



City of Springfield, Oregon

FY17 Proposed Budget



www.springfield-or.gov

**CITY OF SPRINGFIELD
Proposed Budget – FY17**

Christine L. Lundberg
Mayor

Members of the Budget Committee

Council Members:	Ward	Public Members:
------------------	------	-----------------

Sean Van Gordon	1	Chris Stole
Hillary Wylie	2	Terry Buck
Sheri Moore	3	Nathan Mischel
Dave Ralston	4	Gabrielle Guidero
Marilee Woodrow	5	Victoria Doyle
Joe Pishioneri	6	Diana Alldredge

Gino Grimaldi
City Manager

Jeff Towery
Assistant City Manager

City Executive Team

Bob Duey	-	Finance Director
Rob Everett	-	Library Director
Anette Spickard	-	Development & Public Works Director
Brandt Melick	-	Information Technology Director
Niel Laudati	-	Community Relations Manager
Randy Groves	-	Fire Chief
Timothy Doney	-	Chief of Police
Greta Utecht	-	Human Resources Director

Cover painted by Jenny Kroik, "The Abbey Courtyard"

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.

Acknowledgments

Special thanks go to the following individuals for their assistance with the compilation of the FY16 Adopted Budget Document.

Budget Review Team:	Gino Grimaldi, City Manager Jeff Towery, Asst. City Manager Bob Duey, Finance Director Paula Davis, Budget Officer Michelle Lewis, Management Analyst
Preparation of the Budget Document:	Paula Davis, Budget Officer Michelle Lewis, Management Analyst
Department Budget Coordinators:	Kathy Cunningham, Legal & Judicial Services Mike Harman, Police Department Brandt Melick, Information Technology Department Rhonda Rice, Development & Public Works Department Jana Sorenson, Fire and Life Safety Department Courtney Griesel, City Manager's Office Dee Dee Thomas, HR Specialist
Finance Department Staff:	Meg Allocco, Accountant Nathan Bell, Accounting Manager Andrew Bemiller, Accounting Tech David Held, Administrative Assistant Michelle Lewis, Management Analyst Jayne McMahan, Procurement Analyst Sally McKay, Accountant Alison Rich, Payroll Specialist
Budget System Support:	Kerrie Miller, Programmer Analyst

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

Our Organizational Values Statement

Passion * Integrity * Results

Passion for our community

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

Integrity in our work

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

Results through collaboration

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



Table of Contents

City Government Roster

Acknowledgements

City of Springfield Values Statement

Readers Guide

Readers Guide 1

Budget Message

Budget Message 3

City Overview

City Overview 21

Total Budget Summary; Resources and Requirements – FY14 through FY17 26

Total Budget Summary; Requirements Only – FY14 through FY17 28

Operating Budget

Operating Budget Summary; by Department, Fund & Category FY14 through FY17 31

Operating Budget Summary Chart 33

City of Springfield Organization Chart 34

City Manager's Office 35

Development & Public Works Department 49

Finance Department 79

Fire and Life Safety Department 87

Human Resources Department 103

Information Technology Department 119

Legal and Judicial Services 133

Library Department 143

Police Department 153

Capital Budget

Overview 165

Table of Contents

Capital Budget Detail	171
<i>Non-Departmental Budget</i>	
Total Non-Departmental Budget	181
Contingency	182
Debt Activities	183
Interfund Transfers and Loans	184
Miscellaneous Fiscal Transactions	185
Reserves; Non-Dedicated and Dedicated	186
Statutory Payments	190
Unappropriated Balances	191
<i>Financial Summaries and Statistical Tables</i>	
Resources and Requirements Summary by Fund	193
Total Requirements Summary Chart	194
Full Time Equivalent (FTE); Comparison by Fund	195
Full Time Equivalent (FTE); by Department: FY14 through FY17	196
Total Budget Summary; Resources Only – FY14 through FY17	197
General Fund Revenue Detail – FY14 through FY17	198
Assessed Valuation; Levy and Tax Revenue Information Summary	201
Assessed Valuation; Levy and Tax Revenue Information Detail	202
Tax and Assessed Valuation History; by Fiscal Year – FY06 through FY17	205
<i>Glossary</i>	
City Fund Types	207
Description of Funds	212
Descriptions of Budget Terms	216
Budget Acronyms and Abbreviations	224

READERS GUIDE

The Budget Document

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

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

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

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

The **Operating Budget** by Department presents the City's operating budget (personnel services, materials and services, and capital outlay) from the department view. There are eight City departments and one service area: City Manager's Office; Development & Public Works; Finance; Fire and Life Safety; Human Resources; Information Technology; Legal and Judicial (a service area); Library, and Police. Each of the nine Departmental areas includes a description of the Department, its mission, community outcomes, organization chart, financial summary, and information about the personnel services of the Department. The Department view answers such questions as "How is the department organized to provide services to Springfield citizens? What budget authority is established for each major category of expenditures? What is the total budget for the Department and where is the funding coming from?" The Operating Budget of \$103,857,021 makes up 34.41% of the total City budget.

The **Capital Budget** section provides a summary page of the total City capital budget and detail descriptions of the projects and project categories are included. The Capital Budget of \$48,825,360 makes up 16.18% of the total City budget. This section

represents the recommended budget for projects previously published and approved by Council in the Capital Improvement Program (CIP) document. The CIP is prepared annually, beginning in early October. The process begins with an outreach effort to gain public input, and input from private utilities and other public agencies and ends with City council adoption in February.

The **Non-Departmental Budget** section provides information for all budget categories that are neither department operating nor capital costs. The Non-Departmental Budget of \$149,097,164 makes up 49.41% of the total City Budget. This section provides detail to those expenditures not under the direct authority of a department and/or the activities of the program are not specifically identifiable by department. Such detail as the City Fund Reserves, debt servicing costs, and inter-fund transfers of all funds are summarized in this section.

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

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



Budget Message 2017

It is my pleasure to present the City of Springfield's proposed Fiscal Year 2017 budget.

Budget Overview

The Fiscal Year 2017 budget continues to provide the quality services expected by the citizens of Springfield. It also continues to move the community forward in a number of important areas that will improve the lives of those who live, work, and travel in our community. While from a financial perspective the proposed budget is what many would consider a "status quo" budget, in terms of the impact of the work funded through Fiscal Year 2017 budget, it would be a tremendous understatement to characterize the proposed budget as a "status quo" budget. It is a budget that makes the investments needed to accomplish the goals of the Mayor and City Council.

The proposed budget reflects the financial reality that the City of Springfield's revenue growth is relatively flat from Fiscal Year 2016 to Fiscal Year 2017. Expenditures in the proposed budget generally match the relatively flat growth in revenue, producing a budget that is fiscally sound. It prepares the organization to react to improving economic conditions and be in a reasonable position to address future financial challenges. Expenditures City-wide increased by 1%. Personal Services, the cost to pay employees, the single largest cost of the organization, also increased by 1%. Materials and Services across the City decreased by 1%. Knowing that the modest increases in expenditures will be difficult to sustain in future years, the proposed budget limits the increase in the number of employees to 0.5 FTE over the prior year. It is unfortunate that in a year when we have succeeded in keeping expenditure increases very low, revenue increases have been virtually flat. If revenue was projected to grow at even a modest pace of 3%, approximately \$1,000,000 of additional revenue would have been available to put aside to meet future needs.

There are many reasons for the lack of the increase in revenue these have the most impact:

- Property Taxes

In Fiscal Year 2015, the City received \$19.2 million in current property taxes. That decreased to \$19 million in Fiscal Year 2016 and will only increase by \$465,800 or 2.4% in Fiscal Year 2017. This is the result of the loss of a major taxpayer (the Swanson lumber fire) and a slow recovery of property values.

- Payments from the Springfield Utility Board

In Fiscal Year 2013, the City received \$1.8 million in payments-in-lieu-of-taxes from the Springfield Utility Board. Four years later, in Fiscal Year 2017, that amount is projected to be \$1.7 million. A longstanding agreement between the City and the Springfield Utility Board

establishes a methodology for the utility to make payments to the City in lieu of paying property taxes. In general, the agreement is based on the amount of electricity used and the number of customers. Energy conservation, the loss of several major customers (two lumber mills for example), and a lack of the growth in customers has caused this important revenue source to decrease.

- Telecommunications Fees

These fees are a major source of revenue, generating approximately \$900,000. While telecommunications companies have increased the cost of services for the consumer, shifts in how services are delivered have caused this source of revenue to remain relatively flat.

Highlights of Service Improvements and Changes

- Economic Development—City Manager’s Office

The City continues to strive to be responsive to the needs of private-sector industry as they look to grow in our community. The proposed Fiscal Year 2017 budget includes \$75,000 for the creation of a strategy that will allow the City to be proactive in understanding the needs of industries in our community and to have the tools to engage those industries to promote opportunities for location and growth.

In 2015, Springfield was included as one of 12 Investing in Manufacturing Communities Partnership (IMCP) communities designated by the federal Economic Development Agency. This partnership and industry promotion work seeks to further promote the region, on a national level, as a leader in advanced secondary timber products. Springfield’s focus has been on advanced timber products and Cross Laminated Timber. The proposed budget contains \$75,000 to continue work to continue to revitalize and assist the timber industry in Springfield.

- Budgeting Software—Finance Department

The existing software that is critical to the preparation of the annual budget is reaching the end of its useful life. The proposed Fiscal Year 2017 budget includes \$165,000 in contractual service to implement new software. The new software will be implemented in time for its use in the preparation of the Fiscal Year 2018 budget. It will improve the City’s ability to utilize priority-based budgeting, as well as provide a better link between the budget and the City’s strategic plan and performance measures.

- Improved Security—Information Technology Department

Maintaining a secure environment is of increased importance since the number and sophistication of those attempting to obtain private information from computer systems continues to increase. The proposed Fiscal Year 2017 budget contains an additional \$80,000 in contractual services to maintain security systems. It also contains an additional \$45,000 to establish policies and procedures needed to meet security standards required by law

enforcement data systems, the payment card industry and to be in compliance with federal health laws.

- Training—Police Department

The Police Department is establishing a sustainable training plan to maintain current competencies and develop new areas of expertise. An additional \$30,000 is included in the proposed Fiscal Year 2017 budget, bringing the total training budget for the Police Department to \$50,000.

- Armored Vehicle—Police Department

The proposed Fiscal Year 2017 budget includes \$160,000 for the purchase of an armored vehicle. The source of funding is Federal Forfeiture Funds. The vehicle would provide armored capabilities for situations in which one or more officers need to approach an armed conflict or barricaded individual. The vehicle can also be used to facilitate the rescue of individuals in dangerous and life threatening situations. The Police Department plans to obtain a civilian vehicle that can be retrofitted to provide the needed protection.

- Risk Program and Claims Administration—Human Resources

During the past two fiscal years, the Human Resources Department has had a limited-duration position that has been tracking Workers Compensation and short- and long-term disability claims. This continues to be a cost effective method to help employees heal and reduce the City's costs. The proposed budget makes the limited-duration position a regular position. The total cost of the position is approximately \$86,000 while costs avoided in calendar year 2015 were approximately \$180,000 and wage subsidy reimbursements from the State have more than doubled for a net increase of \$28,000 in revenue.

- Volunteer Coordination—Human Resources

The Fiscal Year 2016 budget included a Volunteer Coordinator position as a limited-duration position. Now that the program is established, the time it takes to run the Volunteer Program has decreased. The program is anticipated to take 0.6 FTE, freeing up 0.4 FTE for recruitment efforts. The proposed budget makes the position a regular position. The total cost of the position is approximately \$96,400.

