	\$ 11,748	\$ 12,000
	SDC Improvement (Sewer)	\$ 30,705	\$ 31,365
	SDC Reimbursement (Sewer)	\$ 11,748	\$ 12,000
	Total Project Budget	\$ 80,100	\$ 81,820
<u>P41024 Asset Mgmt System</u>	Sanitary Sewer Fund	\$ 137,500	\$ 137,500
Replace failing Geographic Information Systems (GIS) and Facilities Management (FM) systems that manage electronic inventories of City infrastructure and provide reliable and well integrated information for asset management and mapping functions. 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 FY 12-FY 13 for \$984,000; 2) integration of Street system information FY 14 for \$200,000; 3) Transportation appurtenance integration FY 15-FY 16 for \$219,000 (\$39,000 from FY 15 and \$180,000 FY 16) 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.	Storm Drainage Fund	\$ 137,500	\$ 137,500
	Total Project Budget	\$ 275,000	\$ 275,000
Total Miscellaneous Capital Budget		\$585,100	\$523,820
Total Local Capital Budget		\$20,949,071	\$25,438,395

CAPITAL BUDGET

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Regional Wastewater Program		FY20 Adopted	FY21 Proposed
<u>P80062 Thermal Load Pre-Implementation</u>	Regional Capital Fund	\$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	\$295,000	\$0
 <u>P80064 Glenwood Pump Station Upgrade</u>	Regional Capital Fund	\$ -	\$850,000
Expand Glenwood pump station capacity. The existing pump station is built to be expandable in capacity when the need arises. Two pumps are installed with the expandability to add up to two additional pumps when needed.	Total Project Budget	\$0	\$850,000
 <u>P80080 Riparian Shade Credit Program</u>	Regional Capital Fund	\$416,000	\$500,000
This project facilitates the generation of water quality trading credits for temperature through implementation of riparian shade restoration projects	Total Project Budget	\$416,000	\$500,000
 <u>P80083 Poplar Harvest Mgmt Svcs</u>	Regional Capital Fund	\$425,000	\$450,000
The Biocycle Farm comprises nearly 400 acres of hybrid poplar trees, which were planted as three management units (MUs). The MUs were initially planted in 2004, 2007, and 2009 and are managed 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 initial planting in each MU within the regulatory 12-year rotation limit and subsequent replantings.	Total Project Budget	\$425,000	\$450,000
 <u>P80085 Operations & Maint Bldg Impvmt</u>	Regional Capital Fund	\$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	\$800,000	\$0
 <u>P80090 Facility Pln Eng Srvc 2015-2018</u>	Regional Capital Fund	\$90,000	\$15,000
Engineering services for analysis, project definition, cost estimating, and general consultation regarding the 20-Year Facilities Plan.	Total Project Budget	\$90,000	\$15,000
 <u>P80093 Decommission WPCF Onsite Lagoon</u>	Regional Capital Fund	\$4,700,000	\$ -
This project decommissions the existing biosolids lagoon at the Water Pollution Control Facility (WPCF).	Total Project Budget	\$4,700,000	\$0

CAPITAL BUDGET

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Regional Wastewater Program, continued		FY20 Adopted	FY21 Proposed
<u>P80095 Renewable Natural Gas Upgrades</u>	Regional Capital Fund	<u>\$6,065,000</u>	<u>\$8,570,000</u>
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	\$6,065,000	\$8,570,000
<u>P80096 Resiliency Planning</u>	Regional Capital Fund	<u>\$88,000</u>	<u>\$ -</u>
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	\$88,000	\$0
<u>P80098 Class A Disinfection Facility</u>	Regional Capital Fund	<u>\$2,300,000</u>	<u>\$ 7,750,000</u>
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	\$2,300,000	\$7,750,000
<u>P80099 Recycled Water Demonstration</u>	Regional Capital Fund	<u>\$180,000</u>	<u>\$110,000</u>
Design, construction, permitting, and implementation of recycled water delivery systems to pilot recycled water uses at demonstration scale.	Total Project Budget	\$180,000	\$110,000
<u>P80100 Aeration Basin Improvements-Ph2</u>	Regional Capital Fund	<u>\$1,000,000</u>	<u>\$1,550,000</u>
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	\$1,000,000	\$1,550,000
<u>P80101 Comprehensive Facilities Plan</u>	Regional Capital Fund	<u>\$ -</u>	<u>\$200,000</u>
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	\$0	\$200,000
<u>P80104 Admin Building Improvements</u>	Regional Capital Fund	<u>\$1,000,000</u>	<u>\$600,000</u>
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	\$1,000,000	\$600,000
<u>P80109 Resiliency Follow-Up</u>	Regional Capital Fund	<u>\$ -</u>	<u>\$300,000</u>
This project provides follow-up evaluation and some implementation of the P80096 Resiliency Study (Disaster Mitigation and Recovery Plan - draft dated December 2019). The 2019 study recommended seismic and flooding mitigation projects estimated at \$34.6-million to be coordinated with the MWMC ongoing infrastructure/facilities construction program. The main objective is to address "level of service" goals before a natural disaster such as 9.0 magnitude earthquake or major flooding. Also, the MWMC should continue to communicate with the agencies that prepare for natural disasters that can impact the Eugene/Springfield community.	Total Project Budget	\$0	\$300,000