Capital Projects

The City of Springfield is responsible for maintaining and building facilities that are critical to the livability and the economic vitality of the community. The Fiscal Year 2017 budget invests approximately \$51 million in these facilities. Among the major capital projects included in the Capital Budget are the following:

- Virginia-Daisy Bicycle Boulevard and Virginia-Daisy Preservation—The City of Springfield partnered with the University of Oregon for the 2011-2012 Sustainable City Year to plan Virginia-Daisy corridor bike boulevard improvements. Safety treatments along the entirety of the corridor may include: increased signage to slow vehicles and identify the space as a bicycle boulevard, striping of bicycle lanes, “sharrows,” traffic-calming infrastructure (e.g. bulb-outs), and intersection treatments (e.g. mini-roundabouts). In 2015, the City received \$700k in a State grant to implement this project. Additionally, the City has received \$500,000k in grant funds to facilitate a surface preservation project on the corridor that will be completed in advance of the bicycle boulevard project.
- S. 42nd Street & Jasper Roundabout—Funding set aside from the State deposit for jurisdictional transfer will be utilized to implement this project. This money is set aside for future preservation activities on S. 42nd Street. A surface-preservation project will remove some of the existing asphalt surface in the roundabout and replace it with Portland Cement Concrete (PCC).
- Franklin Boulevard Reconstruction—The Franklin concept, endorsed by Council in 2008, envisions sections of improved arterial and sections of a multi-way boulevard treatment that includes access lanes and parking adjacent to the arterial. Project elements include roundabout intersections, median control, relocated EmX station platforms, space preserved for future transit or roadway capacity, and provision of high-quality bicycle and pedestrian facilities. The City received \$6 million through the Statewide Transportation Improvement Program (2015-2018 STIP), and will match that with a \$3.6 million to complete a Phase 1 improvement from the Franklin-McVay intersection to a logical terminus to the west. Construction is anticipated to begin in Summer 2016.
- Mill Race Stormwater Facility—The Mill Race Stormwater Facility Project is a stormwater treatment facility, on land immediately north of the present Mill Pond, acquired from McKenzie Forest Products. The project will intercept and treat stormwater from the industrial/commercial sub-basin south of Main Street. The project will include open vegetative treatment for problematic pollutants to improve water quality in the Springfield Mill Race. It will also provide detention for stormwater and enhance planned public amenities in this area. This project will invest nearly \$5 million addressing water quality of stormwater flow entering the Mill Race. In addition, the City of Springfield is working with Willamalane to incorporate park and trail features as part of the design.

Long-Term Fiscal Health

The City is beginning its third year using the methodology of priority-based budgeting as a tool to help focus the allocation of available resources to those services that most help to advance community and Council goals. For this annual budget process to prove successful, it is important that the City has established policies that support the long-term fiscal stability for both a consistent level of base services year after year and allow expanded or new and innovative services to be planned for in advance. In April, the City Council adopted Reserve, Revenue, and Accounting policies (Appendix A). In the

upcoming year, it is anticipated the City Council will adopt policies regarding Expenditures, Long-Term Financial Planning, Investments, Operating Budget, Capital Asset Management and Debt Management.

Maintaining long-term fiscal health will require active management of our financial condition and difficult decisions. Financial policies will play a key role in defining fiscal health and making decisions needed to maintain the financial health of the City organization.

Challenges

It is anticipated that future revenue increases will continue to be relatively flat, absent significant improved economic activity or a more aggressive approach to increasing existing revenue. Personal Services costs will increase at a faster rate than revenue increases. Personal services costs will be heavily influenced by increased retirement plan costs for both the Oregon Public Employee Retirement System (PERS) and the City retirement plan for police officers. Upcoming labor negotiations for two bargaining units will also have an impact, as will the outcome of the result of binding arbitration with the firefighters' union. This will result in a projected General Fund deficit that will require continued efforts to find ways to improve the delivery of services and reduce costs.

Maintaining the City's aging infrastructure continues to be difficult to accomplish within existing resources. The condition of City streets continues to deteriorate due to lack of funding for maintenance and preservation. Later this spring, the Mayor and City Council will be examining possible solutions to this problem.

Conclusion

The proposed Fiscal Year 2017 budget appropriately positions the City organization to continue to maintain good fiscal health and meet the challenges of the future. Maintaining our fiscal health will take discipline and innovation. The community, Budget Committee, Mayor and City Council, and City employees have consistently demonstrated these qualities in the past and I am confident it will continue into the future.

Preparation of the budget is truly a team effort. I would like to thank those that helped prepare the budget. I would like to give special thanks to Bob Duey, Paula Davis and Michelle Lewis of the Finance Department for the leadership role they have played in the preparation of the budget.

I formally submit the Fiscal Year 2017 budget for your consideration and look forward to discussing it in greater detail with you.

Sincerely,



Gino Grimaldi
City Manager



City of Springfield
Financial Policies

Preamble to the Financial Policies

I. Purpose

City of Springfield is accountable to its citizens for the use of public dollars. Its resources should be used wisely to ensure adequate funding for the services, public facilities, and infrastructure necessary to meet the community’s present and future needs. These Financial Policies are intended to serve as a blueprint to achieve the fiscal stability required to accomplish the City of Springfield Council’s goals and objectives. The policies set forth principles that:

- Minimize the cost of government and reduce financial risk;
- Maintain appropriate financial capacity for present and future needs;
- Ensure the legal use of financial resources through an effective system of internal controls.

II. Applicability & Scope

These Financial Policies apply to all City departments and all City Funds.

III. Authority

The Mayor and City Council are responsible for legislation, policy formulation, and overall direction setting of the government. This includes the approval of financial policies that establish and direct the operations of the City of Springfield. The City Manager is responsible for carrying out the policy directives of the City Council and managing the day-to-day operations of the executive departments, including the Finance Department. These policies will be administered on behalf of the City Council by the City Manager and the Finance Director.

IV. Definitions & Acronyms

- A. Fund: a self-balancing set of accounts, segregated for specific purposes, including compliance with laws and regulations or for special restrictions and limitations.

V. Policies

Reserves

Revenues

Future Policy: Expenditures

Future Policy: Operating Budget

Future Policy: Capital Asset Management

Future Policy: Long-Term Financial Planning

Future Policy: Debt Management

Future Policy: Investment

Accounting, Auditing, and Financial Reporting

VI. Related Documents and References

A. Springfield Municipal Code

B. Administrative Regulations and Policies

VII. Quality Control & Quality Assurance

The City Manager is responsible to ensure the presence of procedures that provide sufficient guidance to affected City personnel to fulfill the intent of these policies.

These policies will be updated on an as-needed basis.

VIII. Version

Version 1 (adopted xxx. xx, 2016)



City of Springfield
Financial Policies

Reserve Policy

I. Purpose

The City of Springfield desires to maintain a prudent level of financial resources to guard its citizens against service disruption in the event of unexpected temporary revenue shortfalls or unpredicted one-time expenditures. In addition, this Policy is intended to document the appropriate Reserve levels to protect the City's creditworthiness. This Policy establishes the amounts the City will strive to maintain in its Operating Funds Reserves, how Reserves are funded, and the conditions under which Reserves may be used.

II. Applicability & Scope

This policy applies to Operating Funds.

III. Authority

The Budget Committee and City Council will amend or approve the recommended Reserve levels through adoption of the Adopted Budget. Unless otherwise noted, the City Manager must give prior approval before any actions are taken under this **Reserve Policy**.

IV. Definitions & Acronyms

- A. Adopted Budget: as referred to in this Reserve Policy means the budget approved by Council and all subsequent amendments.
- B. Operating Funds: includes the General Fund and certain other Special Revenue and Enterprise Funds, which specifically track operating revenues and expenditures. This definition does not include strictly accounting activities within the funds, which are used to track resource inflows and outflows (e.g. sinking fund), but do not recognize operating revenue or expenditures.
- C. Reserve: the segregation of a portion of a fund balance to provide for cash-flow requirements (Working Capital), emergency situations (Contingency), unanticipated revenue or expenditure fluctuations (Revenue or Rate Stability), and future needs (Unrestricted Reserves).
- D. Structural Balance: a structurally balanced budget meets recurring requirements with recurring resources. A structural imbalance occurs when non-recurring resources are necessary to meet recurring requirements.

V. Policy

A. Reserve Levels

i. Determining Reserve Levels

Through the City Manager, and in conjunction with other department directors, the Finance Director will recommend the appropriate Reserve levels for the City's Operating Funds. Reserve levels will be sufficient to cover cash-flow requirements (Working Capital), emergency situations (Contingency), unanticipated revenue or expenditure fluctuations (Revenue or Rate Stability), and future needs (Unrestricted Reserves). Appropriate Reserve levels will be determined by:

Cash-flow requirements to support expenditures;

Relative rate stability from year-to-year for enterprise funds;

Susceptibility of the fund to emergency or unanticipated expenditures;

Creditworthiness and capacity to support debt-service requirements;

Legal or regulatory requirements affecting revenues, expenditures, and fund balances; and

Reliability of outside revenues.

ii. General Fund Reserve Levels

The City will maintain, at a minimum, the following Reserve levels:

A restricted Working Capital Reserve covering cash-flow requirements for at least five months; and

A restricted Contingency Reserve of three percent (3%) of General Fund operating expenditures for emergency expenditures; and

A restricted Revenue Stability Reserve to guard against susceptibility of the General Fund to unanticipated fluctuations in revenues or expenditures; and

Additional Unrestricted Reserves to plan for program development and future needs to continue to deliver the community's highest priority services.

iii. Reserves in Other Funds

Other Operating Funds will maintain Reserve levels sufficient to cover Working Capital, Contingency, and Unrestricted Reserves. Appropriate Reserve levels for these funds will be determined in accordance with this Policy.

iv. Monitoring Reserves

During the course of the year, the Finance Department will closely monitor the City's revenues and expenditures to ensure Reserves are not used beyond any planned. If, based on the staff's analysis and forecasting, the target levels of Reserves are not being met, or are likely to not be met at some point within a five-year time horizon, then fund balance levels will be provided to the Mayor and City Council. Should the projected year-end fund balances fall below the minimum Reserve levels established by this Policy, a plan to replenish the Reserves will be established based on the requirements outlined in this Policy.

B. Funding the Reserves

Funding of Reserves will generally come from excess revenues over expenditures or one-time revenues.

C. Conditions for Use of Reserves

It is the intent of the City to limit use of Reserves to address unanticipated, non-recurring needs. Reserves will not normally be applied to recurring annual operating expenditures. Reserves may, however, be used to allow time for the City to restructure its operations in a deliberate manner (as might be required in an economic downturn), but such use will only take place in the context of an adopted long-term plan.

Use of Contingency Reserves should be infrequent: for unanticipated expenditures such as costs associated with a response to a disaster, or to meet unanticipated increases in service delivery costs. The City Council must authorize expenditure of any Contingencies via a resolution.

D. Authority over Reserves

The City Council may authorize the use of Reserves. City staff will report both current and projected Reserve levels to the City Council.

E. Replenishment of Reserves

In the event that Reserves are used resulting in a balance below the appropriate Reserve levels established by this Policy, a plan for Reserve replenishment will be

submitted to the City Council. A replenishment plan will include: (1) the time period over which the components of the Reserve will be replenished, and (2) the means by which they will be replenished.

i. Time Horizon

Generally, Reserves should be replenished within one to three years. Factors influencing the time horizon for replenishment include:

The budgetary reasons behind the Reserve targets

Recovering from an extreme event

Political continuity

Financial planning time horizons

Long-term forecasts and economic conditions

External financing expectations

ii. General Fund Replenishment

In the event Reserves are used resulting in a balance below two months (roughly 16%) of General Fund operating expenditures, the General Fund will be replenished with nonrecurring revenues, budget surpluses, or resources from other funds, over a period of one to three years, with targets of 80% of target in year one, 90% of target in year two, and 100% of target in year three.

F. Excess of Reserves

Target Reserve balances will be measured against three-year projections for the Operating Fund. In the event Reserves exceed the target balance requirements, any excess Reserves may be used in the following ways:

1. Fund accrued liabilities, including but not limited to debt service, pension, and other post-employment benefits as directed and approved within the long-term financial plan and the annual budget resolution. Priority will be given to those items that relieve budget or financial operating pressure in future periods;
2. Appropriated to lower the amount of bonds or contributions needed to fund capital projects in the City's Capital Improvement Plan;
3. One-time expenditures that do not increase recurring operating costs and that cannot be funded through current revenues. Emphasis will be placed on one-time uses that reduce future operating costs; or

4. Start-up expenditures for new programs, provided that such action is approved by City Council and is considered in the context of multi-year projections of revenues and expenditures as prepared by the Finance Department.

G. Periodic Review of the Targets

At a minimum, during the budget process, the Finance Department will review the current and projected Reserves to ensure that they are appropriate given the economic and financial risk factors the City is subject to.

VI. Related Documents & References

Accounting, Auditing, and Financial Reporting Policy

VII. Quality Control & Quality Assurance

The City Manager is responsible to ensure the presence of procedures that provide sufficient guidance to affected City personnel to fulfill the intent of this Policy.

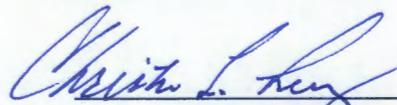
This Policy will be updated on an as-needed basis.

VIII. Version

Version 1 (adopted April 4, 2016)

Adopted by the Common Council of the City of Springfield by a vote of 5 for and 0 against. (1 ABS – VANGORDON)

Approved this 4th day of April, 2016,



Christine Lundberg, Mayor
City of Springfield

Attest:



Amy Sowa, City Recorder
City of Springfield



City of Springfield
Financial Policies

Revenue Policy

I. Purpose

The City of Springfield will maintain a stable and diverse revenue system to shelter programs and services from short-term fluctuations in any single revenue source.

II. Applicability & Scope

This Policy applies to Operating Funds.

III. Authority

Unless otherwise noted, the City Manager must give prior approval before any actions are taken under this **Revenue Policy**.