Total Regional Wastewater Program Budget \$17,359,000 \$20,895,000

Total Capital Budget \$38,308,071 \$46,333,395

NON-DEPARTMENTAL

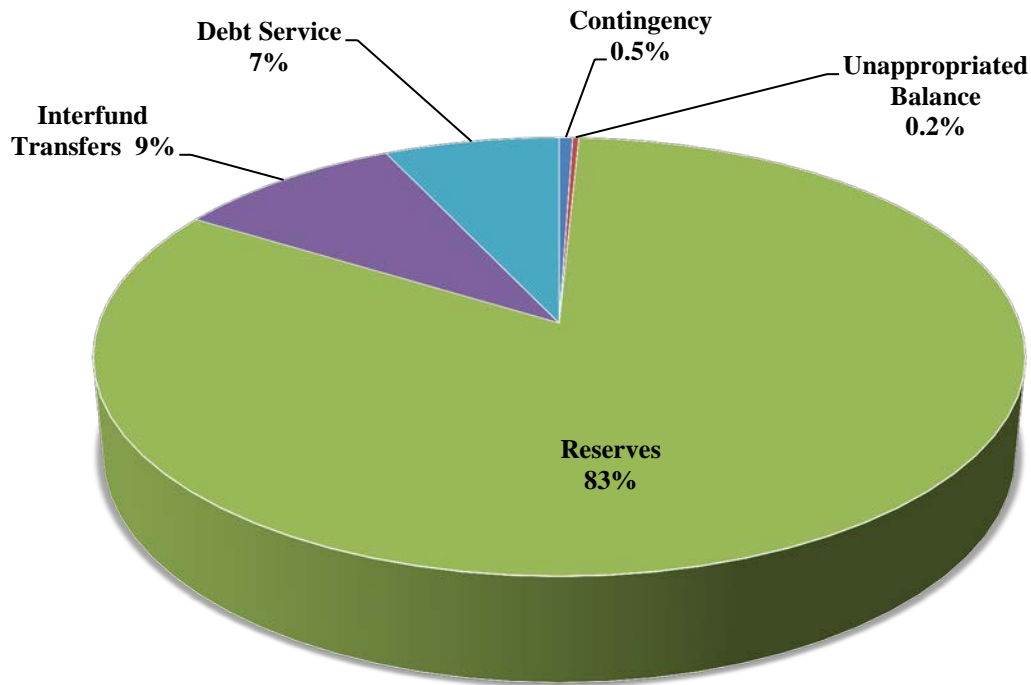
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Total Non-Departmental

Categories	FY21 Proposed	
Contingency	1,000,000	0.5%
Unappropriated Balance	456,159	0.2%
Reserves	153,260,025	83.0%
Interfund Transfers	16,997,072	9.2%
Debt Service	13,025,674	7.1%
Total All Funds	\$ 184,738,930	



NON-DEPARTMENTAL

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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

	FY20 Amended	FY21 Proposed
100 General Fund	900,000	1,000,000
Total All Funds	\$ 900,000	\$ 1,000,000

Note: FY20 Amended as of March 16th, 2020

NON-DEPARTMENTAL

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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

	FY20 Amended	FY21 Proposed
306 Bond Sinking Fund	306,862	456,159
Total All Funds	\$ 306,862	\$ 456,159

Note: FY20 Amended as of March 16th, 2020

NON-DEPARTMENTAL

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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

			FY21 Proposed
100 General Fund			
Non-Dedicated			8,336,830
201 Street Fund			
Non-Dedicated			2,888,060
204 Special Revenue Fund			
Dedicated			
Reserves	193,268		
Police Forfeit Reserves	228,446		
State Marijuana Apportionment	323,636		
Gifts & Memorial Reserve	118,480		
Technology Fee Reserve	609,603		
Sub-Total			1,473,433
208 Transient Room Tax Fund			
Dedicated			
Tourism Promotion Reserve			1,563,526
210 Community Development Fund			
Dedicated			
CDBG Reserve			896,988
224 Building Code Fund			
Dedicated			
Operating Reserve			3,150,541

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CONTINUED, RESERVES: NON-DEDICATED AND DEDICATED

			FY21 Proposed
235 Fire Local Option Levy Fund			
Dedicated			
Operating Reserve			976,304
236 Police Local Option Levy Fund			
Dedicated			
Operating Reserve			2,183,283
305 Bancroft Redemption Fund			
Non-Dedicated			5,690
412 Regional Wastewater Revenue Bond Capital Project Fund			
Dedicated			
Capital Reserve			-
419 Development Assessment Capital Fund			
Dedicated			
Assessment Service Reserve	37,050		
Assessments Finance Reserve	661,283		
Sub-Total			698,333
420 Development Projects Fund			
Non-Dedicated	4,335,333		
Dedicated			
Corporate Way Pond Rehab Reserve	35,200		
Sub-Total			4,370,533
433 Regional Wastewater Capital Fund			
Dedicated			
Equipment Replacement Reserve	13,559,629		
Capital Reserve	46,240,999		
SDC Reserve-Reimbursement	1,576,200		
SDC Reserve-Improvement	1,717,795		
Sub-Total			63,094,623

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CONTINUED, RESERVES: NON-DEDICATED AND DEDICATED

		FY21 Proposed
434 Street Capital Fund		
Non-Dedicated	2,738,287	
Dedicated		
SDC Reserve-Reimbursement	153,971	
SDC Reserve-Improvement	31,972	
Sub-Total		2,924,230
611 Sanitary Sewer Operations Fund		
Non-Dedicated	3,905,047	
Dedicated		
Sanitary/Storm Capital Reserve	9,330,464	
SDC Reserve-Reimbursement	4,181,446	
SDC Reserve-Improvement	1,453,737	
Sub-Total		18,870,694
612 Regional Wastewater Fund		
Non-Dedicated	8,024,598	
Dedicated		
Insurance Reserve	1,500,000	
SRF Loan Reserve	186,616	
Sub-Total		9,711,214
615 Ambulance Fund		
Non-Dedicated		341,823
617 Storm Drainage Operations Fund		
Non-Dedicated	11,440,552	
Dedicated		
Storm Bond Reserve 2011 Series	708,050	
Gray Creek Reserve	-	
Lower Millrace Reserve	-	
Jasper-Natron Reserve	-	
Storm Bond Reserve 2010	-	
SDC Reserve-Reimbursement	25,136	
SDC Reserve-Improvement	71,200	
Sub-Total		12,244,938

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CONTINUED, RESERVES: NON-DEDICATED AND DEDICATED

		FY21 Proposed
618 Booth-Kelly Fund		
Non-Dedicated		1,279,602
629 Regional Fiber Consortium Fund		
Non-Dedicated		343,083
707 Insurance Fund		
Dedicated		
Insurance Reserve	1,158,845	
Workers Compensation Reserve	1,026,753	
Benefits Reserve	99,679	
Self Funded Insurance Reserve	4,248,389	
PERS Side Account Reserve	2,529,377	
Sub-Total		9,063,043
713 Vehicle & Equipment Fund		
Dedicated		
Telephone Lease Reserve	37,817	
Computer Equipment Reserve	1,321,577	
Vehicle and Equipment Reserve	6,361,718	
MS Enterprise Charge Reserve	179,826	
Lease Payment Reserve	86	
Public Safety System Reserve	56,446	
Fuel Reserve	(84,488)	
Building Capital Reserve	807,000	
Sub-Total		8,679,982
719 SDC Administration Fund		
Dedicated		
Operating Reserve		163,272
Total All Funds		\$ 153,260,025

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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

		FY21 Proposed
From 100 General Fund		
To 201 Street Fund	453,750	
To 419 Development Assessment Capital Fund	56,312	
To 420 Development Projects Fund	100,000	
To 713 Vehicle and Equipment Reserve Fund	400,000	
Sub-Total		1,010,062
From 201 Street Fund		
To 434 Street Capital Fund		150,000
From 204 Special Revenue Fund		
To 100 General Fund		191,452
From 208 Transient Room Tax Fund		
To 100 General Fund		797,222
From 433 Regional Wastewater Capital Fund		
To 612 Regional Wastewater Fund		24,710
From 612 Regional Wastewater Fund		
To 433 Regional Wastewater Capital Fund	14,000,000	
To 433 Regional Wastewater Capital Fund Equipment Replacement	750,000	
Sub-Total		14,750,000
From 618 Booth-Kelly Fund		
To 100 General Fund		73,626
Total All Funds		\$ 16,997,072

NON-DEPARTMENTAL

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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

	FY18 Actual	FY19 Actual	FY20 Amended	FY21 Proposed
306 Bond Sinking Fund	1,968,600	1,968,000	4,395,205	6,194,860
433 Regional Wastewater Capital Fd*	-	5,019,885	-	-
434 Street Capital Fund	-	-	2,500,000	-
611 Sanitary Sewer Operations Fund*	1,705,084	1,711,350	1,709,005	1,710,605
612 Regional Wastewater Fund*	5,458,007	5,377,096	9,789,065	4,260,934
617 Storm Drainage Operations Fund*	706,325	708,050	704,405	705,380
618 Booth-Kelly Fund	835,080	765,445	-	-
713 Vehicle & Equipment Fund	367,484	153,882	153,890	153,895
Total All Funds	\$ 11,040,580	\$ 15,703,708	\$ 19,251,570	\$ 13,025,674

Note: FY20 Amended as of March 16th, 2020

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STATUTORY PAYMENTS

This category of expense has been eliminated from the budget starting in FY21. Property/Casualty and Worker's Comp Premium cost has been moved to the Human Resources budget. Pass-through costs were a category used for reporting purposes that is no longer needed.

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

Total Summary by Funds

	FY18 Actual	FY19 Actual	FY20 Amended	FY21 Proposed
707 Insurance Fund				
<u>Contractual</u>				
Property/Casualty Premium	694,195	687,672	772,380	-
Worker's Comp Premium	200,056	273,949	290,000	-
Premium Taxes	20,551	19,894	-	-
Workers' Comp Claims	0	-	-	-
Sub-Total Contractual	\$ 914,802	\$ 981,514	\$ 1,062,380	\$ -
<u>Pass-Through</u>				
Disability Premium	107,756	111,028	139,107	-
Fica Payments	2,433,492	2,567,361	2,736,919	-
Wells Fargo Police Retirement	1,946,024	1,841,562	1,829,499	-
Pre-Retire Life Premium	3,737	3,159	7,223	-
Mandatory Life	1,298	1,305	1,616	-
PERS Pension Exp	5,331,544	5,672,050	7,588,050	-
Basic Life	37,757	40,495	43,293	-
Sub-Total Pass-Through	\$ 9,861,608	\$ 10,236,960	\$ 12,345,707	\$ -
Total Statutory Payments	\$ 10,776,410	\$ 11,218,473	\$ 13,408,087	\$ -

Note: FY20 Amended as of March 16th, 2020

NON-DEPARTMENTAL

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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

	FY18 Actual	FY19 Actual	FY20 Amended	FY21 Proposed
434 Street Capital Fund	-	-	39,159	-
Total All Funds	\$ -	\$ -	\$ 39,159	\$ -

NON-DEPARTMENTAL

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Debt Activities - Principal Balance

The Chart below sets out principal and interest payment on outstanding debt as well as any projected new issuance during FY21.