IV. Definitions & Acronyms

A. Operating Funds: includes the General Fund and certain other Special Revenue and Enterprise Funds, which specifically track operating revenues and expenditures. This definition does not include strictly accounting activities within the fund, which are used to track resource inflows and outflows (e.g. sinking fund), but do not recognize operating revenue or expenditures.

V. Policy

A. Revenue Structure:

The City must be sensitive to the balance between the need for services and the City's ability to raise fees, charges, and taxes to support those services.

i. Diversification and Stabilization:

The City should strive to maintain a diversified mix of revenues in order to balance the source of revenue amongst the taxpayers and to provide ongoing stability and predictability.

ii. Equity

The City will strive to equitably, fairly, and adequately fund its programs. Services having a citywide benefit shall be financed with revenue sources generated from a broad base, such as property taxes and state aids. Services where the customer determines the use shall be financed with user fees, charges, and assessments related to the level of service provided.

iii. Relation to Economic Development

The City's overall revenue structure should be designed to recapture for the City some of the financial benefits resulting from City economic and community development investments. The City will strive to keep a total revenue mix that encourages growth and keeps Springfield economically competitive and a city of choice for people to live and do business.

iv. Collections

The City will enforce its authority to collect revenue due the City, including litigation if necessary. The City will strive to efficiently collect accounts receivable, ensuring the largest possible margin of revenue-obtained to cost-of-collections.

B. Non-Recurring and Volatile Revenue

The City will avoid using unpredictable revenue for ongoing expenditures.

i. Non-Recurring Revenues

By definition, non-recurring revenues cannot be relied on in future budget years. Non-recurring revenues should only be used for non-recurring expenditures and not for recurring expenditures. The best use of non-recurring revenues is to invest in projects that will result in long-term operating cost savings.

Departments will distinguish non-recurring from recurring revenues to assist Finance in fiscal health and budget analysis.

ii. Volatile Revenues

Volatile revenues (recurring but unpredictable revenues) are highly dependent on economic conditions outside of the City's control and are susceptible to large fluctuations (both positive and negative). Therefore, volatile revenues should be used for non-recurring expenditures or to increase reserves for the inevitable economic downturns. Refer to the **Reserve Policy** for further discussion.

C. Revenue Estimates

The City will conduct its operations from existing or foreseeable revenue sources.

The City will prepare revenue forecasts for all Operating Funds. The City will estimate its annual revenues by an objective, analytical process. Since most revenues are sensitive to conditions outside the City's control, estimates will be conservative.

Departments will monitor and provide analysis regarding their revenues to Finance for reporting and budgeting purposes.

D. Earmarking

i. Restricted Revenue

Restricted revenues will only be used for their legally permissible purposes.

ii. Property Taxes

The Oregon Constitution (*see* ORS § 310) imposes limitations on property tax increases and distribution. As such, property tax allocation will be prioritized for use to support essential City services that benefit and are available to everyone in the community.

E. User Fees

The Master Fees & Charges Schedule will be updated at least annually to reflect cost-of-living adjustments and other fee updates.

i. Goals of User Fees

(1) Tax dollars should support essential City services that benefit and are available to everyone in the community.

(2) For services that largely or solely benefit individuals, the City should recover full or partial costs of service delivery through user fees.

ii. Cost recovery

Charges for services that benefit specific users should recover full or partial costs of service delivery, including all direct costs and overhead. User fee pricing policies should take into consideration:

Whether the service benefits the community in general or only the individual or group receiving the service;

Whether the service is provided only by the public sector, or also by the private sector;

Whether imposing the full cost fee would impose a hardship on specific service users;

Whether imposing the full cost fee would place the City at an economic disadvantage;

Whether not imposing a full cost fee would cause an unrealistic demand on the service.

iii. Review of Fees

In addition to the periodic update to the Master Fees & Charges Schedule, departments that impose fees or service charges will periodically prepare and update cost-of-service studies for such services to ensure ongoing equity and cost recovery ability. Departments will periodically examine new revenue possibilities.

VI. Related Documents & References

A. Reserve Policy

B. Accounting, Auditing, and Financial Reporting Policy

VII. Quality Control & Quality Assurance

The City Manager is responsible to ensure the presence of procedures that provide sufficient guidance to affected City personnel to fulfill the intent of this Policy.

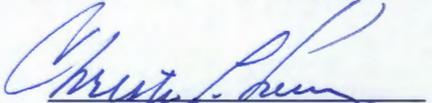
This Policy will be updated on an as-needed basis.

VIII. Version

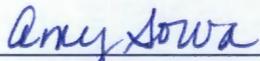
Version 1 (adopted April 4, 2016)

Adopted by the Common Council of the City of Springfield by a vote of 5 for and 0 against. (1 ABS - VANGORDON)

Approved this 4th day of April, 2016,


Christine Lundberg, Mayor
City of Springfield

Attest:


Amy Sowa, City Recorder
City of Springfield



Accounting, Auditing, and Financial Reporting Policy

I. Purpose

The City will maintain a system of financial monitoring, control, and reporting for all operations and Funds in order to provide effective means of ensuring reliability, accuracy, consistency, timeliness, and compliance with legal requirements.

II. Applicability & Scope

This Policy applies to all Funds.

III. Authority

Unless otherwise noted, any actions taken under these **Accounting, Auditing, and Financial Reporting Policy** must be approved by the City Manager.

IV. Definitions & Acronyms

- A. Accounting: is the process of assembling, analyzing, classifying, and recording data relevant to a government's finances.
- B. Adopted Budget: as referred to in this **Accounting, Auditing, and Financial Reporting Policy**, means the budget approved by Council and all subsequent amendments.
- C. Financial Reporting: process of taking accounting data and providing it in usable form to those who need it. It includes internal and external reporting (either special or general purpose).
- D. Fund: a self-balancing set of accounts, segregated for specific purposes, including compliance with laws and regulations or for special restrictions and limitations.

V. Policies

A. Accounting Records and Reporting

The City will maintain its accounting records in accordance with state and federal law and regulations. Budgetary reporting will be in accordance with the state's budget laws and regulations. The City will report its financial condition and results of operations in accordance with state regulations and generally accepted accounting principles ("GAAP") applicable to governments as promulgated by the Government Accounting Standards Board ("GASB").

The Finance Department is responsible for producing timely and accurate financial data reflecting the status of actual revenues and expenditures compared to the Adopted Budget.

B. Auditing

The Finance Department is responsible for compiling and producing the Comprehensive Annual Financial Report ("CAFR") in conformity with state and federal law and regulations and GAAP.

The City will annually seek to obtain the Government Finance Officers Association ("GFOA") Certificate of Achievement for Excellence in Financial Reporting. The CAFR will be presented in a way designed to communicate with citizens about the financial affairs of the City.

C. Fund Structure

The City will establish and maintain Funds that are necessary as a matter of law and Funds that are necessary for sound financial administration. The Finance Director will periodically review the Fund structure and recommend changes to the City Manager to improve compliance with this Policy.

VI. Related Documents & References

This Policy affects all financial policies.

VII. Quality Control & Quality Assurance

The City Manager is responsible to ensure the presence of procedures that provide sufficient guidance to affected City personnel to fulfill the intent of these policies.

These policies will be updated on an as-needed basis.

VIII. Version

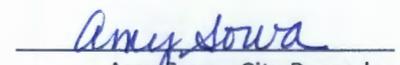
Version 1 (adopted April 4, 2016)

Adopted by the Common Council of the City of Springfield by a vote of 5 for and 0 against. (1 ABS - VANGORDON)

Approved this 4th day of April, 2016,


Christine Lundberg, Mayor
City of Springfield

Attest:


Amy Sowa, City Recorder
City of Springfield

CITY OVERVIEW

City Government Organization

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

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

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

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

Citizen Involvement

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

Date	Time and Place	Agenda Items
Tuesday April 19, 2016	5:30 p.m. Library Meeting Room	Election of Officers Welcome from the City Manager Presentation of FY17 Proposed Budget
Tuesday April 26th	5:30 p.m. 6:00 p.m. Library Meeting Room	Presentation of SEDA Budget Department Presentations Business from the Audience

Continued

Date	Time and Place	Agenda Items
Tuesday May 3rd	5:30 p.m. Library Meeting Room	Business from the Audience Departmental Presentation Conclusion

City Services

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

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

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

The **Finance Department** provides financial management services to all City Departments, the City Council, Budget Committee, the Metropolitan Wastewater Management Commission, the Regional Fiber Consortium and the Springfield Economic Development Agency.

The **Fire and Life Safety Department** acts as first responder in medical and fire-related emergencies, reviews buildings and construction plans to ensure fire safety and provides FireMed and ambulance billing services for many different agencies.

The **Human Resources Department** serves other City Departments by providing technical advice, service, leadership and training for issues related to the City's work force.

The **Information Technology Department** 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 and Judicial Service Area** is responsible for functions provided by the City Attorney, the City Prosecutor and the Municipal Court.

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

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

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

City Services

Purpose of an Annual Budget – The budget represents the financial plan of the City. It is a policy tool for the Mayor and City Council to express the targets and priorities for the next fiscal year and an implementation tool that translates the targets into action plans which are reflected in each program’s goals, objectives and performance measures.

The budget serves other functions as well. It is a financial tool which enables the City to allocate its resources. As a public document, it is a tool for elected officials and administrators to communicate decisions to the citizens and staff. As a decision-making document, staff uses the budget both as an accounting tool to ensure financial integrity and a management auditing tool to measure performance.

Budget Process Overview – Oregon’s local budget law, as set forth in Chapter 294 of the Oregon Revised Statutes, requires local governments to prepare and adopt an annual budget. The law establishes standard procedures for preparing, presenting, and administering the budget. The law requires citizen involvement in the preparation of the budget and public disclosure of the budget before final adoption.

Preparation – The City of Springfield operates on a fiscal year calendar (July 1 to June 30 of the following year). Preparation of the City budget usually begins in January by projecting annual resources and requirements for the coming fiscal year. Resources include revenues received in the current fiscal year, such as property tax receipts, user fees, grants and inter-governmental revenues, as well as reserves and working capital carried forward from the previous fiscal year. Requirements include wages, materials and services and other known costs. This comparison of resources and requirements establishes the context in which the Budget Committee provides policy direction for the preparation of the budget.

Before City staff begins preparing the budget for the upcoming fiscal year, the Budget Committee or City Council are asked to establish general guidelines that will govern the preparation process. After the guidelines are established, staff prepares a proposed budget which the City manager presents to the Budget Committee, usually in April.

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

City of Springfield Annual Budget Process and Timeline

A summary of the City's annual budget process timeline is as follows:

January - March

- ♦ The citizen members of the City of Springfield Budget Committee are appointed by Council.
- ♦ Springfield City Council adopts goals for the next fiscal year.
- ♦ The City Council adopts the Five Year Capital Improvement Program.
- ♦ The City Council reviews the Community Development Block Grant projects for budget preparation.
- ♦ The Budget Committee or City Council provides guidance to City Manager.
- ♦ The City Manager prepares the recommended FY16 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 FY17 Approved Budget to the City Council.

June

- ♦ The City Council holds hearings and adopts the FY17 Annual Budget.

July

- ♦ The FY17 Adopted Budget is implemented and Tax Levy certified.

Adjusting the Adopted Budget

The budget may be amended during the fiscal year. Amending a budget means that the original resolution adopted by Council will be changed based on updated information and/or unanticipated revenues or expenditures occurring after the adoption. Changes to the original resolution that alter legal spending levels must be approved by the City Council before any action can occur. Changes to the resolution are processed through supplemental budget action.

A supplemental budget must be prepared and adopted before any expenditures are made in excess of a department's legal budget appropriation. Notices of all budget hearings are published in the Springfield Times using guidelines in the Oregon Budget Law manual.