	Outstanding Principal Balance 07/01/2020	New Inssuance	Principal Payments	Interest	Outstanding Principal Balance 6/30/2021
Bond Sinking Fund					
Go Series 2016	10,125,000	-	1,570,000	405,005	8,555,000
Go Series 2019	7,825,000	-	1,904,000	140,855	5,921,000
Interfund loan repayment (F100)	2,175,000	-	2,175,000	-	-
Sub-Total Fund	20,125,000	-	5,649,000	545,860	14,476,000
Regional Wastewater Fund					
MWMC Revenue Bond 2016	21,585,000	-	3,090,000	919,505	18,495,000
Sub-Total Fund	21,585,000	-	3,090,000	919,505	18,495,000
Sanitary Sewer Operations Fund					
Sewer Revenue Bond 2017	9,765,000	-	1,320,000	390,605	8,445,000
Regional Wastewater Fund					
SRF Loan R64840	-	-	-	-	-
SRF Loan R64841	145,759	-	145,759	915	-
SRF Loan R06648	1,000,000	-	100,000	4,755	900,000
Sub-Total Fund	1,145,759	-	245,759	5,670	900,000
Storm Drainage Operations Fund					
Drainage Revenue Bond 2010	6,305,000	-	475,000	230,380	5,830,000
Vehicle & Equipment Fund					
Capital leases	150,385	-	150,385	3,505	-
Total All Funds	\$ 59,076,144	\$ -	\$ 10,930,144	\$ 2,095,525	\$ 48,146,000
SEDA Loans					
Bank of Cascades 2016	1,145,998	-	251,070	31,775	894,928
Bank of Cascades 2018	2,006,331	-	368,740	76,320	1,637,591
Sub-Total Fund	\$ 3,152,329	\$ -	\$ 619,810	\$ 108,095	\$ 2,532,519

STATISTICAL TABLES

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Resources and Requirements Summary by Fund

	FTE	Resources	Department Operating	Capital Projects	Non- Departmental
General Fund					
100 General Fund	218.05	\$ (50,609,925)	\$ 40,263,033	\$ -	\$ 10,346,892
Special Revenue Funds					
201 Street Fund	33.07	(9,500,097)	6,462,037	-	3,038,060
204 Special Revenue Fund	0.65	(2,028,216)	363,331	-	1,664,885
208 Transient Room Tax Fund	2.19	(3,009,276)	648,528	-	2,360,748
210 Community Development Fund	2.22	(2,617,214)	1,720,226	-	896,988
224 Building Code Fund	7.94	(4,452,866)	1,302,325	-	3,150,541
235 Fire Local Option Levy Fund	7.00	(2,517,220)	1,540,916	-	976,304
236 Police Local Option Levy Fund	41.30	(9,483,128)	7,299,845	-	2,183,283
Sub-Total Special Revenue Funds	94.37	(33,608,017)	19,337,208	-	14,270,809
Debt Service Funds					
305 Bancroft Redemption Fund	-	(5,690)	-	-	5,690
306 Bond Sinking Fund	-	(6,651,019)	-	-	6,651,019
Sub-Total Debt Service Funds	-	(6,656,709)	-	-	6,656,709
Capital Projects Funds					
419 Development Assessment Capital	-	(698,333)	-	-	698,333
420 Development Projects Fund	-	(4,667,665)	-	297,132	4,370,533
433 Regional Wastewater Capital Fd	-	(87,078,333)	3,064,000	20,895,000	63,119,333
434 Street Capital Fund	-	(12,750,370)	148,726	9,677,414	2,924,230
Sub-Total Capital Projects Funds	-	(105,194,701)	3,212,726	30,869,546	71,112,429
Enterprise Funds					
611 Sanitary Sewer Operations Fund	22.53	(32,315,261)	4,704,038	7,029,924	20,581,299
612 Regional Wastewater Fund	16.78	(48,492,148)	19,770,000	-	28,722,148
615 Ambulance Fund	28.00	(6,990,199)	6,648,376	-	341,823
617 Storm Drainage Operations Fund	34.41	(27,438,709)	6,274,466	8,213,925	12,950,318
618 Booth-Kelly Fund	1.25	(2,123,545)	550,317	220,000	1,353,228
629 Regional Fiber Consortium Fund	-	(548,532)	205,449	-	343,083
Sub-Total Enterprise Funds	102.97	(117,908,394)	38,152,646	15,463,849	64,291,899
Internal Service Funds					
707 Insurance Fund	3.00	(20,915,469)	11,852,426	-	9,063,043
713 Vehicle & Equipment Fund	-	(12,513,187)	3,679,310	-	8,833,877
719 SDC Administration Fund	2.73	(676,896)	513,624	-	163,272
Sub-Total Internal Service Funds	5.73	(34,105,552)	16,045,360	-	18,060,192
Total All Funds	421.12	\$ (348,083,298)	\$ 117,010,973	\$ 46,333,395	\$ 184,738,930

STATISTICAL TABLES

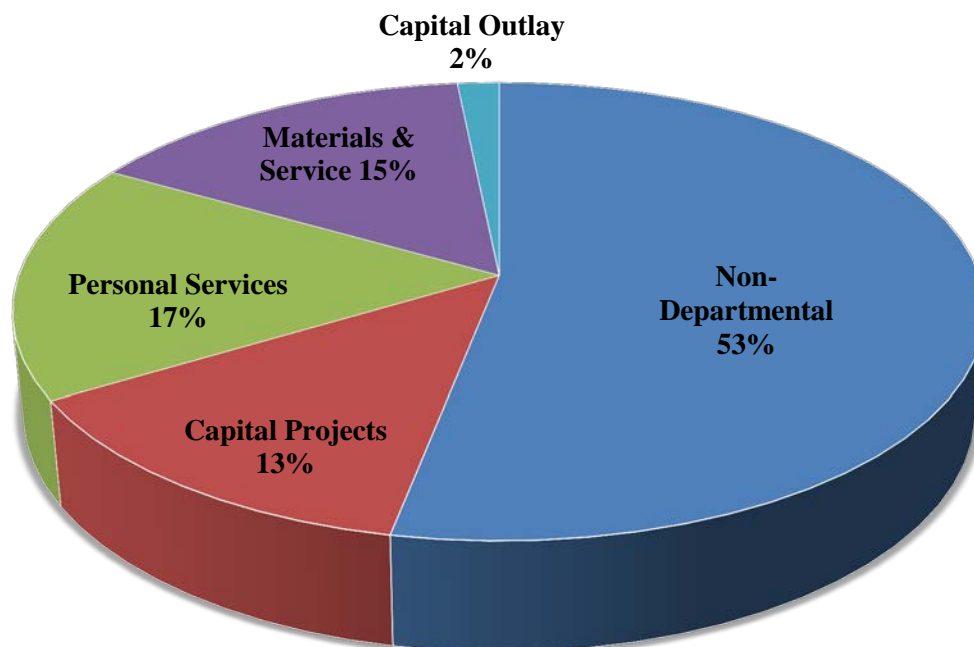
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Total Requirements

Categories	FY21 Proposed	
Operating		
Personal Services	\$ 58,798,817	17%
Materials & Service	\$ 52,598,871	15%
Capital Outlay	\$ 5,613,284	2%
Sub-Total Operating	\$ 117,010,973	34%
Capital Projects	\$ 46,333,395	13%
Non-Departmental	\$ 184,738,930	53%
Total All Funds	\$ 348,083,298	



STATISTICAL TABLES

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Total City Employees by Fund

	FY18 Adopted	FY19 Adopted	FY20 Adopted	FY21 Proposed	Change
100 General Fund	214.06	212.98	216.30	218.05	1.75
201 Street Fund	30.14	30.00	31.54	33.07	1.53
204 Special Revenue Fund	-	-	-	0.65	0.65
208 Transient Room Tax Fund	1.80	2.80	2.70	2.19	(0.51)
210 Community Development Fund	2.32	2.32	2.32	2.22	(0.10)
224 Building Code Fund	7.93	7.89	7.94	7.94	-
235 Fire Local Option Levy Fund	7.00	7.00	7.00	7.00	-
236 Police Local Option Levy Fund	41.33	41.30	41.30	41.30	-
305 Bancroft Redemption Fund	-	-	-	-	-
419 Development Assessment Capital Fund	-	-	-	-	-
611 Sanitary Sewer Operations Fund	19.29	19.28	19.22	22.53	3.31
612 Regional Wastewater Fund	15.56	15.56	16.56	16.78	0.22
615 Ambulance Fund	30.55	35.65	35.65	28.00	(7.65)
617 Storm Drainage Operations Fund	32.55	32.49	32.41	34.41	2.00
618 Booth-Kelly Fund	1.25	1.25	1.25	1.25	-
707 Insurance Fund	4.10	3.00	3.00	3.00	-
719 SDC Administration Fund	3.02	2.98	2.68	2.73	0.05
Total Personnel (FTE)	410.90	414.50	419.87	421.12	1.25

Total City Employees by Department (All Funds)

	FY18 Adopted	FY19 Adopted	FY20 Adopted	FY21 Proposed	Change
City Manager's Office	7.50	7.00	7.00	7.00	-
Development and Public Works	127.38	126.55	128.55	135.05	6.50
Finance	19.54	18.74	18.74	19.74	1.00
Fire & Life Safety	96.75	100.65	101.65	94.00	(7.65)
Human Resources	9.00	7.00	7.00	7.00	-
Information Technology	14.80	15.80	15.80	15.80	-
Library	14.13	15.06	15.13	16.03	0.90
Legal Services	-	3.00	3.00	3.00	-
Police	122.00	121.00	123.00	123.50	0.50
Total Personnel (FTE)	411.10	414.80	419.87	421.12	1.25

Total City Employees by Department (General Fund)

	FY18 Adopted	FY19 Adopted	FY20 Adopted	FY21 Proposed	Change
City Manager's Office	7.05	6.55	6.55	6.55	-
Development and Public Works	20.77	20.23	20.18	21.18	1.00
Finance	15.68	14.79	15.09	15.09	-
Fire & Life Safety	58.80	57.60	58.60	58.60	-
Human Resources	4.90	4.00	4.00	4.00	-
Information Technology	10.33	11.33	11.33	11.33	-
Library	13.63	13.56	13.63	13.88	0.25
Legal Services	-	3.00	3.00	3.00	-
Police	82.90	81.93	83.93	84.43	0.50
Total Personnel (FTE)	214.06	212.98	216.30	218.05	1.75