CITY OVERVIEW - Continued
FY17 Proposed Budget

Total Operating Budget and Debt Service - Last Four Fiscal Years

Budget Data	FY14 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
Operating Budget - All Funds	\$ 84,269,317	\$ 87,824,856	\$ 102,531,476	\$ 103,857,021
Cost per Capita	1,404.72	1,462.16	1,705.02	1,724.82
% Change (cost per capita)	4.1%	4.1%	16.6%	1.2%
Debt Service *	\$ 3,287,966	\$ 3,287,301	\$ 2,208,136	\$ 2,205,610
Cost per Capita	54.81	54.73	36.72	36.63
% Change (cost per capita)	-1.0%	-0.1%	-32.9%	-0.2%
Population	59,990	60,065	60,135	60,213

Total Operating Revenue by Source - Last Four Fiscal Years

Source	FY14 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
Taxes	\$ 30,112,033	\$ 31,849,783	\$ 31,927,321	\$ 32,353,181
Licenses and Permits	3,544,726	3,910,721	3,837,636	4,504,458
Intergovernmental	8,587,015	12,622,351	9,197,518	9,000,283
Charges for Service	67,487,566	70,218,497	72,134,835	72,738,276
Fines and Forfeitures	1,675,489	1,689,751	1,852,600	1,783,100
Use of Money and Property	2,908,764	744,333	938,025	678,850
Special Assessments	154,545	45,618	14,200	20,200
Miscellaneous Receipts	918,056	1,175,797	1,159,611	1,129,500
Other Financing Sources	33,078,301	33,495,200	41,832,411	26,936,818
Cash Carry-Over	170,254,884	179,130,344	191,244,651	152,634,879
Total	\$ 318,721,378	\$ 334,882,395	\$ 354,138,808	\$ 301,779,545

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

Source	FY14 Adopted	FY15 Adopted	FY16* Adopted	FY17 Proposed
Total Personnel (FTE)	406.69	407.94	408.54	409.04
Employees/1,000 Population	6.78	6.79	6.79	6.79
% Change in Emp/1,000 Population	-1.23%	0.18%	0.03%	-0.01%

* Amended as of March 7, 2016

TOTAL BUDGET SUMMARY - FY14 through FY16
Resources and Requirements: All Funds

Source	FY14 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
Resources: (Summary Level)				
Taxes (Current and Delinquent)	\$ 30,112,033	\$ 31,849,783	\$ 31,927,321	\$ 32,353,181
Licenses, Permits and Fees	3,544,726	3,910,721	3,837,636	4,504,458
Intergovernmental	8,587,015	12,622,351	9,197,518	9,000,283
Charges for Service	67,487,566	70,218,497	72,134,835	72,738,276
Fines and Forfeitures	1,675,489	1,689,751	1,852,600	1,783,100
Use of Money and Property	2,908,764	744,333	938,025	678,850
Special Assessments	154,545	45,618	14,200	20,200
Miscellaneous Receipts	918,056	1,175,797	1,159,611	1,129,500
Other Financing Sources	33,078,301	33,495,200	41,832,411	26,936,818
Total Current Revenues	\$ 148,466,494	\$ 155,752,051	\$ 162,894,157	\$ 149,144,666
Cash Carryover	170,254,884	179,130,344	191,244,651	152,634,879
Total Resources	\$ 318,721,378	\$ 334,882,395	\$ 354,138,808	\$ 301,779,545
	-	-	-	-
Requirements:				
Operating Budget				
City Manager's Office	\$ 1,390,436	\$ 1,521,598	\$ 1,536,868	\$ 1,577,996
Development & Public Works	33,257,329	34,980,361	42,644,409	44,318,992
Finance	1,141,398	1,234,451	1,605,177	1,717,191
Fire and Life Safety	17,619,955	16,893,259	18,697,329	19,397,249
Human Resources	6,960,745	8,492,598	10,193,169	9,537,527
Information Technology	1,520,787	1,515,000	3,089,932	2,921,402
Legal and Judicial Services	1,707,038	1,825,717	2,045,573	2,097,994
Library	1,440,631	1,617,938	1,778,502	1,802,222
Police	19,230,998	19,743,935	20,940,517	20,486,448
Total Operating Budget	\$ 84,269,317	\$ 87,824,856	\$ 102,531,476	\$ 103,857,021
Total Capital Budget	7,001,018	7,567,273	61,077,743	48,825,360
Total Non-Departmental Budget	48,320,699	48,267,827	190,529,589	149,097,164
Total Requirements	\$ 139,591,034	\$ 143,659,956	\$ 354,138,808	\$ 301,779,545
	-	-	-	-

* Amended as of March 7, 2016

TOTAL BUDGET SUMMARY - FY14 through FY17
Resources and Requirements: General Fund

Source	FY1 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
Resources: (Summary Level)				
Taxes (Current and Delinquent)	\$ 18,355,980	\$ 19,782,462	\$ 19,875,826	\$ 20,273,870
Licenses, Permits and Fees	2,398,017	2,448,195	2,580,436	2,710,648
Intergovernmental	3,844,641	4,203,413	4,098,000	4,194,507
Charges for Service	2,919,870	2,970,145	3,053,326	3,167,152
Fines and Forfeitures	1,585,514	1,608,744	1,852,000	1,782,500
Use of Money and Property	57,139	40,349	130,000	92,000
Miscellaneous Receipts	383,717	222,102	259,780	235,000
Other Financing Sources	3,372,279	3,504,355	3,779,460	3,431,876
Total Current Revenues	\$ 32,917,157	\$ 34,779,765	\$ 35,628,828	\$ 35,887,553
Cash Carryover	8,268,084	8,428,315	9,280,895	8,313,470
Total Resources	\$ 41,185,241	\$ 43,208,081	\$ 44,909,723	\$ 44,201,023
Requirements:				
Operating Budget				
City Manager's Office	\$ 1,200,841	\$ 1,309,695	\$ 1,302,485	\$ 1,301,689
Development & Public Works	2,145,954	2,268,846	2,399,189	2,394,808
Finance	877,933	953,474	1,307,347	1,397,717
Fire and Life Safety	9,970,790	9,790,345	10,435,146	10,807,856
Human Resources	363,443	443,063	464,908	522,835
Information Technology	1,343,620	1,451,500	1,641,666	1,745,591
Legal and Judicial Services	1,303,310	1,383,272	1,553,499	1,578,414
Library	1,357,587	1,493,404	1,610,795	1,682,999
Police	13,211,827	13,760,294	14,320,280	14,034,631
Total Operating Budget	\$ 31,775,305	\$ 32,853,893	\$ 35,035,315	\$ 35,466,540
Total Capital Budget	-	-	-	-
Total Non-Departmental Budget	981,620	1,072,708	9,874,408	8,734,483
Total Requirements	\$ 32,756,925	\$ 33,926,601	\$ 44,909,723	\$ 44,201,023

* Amended as of March 7, 2016

TOTAL BUDGET SUMMARY - FY14 through FY17 Requirements Only - All Funds

Expenditures by Department	FY14 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
City Manager's Office	\$ 1,420,436	\$ 1,535,098	\$ 1,686,868	\$ 1,727,996
Development & Public Works	40,228,347	42,534,134	103,300,206	92,734,806
Finance	1,141,398	1,234,451	1,605,177	1,717,191
Fire and Life Safety	17,619,955	16,893,259	18,697,329	19,397,249
Human Resources	6,960,745	8,492,598	10,193,169	9,537,527
Information Technology	1,520,787	1,515,000	3,361,878	3,180,948
Legal and Judicial Services	1,707,038	1,825,717	2,045,573	2,097,994
Library	1,440,631	1,617,938	1,778,502	1,802,222
Police	19,230,998	19,743,935	20,940,517	20,486,448
Non-Departmental	48,320,699	48,267,827	190,529,589	149,097,164
Total	\$ 139,591,034	\$ 143,659,956	\$ 354,138,808	\$ 301,779,545
	-	-	-	-
Expenditures by Fund	FY14 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
General - Fund 100	\$ 32,756,925	\$ 33,926,601	\$ 44,909,723	\$ 44,201,023
Street - Fund 201	5,546,584	5,512,075	6,448,181	6,112,589
Jail Operations - Fund 202	2,803,675	2,726,843	3,206,928	-
Special Revenue - Fund 204	672,944	637,377	1,483,345	1,381,380
Transient Room Tax - Fund 208	939,240	1,019,298	1,904,363	2,115,471
Community Development - Fund 210	726,078	382,596	968,272	900,918
Building Fund - Fund 224	792,465	861,222	1,195,823	3,161,067
Fire Local Option Levy - Fund 235	1,472,140	1,447,473	1,996,650	1,729,208
Police Local Option Levy - Fund 236	4,660,509	4,789,343	7,327,635	7,334,458
Bancroft Redemption - Fund 305	46,995	29,144	118,809	72,490
Bond Sinking - Fund 306	3,287,966	3,287,301	2,593,556	2,561,610
Regional Wastewater Debt Service - Fund 312	7,711,425	7,706,700	8,424,630	-
Sewer Capital Projects - Fund 409	2,696,066	3,249,960	12,666,320	-
Regional WW Rev. Bond Cap. Proj. - Fund 412	2,216,439	2,416,391	17,326,686	10,576,394
Development Assessment Capital - Fund 419	99,231	94,478	1,033,482	803,491
Development Projects - Fund 420	949,446	530,280	5,230,729	3,906,290
Drainage Capital - Fund 425	742,681	541,939	16,238,116	-
Police Building Bond Capital Project - Fund 428	94,378	27,266	9,982	-

Expenditures by Fund - Continued	FY14 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
Regional Wastewater Capital - Fund 433	1,005,428	1,119,336	85,231,523	64,647,947
Street Capital - Fund 434	192,859	730,216	3,947,536	6,747,817
SDC Storm Improvement - Fund 440	390,318	99,012	1,478,187	-
SDC Storm Drainage Reimb Fund - Fund 441	32,741	22,899	181,036	-
SDC Sanitary Reimbursement - Fund 442	152,966	173,357	1,668,395	-
SDC Sanitary Improvement - Fund 443	121,129	157,334	412,968	-
SDC Regional Wastewater Reimb. - Fund 444	17,676	18,000	659,789	-
SDC Regional Wastewater Improv. - Fund 445	1,401,961	1,401,371	4,771,341	-
SDC Transportation Reimbursement - Fund 446	53,212	123,429	314,896	-
SDC Transportation Improvement - Fund 447	189,946	163,972	1,808,849	-
Sewer Operations - Fund 611	7,069,017	6,757,926	12,194,537	25,735,710
Regional Wastewater - Fund 612	28,590,684	30,091,790	48,971,114	45,175,506
Ambulance - Fund 615	5,340,476	5,520,920	7,438,548	7,559,145
Drainage Operating - Fund 617	6,268,617	6,023,146	10,718,097	26,844,169
Booth-Kelly - Fund 618	1,456,754	1,543,399	2,309,074	2,296,411
Regional Fiber Consortium - Fund 629	43,551	123,233	293,310	295,510
Insurance - Fund 707	16,018,430	17,603,477	27,225,252	26,960,448
Vehicle and Equipment - Fund 713	2,515,133	2,317,518	10,553,942	9,743,402
SDC Administration - Fund 719	514,948	483,335	877,184	917,091
Total	\$ 139,591,034	\$ 143,659,956	\$ 354,138,808	\$ 301,779,545
	-	-	-	-
Expenditures by Category	FY15 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
Personal Services	\$ 46,226,778	\$ 46,408,748	\$ 50,059,279	\$ 51,029,568
Materials and Services	36,237,232	38,678,046	44,932,252	44,007,850
Capital Outlay	1,805,307	2,738,061	7,539,945	8,819,603
Capital Projects	7,001,018	7,567,273	61,077,743	48,825,360
Non-Departmental	48,320,699	48,267,827	190,529,589	149,097,164
Total	\$ 139,591,034	\$ 143,659,956	\$ 354,138,808	\$ 301,779,545
Expenditure Summary	FY14 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
Operating	\$ 84,269,317	\$ 87,824,856	\$ 102,531,476	\$ 103,857,021
Capital Projects	7,001,018	7,567,273	61,077,743	48,825,360
Non Departmental	48,320,699	48,267,827	190,529,589	149,097,164
Total	\$ 139,591,034	\$ 143,659,956	\$ 354,138,808	\$ 301,779,545

* Amended as of March 7, 2016

Note: Department totals include Capital Projects and Capital Outlay

This page left intentionally blank.