STATISTICAL TABLES

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Total Resources

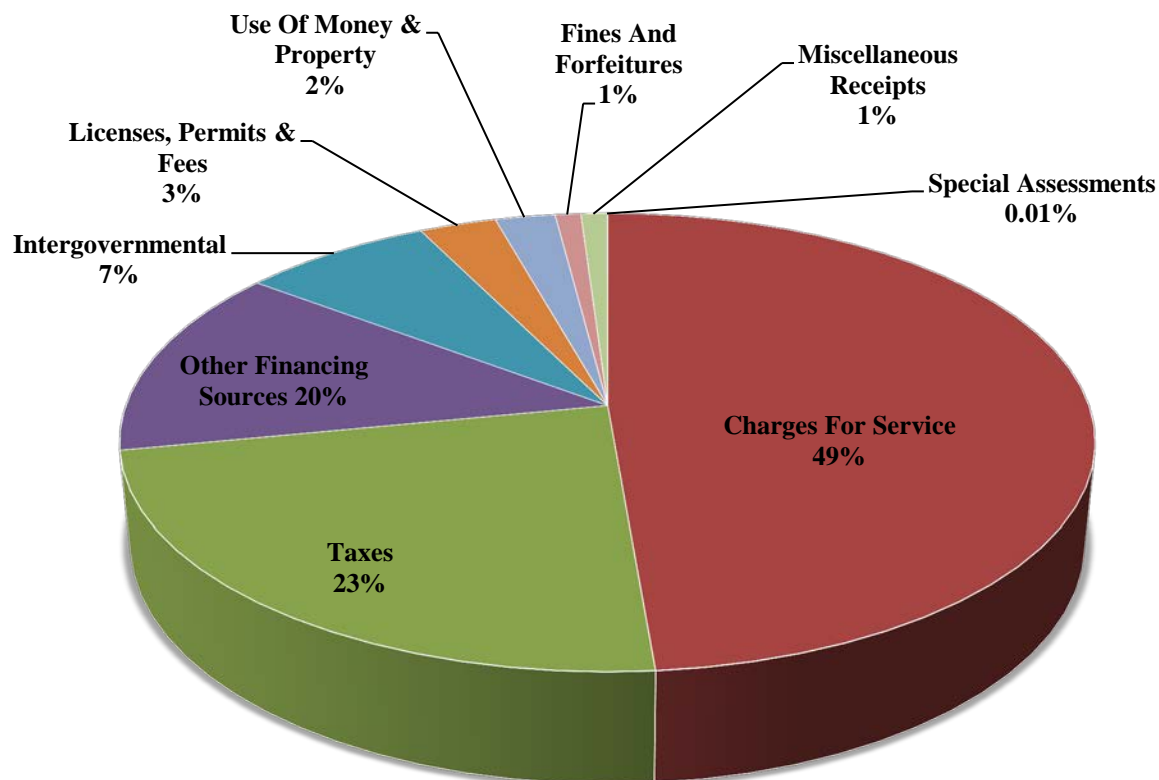
Categories	FY18 Actual	FY19 Actual	FY20 Amended	FY21 Proposed
Taxes	\$ (32,377,123)	\$ (34,831,325)	\$ (37,906,488)	\$ (37,844,047)
Licenses, Permits & Fees	(4,756,289)	(4,703,184)	(4,904,010)	(4,844,888)
Intergovernmental	(10,167,196)	(10,750,470)	(11,407,148)	(12,040,691)
Charges For Service	(75,991,767)	(77,286,240)	(78,951,282)	(79,328,629)
Fines And Forfeitures	(1,777,902)	(1,775,746)	(1,693,700)	(1,613,000)
Use Of Money & Property	(2,457,191)	(4,737,151)	(2,677,235)	(3,779,785)
Special Assessments	(13,082)	(17,098)	(18,800)	(10,800)
Miscellaneous Receipts	(1,218,174)	(1,690,964)	(1,308,958)	(1,675,521)
Other Financing Sources	(30,385,453)	(31,208,656)	(54,271,723)	(21,856,388)
Sub-Total Current Revenues	(159,144,177)	(167,000,834)	(193,139,344)	(162,993,749)

Beginning Cash (170,785,133) (172,564,635) (179,497,507) (185,089,549)

Total All Funds \$ (329,929,310) \$ (339,565,469) \$ (372,636,851) \$ (348,083,298)

Note: FY20 Amended as of March 16th, 2020

Current Revenues



STATISTICAL TABLES

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General Fund Revenue Detail

Account	FY18 Actual	FY19 Actual	FY20 Amended	FY21 Proposed
<u>Taxes</u>				
Current Taxes	\$ (20,503,074)	\$ (21,437,422)	\$ (22,177,227)	\$ (22,564,234)
Delinquent Taxes	(398,593)	(959,194)	(430,000)	(430,000)
Telecom Business Tax	(46,320)	(44,724)	(52,000)	(45,000)
Sub-Total Taxes	(20,947,987)	(22,441,340)	(22,659,227)	(23,039,234)

Licenses and Permits

Sanipac Franchise	(526,073)	(569,529)	(550,000)	(618,000)
Comcast Franchise	(728,434)	(675,062)	(725,000)	(700,000)
QWest Franchise	(170,790)	(146,611)	(175,000)	(128,000)
NW Natural Gas Franchise	(349,680)	(375,028)	(360,000)	(387,000)
Sprint Franchise	(33,388)	(33,388)	(33,000)	(33,388)
Lane Forest Hauler License	(2,796)	(1,556)	-	(1,000)
Integra Right-Of-Way Fees	-	-	(1,000)	-
EPUD Right-Of-Way Fees	(14,897)	(14,751)	(14,500)	(14,500)
Library Receipts	(25,957)	(24,990)	(30,000)	(25,000)
Library Photocopy Charges	(7,397)	(7,314)	(8,000)	(9,000)
Animal Licenses/Impound	(43,496)	(43,958)	(52,000)	(45,000)
Police Impound Fees	(43,241)	(25,132)	(30,000)	(30,000)
Offense Surcharge	(14,333)	(5,733)	(10,000)	(10,000)
Fire Code Permits	(171,039)	(4,050)	(165,000)	(165,000)
FLS Safety Systems Plan Review	(16,936)	(14,192)	-	-
FLS New Constr Sq Footage Fee	(31,950)	(34,749)	-	(20,000)
Fire Code Plan Check	(85)	-	-	-
Planning Fees	(458,484)	(579,519)	(490,000)	(490,000)
DSD Postage Fees	(9,055)	(14,969)	(10,000)	(10,000)
Technology Fee	(107,995)	(107,490)	-	-
Business License Fees	(185,830)	(200,852)	(180,000)	(205,000)
Sub-Total Licenses and Permits	(2,941,854)	(2,878,873)	(2,833,500)	(2,890,888)

Intergovernmental

Team Spfld Bicycle Patrol	(18,301)	(19,261)	(22,500)	(22,500)
Liquor Apportionment	(870,285)	(1,012,964)	(930,000)	(1,035,000)
Cigarette Apportionment	(74,707)	(69,875)	(80,200)	(66,000)
State Revenue Sharing	(698,933)	(717,021)	(690,000)	(755,000)
Marijuana Apportionment	(238,399)	(307,474)	(316,000)	(325,000)
State Conflagration Funds	(125,088)	(204,282)	(46,080)	-
District 19-School Res. Prog.	(188,462)	(94,497)	(175,000)	(175,000)
SUB In-Lieu-Of-Tax	(1,751,458)	(1,777,163)	(1,812,830)	(1,848,961)
EWEB In-Lieu-Of-Tax	(625,786)	(602,020)	(599,430)	(610,000)

STATISTICAL TABLES

Nathan Bell, Finance Director

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Account	FY18 Actual	FY19 Actual	FY20 Amended	FY21 Proposed
Electric Co-ops In-Lieu-Of-Tax	\$ (13,556)	\$ -	\$ (28,000)	\$ -
HACSA Mckenzie Vill. In-Lieu-O	(18,550)	(19,329)	-	(22,000)
City of Eugene IGA Reimb	-	(5,289)	-	-
Park Patrol Services	(15,000)	-	-	-
Library Courier Contributions	-	(5,888)	(4,572)	(4,500)
Springfield SD 19 Contribution	(100,000)	-	-	-
Sub-Total Intergovernmental	(4,738,525)	(4,835,062)	(4,704,612)	(4,863,961)

Charges for Service

Int Facility Rent	(282,000)	(308,172)	(300,504)	(465,180)
Int Bldg Maint Chgs	(281,904)	(299,001)	(304,284)	(207,060)
Int Vehicle Maint Chgs	(187,752)	(177,319)	(172,272)	(179,436)
ROW Fee - Sanitary Sewer	(224,176)	(223,483)	(383,000)	(389,750)
ROW Fee - Storm Drainage	(206,145)	(212,523)	(360,000)	(366,500)
Meeting Room Use Fee	(4,433)	(5,221)	(5,000)	(5,000)
Police Srvcs U of O	(37,890)	(12,131)	(7,500)	(35,000)
Special Events Services	(9,453)	(9,524)	(14,000)	(10,000)
HR Training Revenue	(3,214)	-	-	-
Rainbow Fire Protection	(1,202,111)	(1,203,161)	(1,238,831)	(1,200,000)
Glenwood Fire Protection	(142,050)	(137,793)	(170,358)	(140,000)
Willakenzie Fire Protecti	(345,468)	-	(356,733)	(350,000)
MVA First Response	(6,913)	(11,420)	(7,500)	(7,500)
Will Collection Fee	(27,040)	(23,802)	(20,000)	(25,000)
Library Automation	(57,886)	(62,578)	(63,742)	(69,000)
Intra-City Staff Reimb - UR	(109,825)	(117,929)	(108,936)	(113,674)
Staff Reimbursement - RFC	(12,000)	(12,000)	(12,000)	(12,000)
Prior Year Engineering Revenue	(705)	(1)	-	-
Sub-Total Charges for Service	(3,140,966)	(2,816,058)	(3,524,660)	(3,575,100)

Fines and Forfeitures

Muni Court Revenues	(1,656,859)	(1,573,588)	(1,656,000)	(1,600,000)
Library Fines	(25,875)	(23,490)	(26,000)	(12,000)
Restitution	(1,463)	(2,007)	(1,000)	(1,000)
Unclaimed/Forfeited Property	(4,436)	(7,929)	-	-
Sub-Total Fines and Forfeitures	(1,688,633)	(1,607,014)	(1,683,000)	(1,613,000)

Use of Money and Property

Interest Income	(168,643)	(344,753)	(175,000)	(300,000)
Variance in FMV of Investments	(4,714)	(102,851)	-	-
Unsegregated Tax Interest	22,940	11,223	-	-
County Assess Interest	(16,510)	(20,633)	(7,000)	(7,000)
Sub-Total Use of Money and Property	(166,928)	(457,015)	(182,000)	(307,000)

STATISTICAL TABLES

Nathan Bell, Finance Director

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Account	FY18 Actual	FY19 Actual	FY20 Amended	FY21 Proposed
<u>Miscellaneous Receipts</u>				
Claims Recovery	\$ (1,776)	\$ -	\$ -	\$ -
Cash Over/Short	(328)	(281)	-	-
Miscellaneous Receipts	(57,214)	(94,122)	(60,000)	(60,000)
Testing	(2,195)	(5,496)	-	(5,000)
Muni Court -Int on Delinq	(188,523)	(179,456)	(190,000)	(190,000)
Mills Davis Foundation Grant	-	(26,347)	-	-
Enterprise Zone Exempt Fee	(64,395)	(65,191)	(86,059)	(85,000)
Sub-Total Miscellaneous Receipts	(314,431)	(370,894)	(336,059)	(340,000)
<u>Indirect Charges</u>				
Indirect Chgs: Fund 201	(509,712)	(517,032)	(560,712)	(600,480)
Indirect Chgs: Fund 611	(325,044)	(332,189)	(335,412)	(392,400)
Indirect Chgs: Fund 612	(297,456)	(319,152)	(328,080)	(343,776)
Indirect Chgs: Fund 615	(541,116)	(512,604)	(623,880)	(504,000)
Indirect Chgs: Fund 617	(547,944)	(560,009)	(573,480)	(630,000)
Indirect Chgs: Fund 618	(21,144)	(21,528)	(21,876)	(22,500)
Indirect Chgs Fund 419	(5,076)	(5,172)	(5,256)	-
Indirect Chgs: Fund 224	(127,344)	(135,924)	(138,072)	(142,920)
Indirect Chgs: Fund 719	(48,204)	(51,336)	(46,932)	(48,240)
Sub-Total Indirect Charges	(2,423,040)	(2,454,946)	(2,633,700)	(2,684,316)
<u>Interfund Transfers</u>				
XFR From Fund 204	-	-	-	(191,452)
XFR From Fund 305	(4,000)	-	-	-
XFR From Fund 208	(613,794)	(610,452)	(798,000)	(797,222)
XFR From Fund 618	(63,000)	(67,548)	(272,879)	(73,626)
XFR From Fund 420	(85,538)	(81,803)	(135,857)	-
Sub-Total Interfund Transfers	(766,332)	(759,803)	(1,206,736)	(1,062,300)
Interfund Loan Repayment	-	-	-	(2,175,000)
Beginning Cash Balance	(8,574,037)	(9,735,031)	(10,736,992)	(8,059,126)
Total General Fund	\$ (45,702,733)	\$ (48,356,037)	\$ (50,500,486)	\$ (50,609,925)