**OPERATING BUDGET SUMMARY - FY14 through FY17
Requirements Only - All Funds**

Expenditures by Department	FY14 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
City Manager's Office	\$ 1,390,436	\$ 1,521,598	\$ 1,536,868	\$ 1,577,996
Development & Public Works	33,257,329	34,980,361	42,644,409	44,318,992
Finance	1,141,398	1,234,451	1,605,177	1,717,191
Fire and Life Safety	17,619,955	16,893,259	18,697,329	19,397,249
Human Resources	6,960,745	8,492,598	10,193,169	9,537,527
Information Technology	1,520,787	1,515,000	3,089,932	2,921,402
Legal and Judicial Services	1,707,038	1,825,717	2,045,573	2,097,994
Library	1,440,631	1,617,938	1,778,502	1,802,222
Police	19,230,998	19,743,935	20,940,517	20,486,448
Total	\$ 84,269,317	\$ 87,824,856	\$ 102,531,476	\$ 103,857,021
Expenditures by Fund	FY14 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
General - Fund 100	\$ 31,775,305	\$ 32,853,893	\$ 35,035,315	\$ 35,466,540
Street - Fund 201	5,446,584	5,262,075	5,571,400	5,598,642
Jail Operations - Fund 202	2,803,675	2,726,843	3,143,541	-
Special Revenue - Fund 204	660,647	637,377	786,979	721,480
Transient Room Tax - Fund 208	345,448	360,953	386,913	418,540
Community Development - Fund 210	726,078	382,596	968,272	900,918
Building Code - Fund 224	792,465	861,222	929,283	929,850
Fire Local Option Levy - Fund 235	1,472,140	1,447,473	1,671,792	1,710,180
Police Local Option Levy - Fund 236	2,820,465	2,779,657	3,029,267	6,025,397
Bancroft Redemption - Fund 305	16,995	15,644	17,748	18,854
Development Assessment Capital - Fund 419	75,359	79,084	87,031	92,596
Street Capital - Fund 434	-	-	-	201,012
Regional Wastewater Capital - Fund 433	492,653	966,071	4,425,442	6,589,000
SDC Storm Improvement - Fund 440	56,356	33,287	42,882	-
SDC Sanitary Reimbursement - Fund 442	152,966	147,482	138,023	-
SDC Storm Drainage Reimb Fund - Fund 441	32,203	22,899	29,483	-
SDC Sanitary Improvement - Fund 443	75,467	71,357	69,102	-
SDC Regional Wastewater Reimb. - Fund 444	156	110	2,000	-
SDC Regional Wastewater Improve. - Fund 445	1,961	1,371	2,000	-
SDC Transportation Reimb. - Fund 446	39,169	36,630	10,526	-
SDC Transportation Improvement - Fund 447	144,092	163,345	184,984	-
Sewer Operations - Fund 611	3,292,138	3,304,276	3,636,577	3,869,086
Regional Wastewater - Fund 612	14,145,014	14,938,199	17,419,534	17,696,630

Operating Budget Summary - Continued

Expenditures by Fund	FY14 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
Ambulance - Fund 615	5,340,476	5,520,920	6,008,091	5,860,209
Drainage Operating - Fund 617	4,023,242	4,319,471	4,940,784	5,192,412
Booth-Kelly - Fund 618	537,413	581,427	524,884	642,444
Regional Fiber Consortium - Fund 629	43,551	123,233	129,400	129,450
Insurance - Fund 707	6,596,424	8,046,315	9,723,261	9,006,692
Vehicle and Equipment - Fund 713	1,845,926	1,658,311	3,079,418	2,287,053
SDC Administration - Fund 719	514,948	483,335	537,544	500,036
Total	\$ 84,269,317	\$ 87,824,856	\$ 102,531,476	\$ 103,857,021
	-	-	-	-

Expenditures by Category	FY14 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
Personal Services	\$ 46,226,778	\$ 46,408,748	\$ 50,059,279	\$ 51,029,568
Materials and Services	36,237,232	38,678,046	44,932,252	44,007,850
Capital Outlay	1,805,307	2,738,061	7,539,945	8,819,603
Total	\$ 84,269,317	\$ 87,824,856	\$ 102,531,476	\$ 103,857,021

* Amended as of March 7, 2016

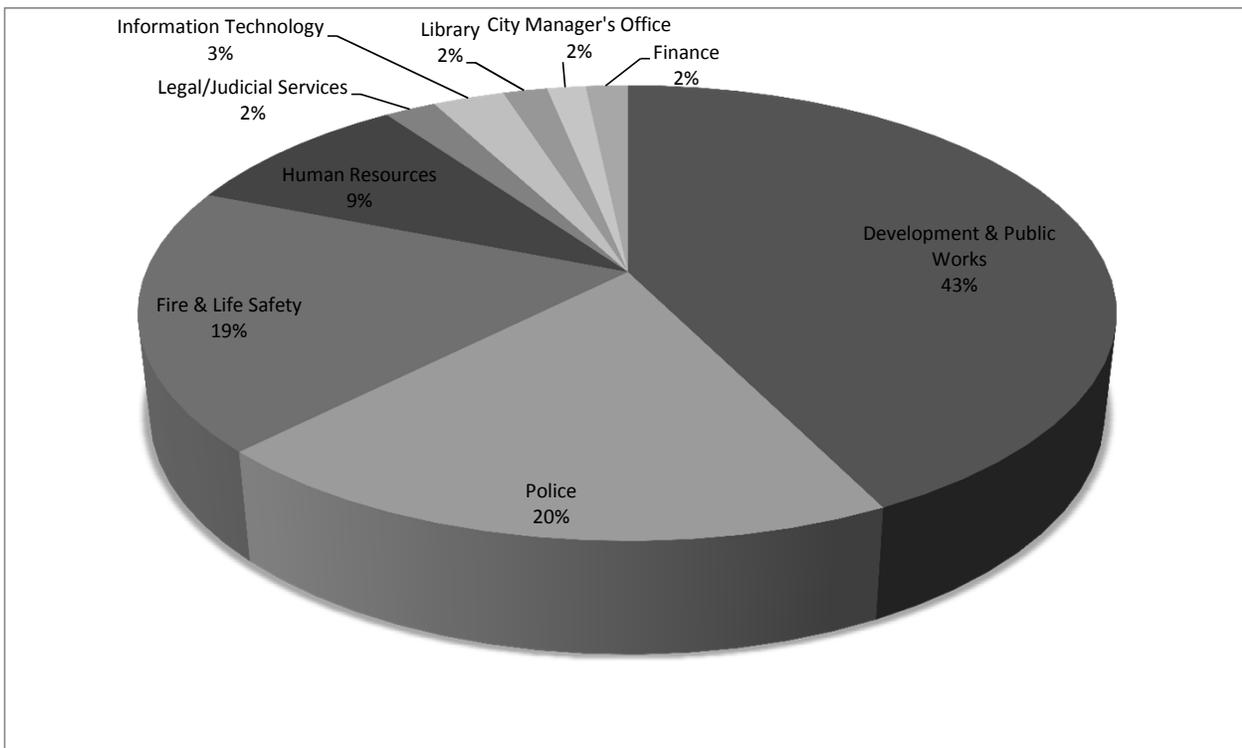
FY17 OPERATING BUDGET

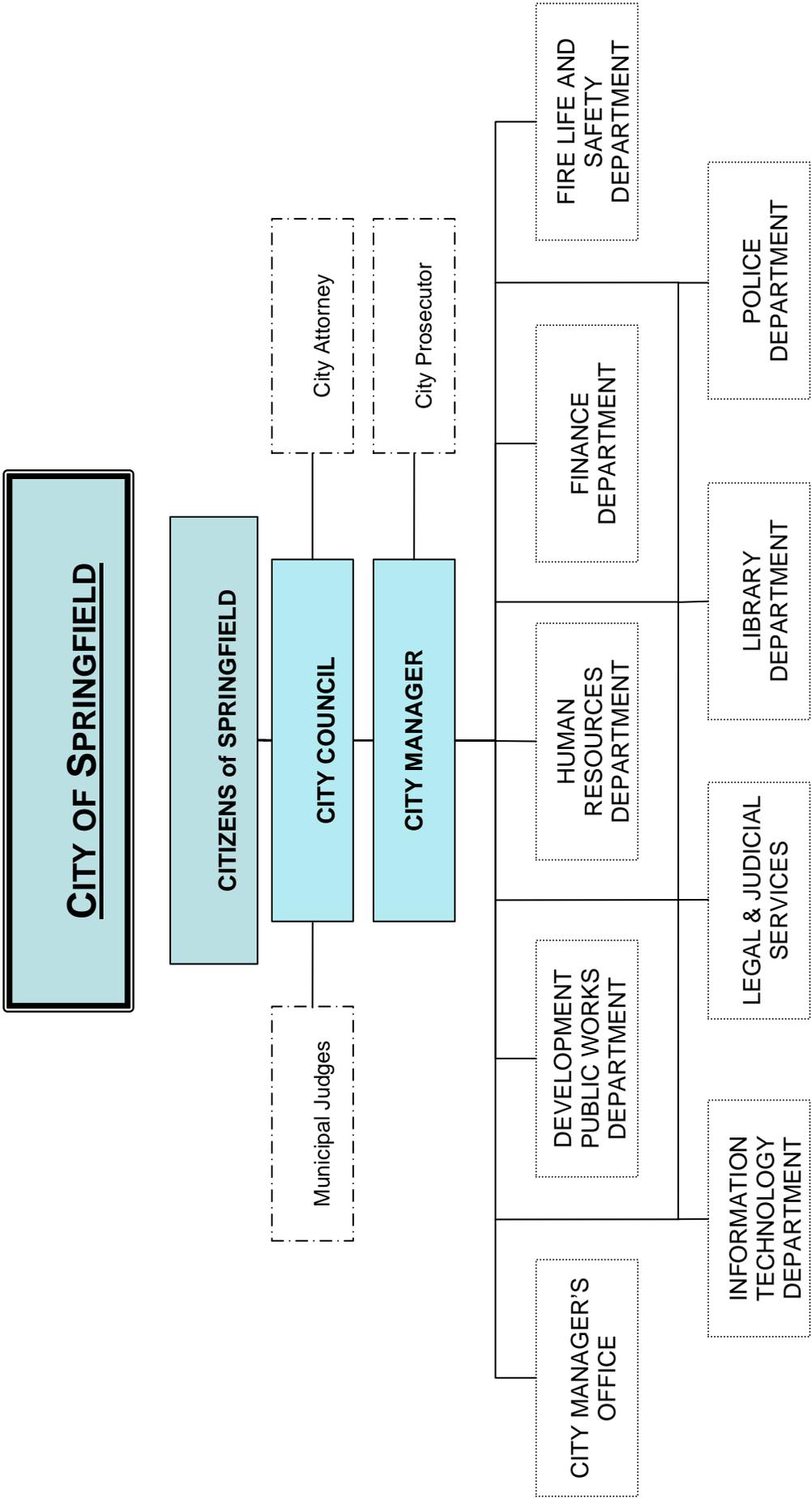
All Funds: \$ 103,857,021

By Department		
	Amount	%
City Manager's Office	\$ 1,577,996	2%
Development & Public Works	44,318,992	43%
Finance	1,717,191	2%
Fire & Life Safety	19,397,249	19%
Human Resources	9,537,527	9%
Information Technology	2,921,402	3%
Legal/Judicial Services	2,097,994	2%
Library	1,802,222	2%
Police	20,486,448	20%
Total	\$ 103,857,021	100%

By Category		
	Amount	%
Personal Services	\$ 51,029,568	49%
Materials and Services	44,007,850	42%
Capital Outlay	8,819,603	8%
Total	\$ 103,857,021	100%

By Department





City Manager's Office

Departmental Programs

- **Administration**
- **Economic Development**
- **Communications**
- **Mayor and Council**

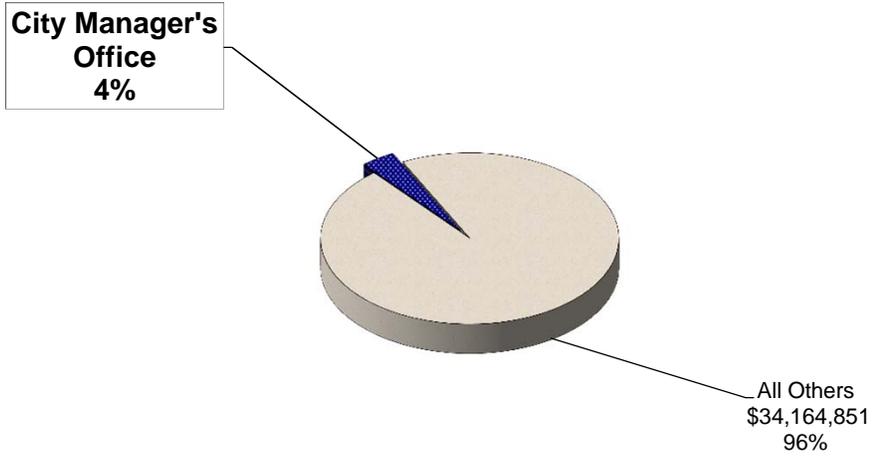
Department Description

The City Manager's Office directs and coordinates the work plans of all City departments in conformance with the goals and objectives established by the Mayor and City Council. The City Manager is the chief administrative officer for the City and is responsible for informing and advising the City Council regarding services the City provides to the community and ensures that appropriate administrative processes are in place to facilitate effective and efficient provision of City services. The City Manager oversees the administration of all City departments and functions and appoints the department directors. Staff in the City Manager's Office support the Mayor and City Council and are responsible for city recorder functions, city elections, management of boards, commissions and committees as well as media relations, public information, responding to citizen concerns, intergovernmental relations, website maintenance, administration of the City budget, , and managing the city's community and economic development program, including staffing of the Springfield Economic Development Agency.