Note: FY20 Amended as of March 16th, 2020

STATISTICAL TABLES

Nathan Bell, Finance Director

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FY21 ASSESSED VALUATION, LEVY & TAX REVENUE SUMMARY

	Rate Per \$1,000	Assessed Valuation	Levy	Net Tax Revenue
General Fund				
FY20 Assessed Valuation		\$ 4,994,608,774		
Plus: 3% Increase from Added Value		149,838,263		
Est. Assessed Value FY21 Pre UR		5,144,447,037		
Less: Urban Renewal Excess (estimated)		(124,607,473)		
Total Estimated Assessed Valuation net of Urban Renewal		\$ 5,019,839,564		
City of Springfield Permanent Rate Levy	\$ 4.7403			
Estimated Taxes Raised for FY21 (rate x AV/1,000)			23,795,545	
Less Allowances for Discounts, Delinquencies, & Appeals*:			(1,231,311)	
Total Available General Fund Tax Revenue for Appropriation				\$ 22,564,234
Fire Local Option Levy Fund				
City of Springfield Five-Year Tax Rate (FY17 – FY21)	\$ 0.3600			
Estimated Taxes Raised for FY21 (rate x AV/1,000)			1,807,142	
Less Allowances for Discounts, Delinquencies & Compression*:			(176,804)	
Total Available Tax Revenue for Appropriation				\$ 1,630,338
Police Local Option Levy Fund				
City of Springfield Five-Year Tax Rate (FY19 - FY23)	\$ 1.4000			
Estimated Taxes Raised for FY21 (rate x AV/1000)			7,027,775	
Less Allowances for Discounts, Delinquencies & Compression*:			(648,680)	
Total Available Tax Revenue for Appropriation				\$ 6,379,095
Bond Sinking Fund				
Levy Required for 2016 General Obligation Bonds			2,062,668	
Estimated Tax Rate (Levy/AV)	\$ 0.4109			
Less Allowances for Discounts, Delinquencies*:			(87,663)	
Subtotal				\$ 1,975,005
Levy Required for 2019 General Obligation Bond (Streets)			2,135,619	
Estimated Tax Rate (Levy/AV)	\$ 0.4254			
Less Allowances for Discounts, Delinquencies*:			(90,764)	
Subtotal	\$ 0.8363			\$ 2,044,855
Total Available Bond Sinking Fund Tax Revenue for Appropriation				\$ 4,019,860
Est. Total Tax Rate and Tax Revenue Collection	\$ 7.3366			\$ 34,593,527

STATISTICAL TABLES

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FY21 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	\$ 1,540,916	7.00
Fire levy dedicated reserve	976,304	
Fire Services Local Option Levy Funding	\$ 2,517,220	
Police and Jail Services operating costs	\$ 6,542,604	39.08
Legal and Judicial Services operating costs	757,241	2.23
Public Safety levy dedicated reserve	2,183,283	
Police Local Option Levy Funding	\$ 9,483,128	
Total Funding Provided by Levies	\$ 12,000,348	48.31
Detail by Type of Costs Funded:		
Departmental Operating costs	\$ 8,840,761	48.31
Dedicated Reserves	3,159,587	
Total Funding Provided by Levies	\$ 12,000,348	48.31

STATISTICAL TABLES

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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.

	FY18 Actual	FY19 Actual	FY20 Est Actual	FY21 Proposed
Tax Base/Rate Levy*	(20,503,074)	(21,437,422)	(22,249,071)	(22,564,234)
Fire Local Option	(1,541,687)	(1,584,580)	(1,610,380)	(1,630,338)
Police Local Option	(5,481,551)	(6,162,257)	(6,263,920)	(6,379,095)
Subtotal Taxes	(27,526,312)	(29,184,259)	(30,123,371)	(30,573,667)
Bonds	(1,770,075)	(1,822,500)	(4,260,000)	(4,019,860)
Total	\$ (29,296,387)	\$ (31,006,759)	\$ (34,383,371)	\$ (34,593,527)

Assessed Value**	\$ 4,624,303,479	\$ 4,857,115,762	\$ 4,994,608,774	\$ 5,144,447,037
Rate for Operations	6.3803	6.5003	6.5003	6.5003
Bonds	0.4025	0.3940	0.8927	0.8363
Total Rate	\$ 6.7828	\$ 6.8943	\$ 7.3930	\$ 7.3366

* 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
FY20 Assessed Valuation (AV)	\$4,994,608,774
Add Estimated 3% Increase in Value	149,838,263
Total City Assessed Valuation for all Levies	\$5,144,447,037
Less: Urban Renewal Growth	(\$124,607,473)
Total City AV for Permanent Rate net of UR	\$ 5,019,839,564

STATISTICAL TABLES

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FY21 Tax Rates

The City of Springfield's revised property tax rate per thousand is \$7.3366(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.)	\$0.8363
Total City Rate	\$7.3366

Tax and Assessed Valuation History

Fiscal Year	Tax Rate	Taxable Value
FY21 - EST	\$7.3366	\$ 5,144,447,037
FY20	7.4105	4,994,608,774
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: FY21 begins July 1, 2020 and ends June 30, 2021.

Includes Urban Renewal

STATISTICAL TABLES

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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.

GLOSSARY

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.



GLOSSARY

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

GLOSSARY

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.

GLOSSARY

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.)

GLOSSARY

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.

GLOSSARY

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.

GLOSSARY

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.

GLOSSARY

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.

GLOSSARY

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.

GLOSSARY

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*".

GLOSSARY

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

GLOSSARY

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

GLOSSARY

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