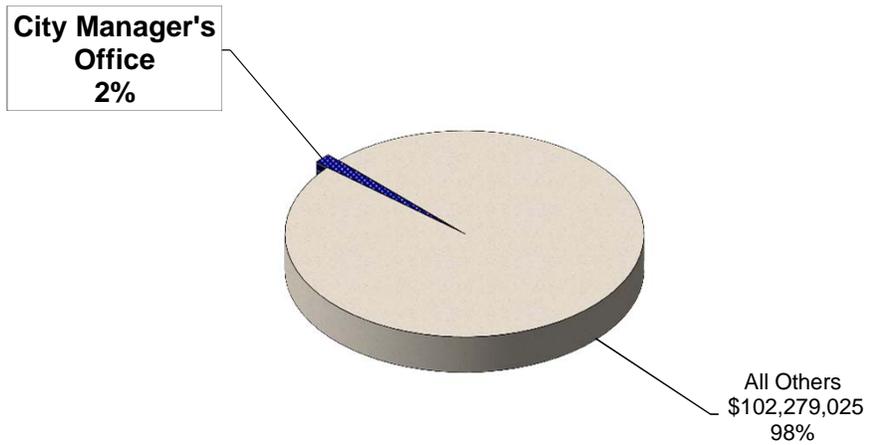
Mission

The City Manager's Office mission is to ensure a common vision exists throughout the City's service delivery systems and the citizens of Springfield are encouraged to participate in City government. Supporting multi-jurisdictional partnerships and maintaining excellent working relationships with other governments is a focus of the City Manager's Office. The City Manager's Office creates and facilitates systems, processes and policies necessary to provide quality and consistent services to our community while growing economic opportunity in job creation. The City Manager's Office ensures the city's Community and Economic Development Program offers businesses, community organizations and citizens the appropriate support for economic development and growth, and promotes awareness and understanding of city services, policies, projects and issues through communication with the citizens, employees, news media, special interest groups, community groups, neighborhoods and businesses. The City Manager's Office also staffs and implements the Springfield Economic Development Agency to develop and redevelop both the Glenwood and Downtown areas through their respective Urban Renewal plans.

FY17 Operating Budget - General Fund		\$	35,466,540
City Manager's Office:	\$	1,301,689	



FY17 Operating Budget - All Funds		\$	103,857,021
City Manager's Office:	\$	1,577,996	



City Manager's Office

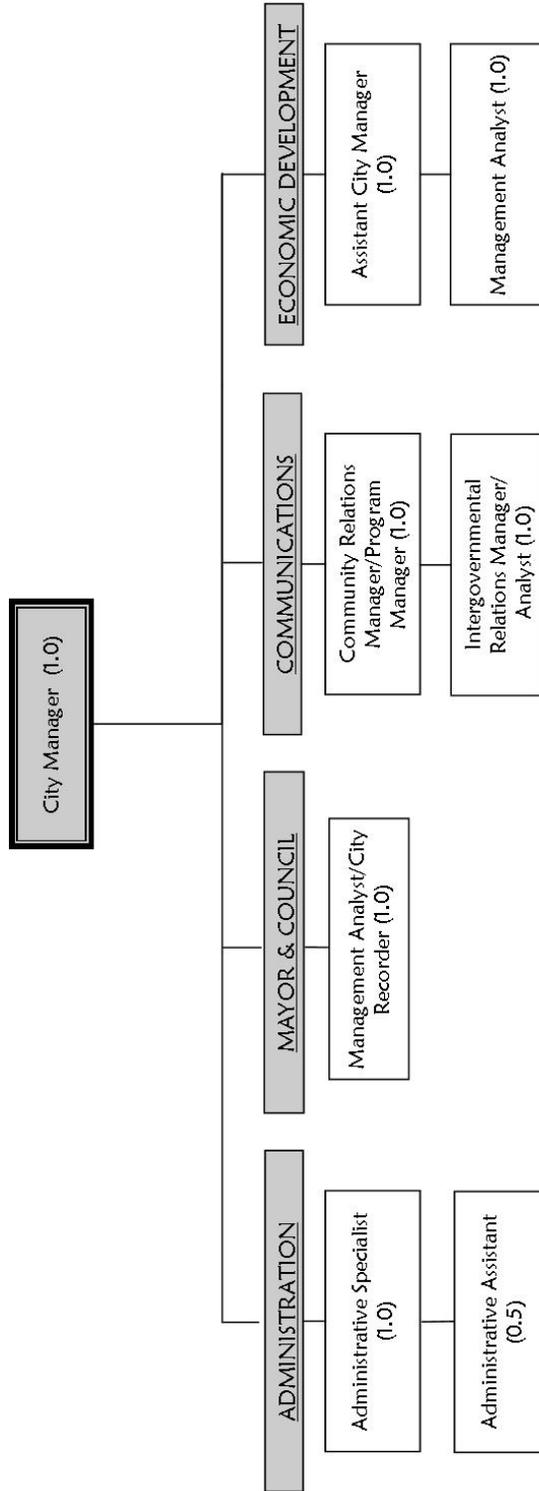
Financial Summary

	FY14 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
Expenditures by Category:				
Personal Services	\$ 948,179	\$ 976,290	\$ 991,535	\$ 1,001,941
Materials and Services	442,257	545,307	545,333	576,055
Total	\$ 1,390,436	\$ 1,521,598	\$ 1,536,868	\$ 1,577,996
Expenditures by Fund:				
General	\$ 1,200,841	\$ 1,309,695	\$ 1,302,485	\$ 1,301,689
Special Revenue	6,169	16,125	20,730	30,730
Transient Room Tax	182,703	194,818	211,253	245,577
Vehicle and Equipment	723	960	2,400	-
Total	\$ 1,390,436	\$ 1,521,598	\$ 1,536,868	\$ 1,577,996
Expenditures by Sub-Program:				
Administration	\$ 762,642	\$ 866,732	\$ 591,737	\$ 593,234
City Council	33,954	29,764	139,154	147,168
Communications	12,018	37,695	191,689	201,866
Economic Development	248,189	257,737	242,778	288,167
Intergovernmental	333,632	329,670	371,510	347,561
Total	\$ 1,390,436	\$ 1,521,598	\$ 1,536,868	\$ 1,577,996

* Amended as of March 7, 2016

City Manager's Office

Total FTE: 7.5



City Manager's Office

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY14	Adopted FY15	Adopted FY16	Proposed FY17
General	6.40	6.90	6.90	6.85
Transient Room Tax	0.60	0.60	0.60	0.65
Total Full-Time Equivalents	7.00	7.00	7.50	7.50

Position Summary

Job Title/Classification:	Adopted FY14	Adopted FY15	Adopted FY16	Proposed FY17
Administrative Aide/City Recorder	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	1.50	1.50	0.50
Administrative Specialist	0.00	0.00	0.00	1.00
Administrative Coordinator	1.00	0.00	0.00	0.00
Assistant City Manager	1.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00
Community Development Manager	1.00	1.00	1.00	0.00
Community Relations Manager	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	2.00
Total Full-Time Equivalents	7.00	7.00	7.50	7.50

This page left intentionally blank.



City Manager's Office

Program: Administration

Program Description:

The City Manager's Office is responsible for directing and coordinating the work plans of all City departments in conformance with the goals and objectives established by the Mayor and City Council. The City Manager is responsible for informing and advising the City Council about changes in service levels and delivery mechanisms, implementing administrative processes which facilitate the effective and efficient provision of City services, analyzing policy issues pertaining to organizational goals and objectives and appointing department directors. Staff in the City Manager's Office is responsible for employee communication, employee recognition activities, responding to citizen concerns, general administration, Council and staff travel coordination, budget administration, supporting and responding to the Mayor and City Council, and managing the city's Communications Program and Community and Economic Development Program which also staffs the City's urban renewal agency and oversees tourism related activities.

Budget Highlights:

The budget includes continued funding to support City participation in TEAM Springfield. The proposed budget currently includes continued funding for regional Intergovernmental Agencies and local outside agencies (Springfield Area Chamber of Commerce, Human Services and Buckley Sobering Services, L-COG, LRAPA, League of Oregon Cities, and the Springfield Museum). Funding for the referenced agencies is reflected within the City Manager's Office budget program area titled Intergovernmental Agencies. Based upon policy direction, funding for these outside agencies could continue to be funded, reduced and/or eliminated.

Service Level Changes:

Material & Service targets for FY 2017 limits expenditures to the required activities. This budget includes continued funding of a City Council supported partnership with a regional organization to promote business recruitment, retention, and expansion specifically in Springfield. These funds have been budgeted in the past within the Intergovernmental Agencies budget and assigned to a specific named partnership. For FY17, the funds have been moved to Contractual Services while the City and partners work to define and formally structure a specific partnership.

The Administration budget now also includes funds to support activities related to City Employee Recognition activities. These activities are incredibly important as this recognition confirms to the employees that the City values the incredible efforts made on a daily basis. These activities have historically been included in the Human Resources department budget but in FY17 are proposed to be moved to the City Manager's Office Administration budget. There is no anticipated increase in funding for this activity.

Administration Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY15 Actual	FY16 Actual	FY17 Target
<p style="text-align: center;">To Offer Financially Sound and Stable Government Services</p>	<p>Departments manage resources to maintain staffing levels for key services, through proposed FTE, each budget year.</p>	<p style="text-align: center;">Number of City Employees per 1000 Population</p>	<p style="text-align: center;">6.4</p>	<p style="text-align: center;">5.9</p>	<p style="text-align: center;">8.00</p>
	<p>Retain community support by informing the community regarding services provided on a monthly basis through media advisories, print and news stories.</p>				
	<p>Update Council/Budget Committee regarding financial forecast related to annual FTE by reporting annually, at the mid-year budget meeting.</p>				

City Manager's Office

Program: Mayor and Council

Program Description:

The Mayor and Council Program is responsible for coordinating the functions of the Mayor and City Council. The program is staffed by the City Recorder and includes the responsibilities of assembling sufficient materials for the Mayor and Council to make informed decisions on matters placed before them.

Staff to the Mayor and Council are also responsible for city elections, management of boards, commissions and committees, maintenance of the public record, and responding to citizen concerns and public records requests.

Budget Highlights:

The Mayor and Council Program budget includes funding to support the coordination of public meetings as well as Council and Mayor attendance and collaboration on regional issues and events. In addition to funding materials and services to support public meetings and maintain the public record, funds are budgeted for required travel to regional, state and national meetings for elected officials. Springfield participation, and often leadership, at important policy discussions is vital to building relationships and knowledge which creates opportunities for influence and innovation as well as continued partnerships at a regional, state, and national level.

Service Level Changes:

Material & Service targets for FY 2017 limits expenditures to the required activities and does not request any significant budget changes from FY 2016.

Mayor and Council Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY15 Actual	FY16 Actual	FY17 Target
Provide Financially Responsible and Innovative Government Services	Public Records and Information Available to the Public in a Timely Manner	Records requests are responded within an average 7 days (which may include weekends)	6 Days	6 Days	7 Days

City Manager's Office

Program: Communications

Program Description:

The Communications Program is staffed by the Community Relations Manager and responsible for overseeing the City's public outreach activities, including media relations, City branding and promotions, messaging of priority initiatives, and the organization and implementation of special community events and projects. Other responsibilities include working directly with the Mayor, Councilors, and Executive Leadership Team to enhance public awareness of city policy, increasing civic participation, management of City website and social media content, and support to staff in preparing for media/interview requests.

Budget Highlights:

The budget includes continued funding to support public communication and promotions and City participation and management of community sponsorships and events, including the State of the City. The Communications program budget also continues to include Transient Room Tax funds budgeted specifically for the purpose of installing a significant sculpture honoring all veterans, including specifically women in the military. The installation of significant art in the community is intended to generate community pride and bring visitors to Springfield. The Women in the Military sculpture will be

The communication program also supports the City by monitoring state legislative activity, providing staff support to the Legislative Committee of the City Council and coordinating city responses to state and federal elected officials and regional entities. This work supports and frames the position of the community as Springfield continues to lead in shaping future economies and policies at a local, regional, and even national level.

Service Level Changes:

Material & Service targets for FY 2017 limits expenditures to the required activities and does not request any significant budget changes from FY 2016. The City will work with partners and pursue sponsorship and grant opportunities to best leverage funds supporting special events and art installations. Material & Service targets otherwise limit expenditures to the required activities and may limit any non-mandatory costs such as memberships, travel/meeting, and subscriptions.

Communications Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY15 Actual	FY16 Actual	FY17 Target
To Preserve the Hometown Feel, Livability and Environmental Quality	Residents Perception of Springfield is Positive	Community Survey Approval Rating is Good	Average+/- Good	Good	Good

City Manager's Office

Program: Economic Development

Program Description:

The Economic Development Program is staffed by the Assistant City Manager and a Senior Management Analyst. Economic Development staff work to increase the number, diversity and stability of private sector jobs in the community, by assisting existing and prospective businesses with site development and infrastructure, overseeing the Enterprise Zone program and accessing other incentive programs. The staff provides services designed to facilitate economic growth, tourism, redevelopment and community stability.

Specific program activities include the administration of the Transient Room Tax program which supports tourism-related activities and projects in Springfield, the Springfield Economic Development Agency (SEDA) which works to develop and redevelop both the Glenwood and Downtown areas through their respective Urban Renewal plans, leadership and support of the Pacific Northwest Manufacturing Partnership (PNMP) (the PNMP is a federal Investing in Manufacturing Communities Partnership designation) and the coordination of special projects and community development partnership initiatives.

Budget Highlights:

The budget includes SEDA funds to provide staffing and capital support for redeveloping Glenwood and Downtown. Projects include the continued support of the Downtown parking enforcement program, block improvements in Downtown, design and development of Glenwood area infrastructure and facilities, and the funding of Franklin Blvd reconstruction initiatives and riverfront area parking facilities in Glenwood.

Discussions continue with property owners and county and state partners regarding redevelopment of Glenwood's Riverfront area. When appropriate, incentives, such as SDC payments, are provided out of the Economic Development SEDA funds. Transient Room Tax funds are also potential and anticipated funds for use on special projects increasing tourism in the area.

Service Level Changes:

Material & Service targets for FY 2017 limits expenditures to the required activities but remain flexible in SEDA funded areas to respond to redevelopment opportunities as they arise. This budget includes support of activities associated with the Pacific Northwest Manufacturing Partnership, a federally designated consortium focused on the promotion and growing of the advanced woods manufacturing industry in Oregon. Springfield strives to be a leader and partner for this industry, bringing opportunity for industry innovations, new jobs and higher wages to the community. A focus in FY17 for the Economic Development program will be on the promotion and use of advanced woods, specifically Cross Laminated Timber.

Economic Development Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY15 Actual	FY16 Actual	FY17 Target
To Encourage Community and Economic Development and Revitalization	Compare growth of property values in Glenwood Urban Renewal area, versus growth in citywide property values (minus URA values), through a review and comparison of assessed values, from the Lane County Tax Assessor.	Growth in Level of Downtown Urban Renewal Investments (as a % above City assessed value/AV)	0.08%	-7%	0%
	Compare growth of property values in Downtown Urban Renewal area, versus growth in citywide property values (minus URA values), through a review and comparison of assessed values, from the Lane County Tax Assessor.				
	Monitor number of public/private investments enabled through the Glenwood Urban Renewal for planning and infrastructure.	Growth in Level of Glenwood Urban Renewal Investments (as a % above City assessed value/AV)	8%	0%	5%
	Monitor number of public/private investments enabled through the Downtown Urban Renewal for planning and infrastructure.				

This page left intentionally blank.



Development and Public Works Department

Divisions

- **Office of the Director**
- **Operations**
- **Current Development**
- **Environmental Services**
- **Community Development**

The Development and Public Works Department is comprised of 5 divisions – Administration, Community Development, Current Development, Operations, and Environmental Services – with a total work force of 123 full time equivalents. Each division is responsible for a variety of diverse, community enhancing programs that require, and deliver, excellent customer service, implementation of City Council goals and policies, and rigorous compliance with a host of state and federal mandates.

The Community Development Division is responsible for the planning, design, engineering and construction of public improvements, planning and developing an efficient and safe multi-modal transportation system, managing the local Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) programs, and developing and delivering comprehensive land use plans and associated refinement plans.

The Current Development Division actively works to increase Springfield's housing, business and industry development opportunities and to improve the community's health, safety, welfare and livability through the efficient implementation of the Division's development assistance responsibilities, and the equitable enforcement of the City's Development Code, Municipal Code and each of the Building Safety Codes.

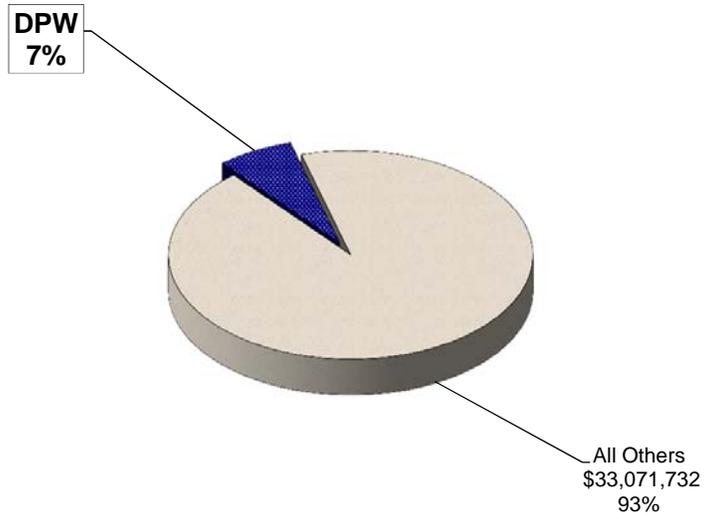
The Environmental Services Division provides administration, management and capital improvements planning and construction services for the Metropolitan Wastewater Management Commission; manages the Industrial Pretreatment Program, local wastewater and drainage rates, and customer service; and coordinates Development and Public Works efforts to manage and regulate activities affecting surface waters to protect water quality and comply with Federal clean water regulations.

The Operations Division is responsible for maintaining the City's built infrastructure including streets, wastewater collection system, surface and subsurface stormwater systems, landscapes and entrances, traffic control systems and the City's buildings/facilities, and provides traffic engineering and transportation planning, and project management. The division is responsible for the City's vehicle/equipment maintenance and management of the Regional Fuel Facility. The division also provides staff support and traffic control for the City's special projects and events.

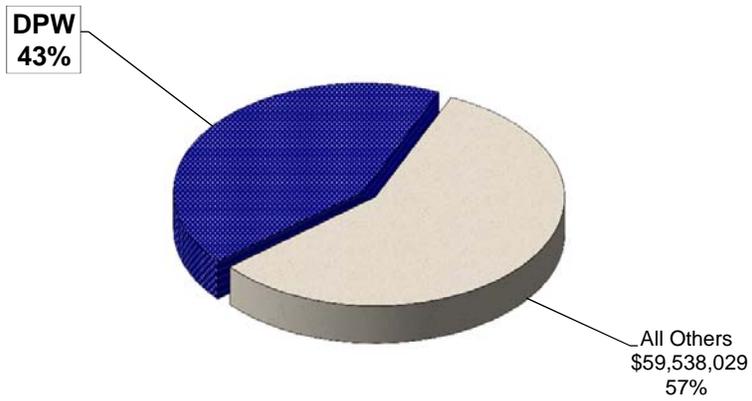
Mission

The City of Springfield Development and Public Works Department facilitates the creation of the City. The Department offers comprehensive development assistance with primary emphasis on customer service to assist applicants with project navigation, facilitation and development with collaborative efforts from other departments and partners to guide applicants through the development process. The Department provides long-range land use planning and zoning; plans, designs, constructs, operates and maintains infrastructure to promote economic vitality and public safety using adopted design standards, building codes and the City's municipal and land development codes to sustain Springfield's livability.

FY17 Operating Budget - General Fund		\$ 35,466,540
Development & Public Works:	\$ 2,394,808	



FY17 Operating Budget - All Funds		\$ 103,857,021
Development & Public Works:	\$ 44,318,992	



Development & Public Works Department

Financial Summary

	FY14 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
Expenditures by Category:				
Personal Services	\$ 12,166,346	\$ 12,176,074	\$ 12,697,594	\$ 13,058,475
Materials and Services	20,573,651	21,294,674	24,387,260	24,387,305
Capital Outlay	517,332	1,503,378	5,559,555	6,873,212
Total	\$ 33,257,329	\$ 34,974,126	\$ 42,644,409	\$ 44,318,992
Expenditures by Fund:				
General	\$ 2,145,954	\$ 2,268,846	\$ 2,399,189	\$ 2,394,808
Building	792,465	861,222	929,283	929,850
Booth-Kelly	537,413	581,427	524,884	642,444
Community Development Fund	702,955	359,057	944,788	877,224
Storm Drainage Operations	4,011,361	4,307,130	4,656,743	4,932,856
Regional Fiber Consortium	43,551	123,233	129,400	129,450
Regional Wastewater	14,039,729	14,822,998	17,294,797	17,560,750
Regional Wastewater Capital	492,653	966,071	4,425,442	6,589,000
SDC Administration	496,008	464,110	432,799	415,303
SDC Local Storm Improvement	56,356	33,287	42,882	-
SDC Storm Drainage Reimbursement	32,203	22,899	29,483	-
SDC Local Wastewater Improvement	75,467	71,357	69,102	-
SDC Local Wastewater Reimbursement	152,966	147,482	138,023	-
SDC Regional Wastewater Improvement	1,961	1,371	2,000	-
SDC Regional Wastewater Reimburse.	156	110	2,000	-
SDC Transportation Improvement	144,092	163,345	184,984	-
SDC Transportation Reimbursement	39,169	36,630	10,526	-
Sanitary Sewer Operations	3,280,257	3,291,934	3,282,209	3,538,301
Special Revenue	20,541	180,722	16,453	10,000
Street	5,446,584	5,262,075	5,200,458	5,246,455
Street Capital Fund	-	-	-	201,012
Transient Room Tax	105,548	105,549	116,717	117,490
Vehicle and Equipment	639,940	909,507	1,812,247	734,049
Total	\$ 33,257,329	\$ 34,980,361	\$ 42,644,409	\$ 44,318,992

	FY14 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
Continued				
Expenditures by Department:				
Development Services				
Public Works				
Expenditures by Division:				
Office of the Director	\$ 2,217,103	\$ 2,706,481	\$ 2,475,469	\$ 4,011,926
Technical Services	1,275,475	1,171,546	438,922	391,327
Operations	7,460,458	8,817,527	10,516,713	8,607,450
Current Development	3,132,007	2,867,903	3,727,332	3,442,090
ESD	15,785,241	17,059,567	23,110,841	25,465,537
Community Development	3,387,046	2,357,338	2,375,132	2,400,662
Total	\$ 33,257,329	\$ 34,980,361	\$ 42,644,409	\$ 44,318,992

* Amended as of March 7, 2016

Development & Public Works Department

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY14	Adopted FY15	Adopted FY16	Proposed FY17
General	19.61	20.36	20.26	19.54
Booth-Kelly	1.53	1.53	1.59	2.08
Building Code	5.85	5.85	6.43	6.43
Community Development Fund	2.36	2.36	2.10	2.10
Regional Wastewater	15.01	15.01	14.93	14.58
Sanitary Sewer Operations	20.30	19.95	17.59	17.71
SDC Administration	3.28	3.23	2.52	2.42
Storm Drainage Operations	30.89	30.69	28.71	29.20
Street	30.07	30.17	28.02	28.09
Transient Room Tax	0.85	0.85	0.85	0.85
Total Full-Time Equivalents	129.75	130.00	123.00	123.00

Position Summary

Job Title/Classification:	Adopted FY14	Adopted FY15	Adopted FY16	Proposed FY17
Admin Specialist-Annexation	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	0.00	0.00	0.00
Administrative Specialist	8.00	7.00	5.00	6.00
Assistant Project Coordinator	1.00	1.00	1.00	1.00
Associate Project Manager	1.00	1.00	1.00	1.00
Bldg Maint Worker	2.00	2.00	2.00	2.00
Building Inspector 3	3.00	3.00	3.00	3.00
Building Official	0.00	1.00	1.00	1.00
Building Permit Review Tech.	1.00	0.00	0.00	0.00
City Engineer	1.00	1.00	1.00	1.00
City Surveyor	1.00	1.00	1.00	1.00
Civil Engineer	7.00	7.00	7.00	7.00
Civil Engineer, Managing	4.00	4.00	3.00	2.00
Code Enforcement Analyst	0.00	1.00	1.00	0.00
Code Enforce Officer	2.00	1.00	1.00	2.00
Construction Inspector 1	1.00	1.00	1.00	0.00
Construction Inspector 2	3.00	3.00	2.00	3.00
Custodian 1	1.00	1.00	1.00	1.00
Custodian 2	1.00	1.00	1.00	1.00
Data Management Technician	1.00	1.00	1.00	1.00
Departmental Assistant	1.00	0.00	0.00	0.00
Deputy Director	1.00	1.00	0.00	0.00
Design & Construction Coord	2.00	2.00	2.00	2.00
DPW Director	1.00	1.00	1.00	1.00
Emergency Manager	0.00	0.00	0.00	1.00
Engineering & Trans. Manager	1.00	1.00	0.00	0.00
Engineering Assistant	3.00	3.00	1.00	1.00
Engineering Support Specialist	0.00	0.00	1.00	1.00
Engineering Technician 3	1.00	1.00	1.00	0.00
Engineering Technician 4	2.00	2.00	2.00	3.00
Environ Services Program Mng	1.00	1.00	2.00	1.00
Environ Services Supervisor	0.00	0.00	0.00	2.00
Environmental Services Tech	1.00	1.00	1.00	1.00
Environmental Services Tech 2	3.00	3.00	3.00	2.00
Environmental Services Tech Sr	0.00	0.00	0.00	1.00
Environmental Svcs Mgr	1.00	1.00	1.00	1.00

Job Title/Classification Cont. :	Adopted FY14	Adopted FY15	Adopted FY16	Proposed FY17
GIS Analyst	2.00	2.00	0.00	0.00
GIS Database Administrator	2.00	2.00	0.00	0.00
Housing Programs Assistant	1.00	1.00	1.00	1.00
Housing Programs Specialist	1.00	1.00	0.00	0.00
Infrastructure Systems Spc	1.00	1.00	1.00	1.00
Infrastructure Systems Tech	1.00	1.00	1.00	1.00
Maint Tech Crew Chief	3.00	3.00	3.00	3.00
Maint Tech, Apprentice	5.00	6.00	4.00	4.00
Maint Tech, Journey	21.00	20.00	22.00	22.00
Maintenance Manager	1.00	1.00	0.00	1.00
Maintenance Supervisor	4.00	4.00	4.00	4.00
Management Analyst 1	0.00	0.00	2.00	1.00
Management Analyst 2	0.00	0.00	1.00	1.00
Management Analyst, Senior	3.00	3.00	2.00	2.00
Manager/Program Manager	0.00	0.00	1.00	1.00
Mechanic	0.00	2.00	2.00	2.00
Mechanic 2	1.00	0.00	0.00	0.00
Mechanic, Journey	1.00	0.00	0.00	0.00
Office Supervisor	0.00	1.00	1.00	1.00
Permit Technician	0.00	0.00	2.00	2.00
Planner 1	0.75	1.00	1.00	2.00
Planner 2/3	0.00	0.00	0.00	0.00
Planner, Senior	5.00	6.00	6.00	4.00
Planning Manager	1.00	1.00	1.00	2.00
Planning Supervisor	1.00	1.00	1.00	1.00
Plans Examiner	1.00	1.00	1.00	1.00
Principal Engineer	1.00	1.00	1.00	1.00
Principal Planner	1.00	1.00	1.00	1.00
Program Coordinator	2.00	2.00	2.00	1.00
Program Technician	1.00	1.00	0.00	0.00
Property Management Specialist	0.00	1.00	1.00	1.00
Public Info & Education Spclst	2.00	2.00	2.00	2.00
Public Works Director	0.00	0.00	0.00	0.00
Security Attendant	1.00	1.00	1.00	1.00
Senior Manager/Program Manager	0.00	0.00	2.00	1.00
Survey Party Chief	1.00	1.00	1.00	1.00
Surveyor	1.00	1.00	1.00	1.00
Technical Services Manager	1.00	1.00	0.00	0.00
Traffic Engineer	1.00	1.00	1.00	1.00
Traffic Maintenance Technician	2.00	2.00	2.00	2.00
Traffic Signal Electrician	1.00	1.00	1.00	1.00
Traffic Technician 4	1.00	1.00	1.00	1.00
Total Full-Time Equivalents	129.75	130.00	123.00	123.00

Development and Public Works Department

Division: Office of the Director

Program: Administration

Program Descriptions:

The Office of the Director provides overall leadership direction and management of the Development and Public Works (DPW) department by administering and coordinating intra- and interdepartmental activities; financial management; long term strategic initiatives; public outreach and media relations; a variety of program and services delivery with Team Springfield and with our regional partners Eugene and Lane County; and policy support for the City Council.

The Administration program monitors budget compliance; forecasts revenues and expenditure trends; and prepares semi-annual updates of the City's fee schedule. The program also manages utility license agreements for utility and telecommunication businesses that operate within the city limits; franchise agreements for long-term uses of public rights-of-way; acquisition of public rights of way; the Business License registration program; and provides leasing services for city-owned property.

The Administration program provides Front Counter customer service support; supports the City's legislative agenda at the state and federal levels; and administers the City's Management Agreement with the Springfield Museum Board. The program also provides public information; media relations; and education and outreach to inform the public and development community about current projects, city services, and new opportunities provided by and through Council directed initiatives.

Budget Highlights:

The Office of the Director's FY17 budget has increased 63 percent \$(1.4 million) now that all internal charges formerly distributed throughout the Department have been consolidated into the Office of the Director. In past budgets each division was responsible to pay for its own share of the cost of such things as property insurance, building maintenance, workers compensation, and indirect charges among others. However, since the calculation of these charges is determined annually by the Finance Department for city-wide assessment it is more efficient to have these costs consolidated within a single program of the Department's budget.

Service Level Changes:

There are no anticipated service level changes for the upcoming fiscal year.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY15 Actual	FY16 Target	FY17 Target
Financially Sound and Stable Government	Plan, budget, and manage enterprise funds that support infrastructure and overhead: obtain funding	Infrastructure Enterprise Funds Meet Operating & Capital Requirements	Streets 75% Wastewater 100% Stormwater 100%	N/A Measure Under Review and Substantial Re-Write	N/A Measure Under Review and Substantial Re-Write
Foster an Environment that Values Diversity and Inclusion	Proactively solicit goods and services from a diverse group of vendors	Percent of proposers on Development and Public Works solicitation that Self-identify as MWESB. Percent of awards to firms on State MWESB list	15%	N/A Measure Under Review and Substantial Re-Write	N/A Measure Under Review and Substantial Re-Write

Development and Public Works Department

Division: Office of the Director
Program: Emergency Management

Program Description:

The Emergency Management Program operates from the Office of the Director and coordinates the City’s efforts for the prevention, protection, mitigation, response, and recovery of the community, and city government and services to disasters. The City Council established the Program via Chapter 2.8 of the Municipal Code. In FY13, the City Manager delegated the responsibility to deliver the Program and lead the City’s Emergency Management Committee (EMC) to Development and Public Works. In response to this delegation, the Director designated the City Engineer as the Chair of the EMC and the City’s Emergency Manager. In FY16, the City Manager and Director agreed to increase the Emergency Manager position from 0.5 FTE to 1.0 FTE.

Budget Highlights:

The Emergency Management Program was new to the Department budget in FY14 and continues as a budgeted program in FY17 at FY14 funding levels for Materials and Services, with the exception of internal charges associated with the Department’s purchase and lease of new radios. The internal charges needed for the lease payments and for equipment replacement reserves have been moved from other program budgets into the Emergency Management Program budget to simplify tracking and accounting.

It is important for the City to demonstrate there is funding for a staff position in the Program because some of the federal grant opportunities available for Emergency Management require that the City has a funded Emergency Manager. In FY14 and FY15, the Program generated a total of \$292,104.80 in grant revenues and reimbursements, as well as provided in-kind services to help match a Pre-Disaster Mitigation Grant with the City of Eugene and the Oregon Partnership for Disaster Resilience. One of the grants in FY15 was a State Homeland Security Grant (SHSG) for \$159,000 to be used to replace one half of the Department’s obsolete radio system.

Service Level Changes:

During FY16, the Department increased the designated staffing level in the Emergency Management Program to 1.0 FTE and will continue this level for FY17. Program activities will continue on several emergency planning projects; close coordination with the City of Eugene and Lane County; participation in several Eugene/Springfield metro area committees and initiatives; training City staff for their roles in emergency response and recovery and testing and exercising the Emergency Operations Plan.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY15 Actual	FY16 Target	FY17 Target
Strengthen Public Safety by Leveraging Partnerships and Resources	The Community Values the Springfield Emergency Management Program and is Prepared for an Emergency	Community Visits to the Emergency Management Webpage for Information and Resources	N/A	524 Visits	750 Visits

Development and Public Works Department

Division: Operations
Program: Community Events

Program Description:

The Community Events program supports community-wide projects funded from the Transient Room Tax and appropriate expenditures from the Street Operating Fund and Drainage Operating Fund. The program provides assistance to the Veteran's Day Parade, Holiday Parade, Spring Clean-Up, hanging of holiday decorations, community festivals and special projects. Examples of support services include street sweeping, street light decorations, hanging of street banners, volunteer and event coordination, and logistics support such as barricades and traffic control.

Budget Highlights:

The Community Events program is projected to remain status quo in FY17. Program activities will mirror past fiscal years.

Service Level Changes:

There are no anticipated service level changes for the upcoming fiscal year.

Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY15 Actual	FY16 Target	FY17 Target
Promote and Enhance Our Hometown Feel while Focusing on Livability and Environmental Quality	Reduce solid waste, pollutants and poor environmental conditions in the community	Citizens Value Spring Clean-Up and Are Recycling More	420 Cars averaging 0.23 tons (469 lbs.) each	535 Cars averaging .22 tons (445 lbs)	476 Cars averaging .22 tons (448 lbs)

Development and Public Works Department

Division: Operations
Program: Facilities Maintenance

Program Description:

This program of the Operations Division includes Building Maintenance and Building Preservation. The Building Preservation program sets the action plan for rehabilitation and replacement of City buildings and facilities systems. This includes capital projects planning and construction to sustain structural, mechanical and electrical infrastructure systems. The Building Maintenance program supports activities that include general maintenance of HVAC, roofs, fire suppression/sprinklers, elevators, office construction and remodel, painting, contract management, grounds keeping, asphalt and concrete surface maintenance, and building security at City Hall and Museum. This program also includes custodial services for City Hall, Carter Building, and Museum and it may provide backup custodial services to the Operations complex.

Budget Highlights:

Since the 2009 recession the City has been forced to maintain flat or reduce the appropriation for the Building Maintenance and Building Preservation Programs. Although the program funding has decreased out of the necessity of budget balancing, staff continues to be effective in prioritizing the City’s existing building maintenance and preservation needs. However this is not sustainable due to a growing backlog of preservation needs.

Furthering the program service challenge since 2008, the City has added the Justice Center, Municipal Jail, Carter Building, Springfield Depot, 138 Main Street, and Tom’s Tapper in Glenwood to the inventory of facilities maintained while funding has remained relatively unchanged. In addition, the City recently commissioned a seismic study of City Hall in concert with the broader subject of earthquakes and the emergency management plan. The results of the seismic study reprioritized \$200K of Building Preservation Funds in FY 16 to begin implementing seismic improvements to City Hall.

The Building Preservation program proposed FY17 budget is \$270,000 and predominately generated through an internal charge to all City funds, a 0% increase over FY16. This funding is traditionally dedicated to priority capital preservation and rehabilitation projects. Also, approximately \$80,000 of the \$270,000 is dedicated to fund a 1.0 FTE Building Maintenance Worker, leaving \$190,000 available for actual preservation/capital projects. Projects proposed for completion in FY17 include minimal City Hall seismic upgrades, HVAC replacements, City Hall signage, window replacement to upgrade energy efficiency and Fire Alarm Panel Upgrades at several older buildings owned by the City.

Service Level Changes:

The Facilities Maintenance Program FY16 budget anticipates no significant program service changes.

Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY15 Actual	FY16 Target	FY17 Target
Maintain and Improve Infrastructure and Facilities	Preserve physical assets, streets, sewers, storm drainage and building facilities	Preservation Projects are completed on schedule.	85%	90%	N/A Measure Under Review and Substantia

Development and Public Works Department

Division: Operations/Community Development Program: Streets

Program Description:

The Streets program consists of sub-programs that clean, maintain, design and construct City streets and associated assets in the City rights-of-way. Street maintenance and repair activities preserve the structural integrity of improved streets, minimize hazards to motorists and pedestrians, and respond to requests for service in a timely manner. Street engineering services design and construct new and existing street facilities, and oversee private development construction of public street improvements in compliance with City standards which transfer to the public upon inspection and acceptance. Street cleaning improves the appearance of the city and prevents debris and pollutants from entering the stormwater system. Street landscaping services provide maintenance activities to maintain the public trees and urban landscape in public rights-of-way.

Budget Highlights:

Springfield relies primarily on State and Local Fuel Taxes which currently generate approximately \$4.5 million annually as the primary source of funding for street system operations and capital preservation spending. Street system programs include traffic maintenance, transportation engineering, street landscape, and general street maintenance. Capital activities include Capital Improvement Program planning, project engineering, design, construction, and financing. Planning for improvements to street infrastructure and developing projects for construction occurs in the Transportation Program.

The City of Springfield shares the same struggle that the Oregon Department of Transportation (ODOT) and numerous Oregon counties and cities face regarding adequate funding for transportation system needs. The City Council and staff continue to look for appropriate and sufficient revenues to support desired levels of transportation system operations, maintenance, asset preservation, and system improvements. Staff estimates a \$5 million annual unfunded need to effectively support the City's transportation system operations and preservation objectives, in addition to an approximate \$30 million backlog of more comprehensive street rehabilitation and improvement projects.

Staff continues to prioritize the day to day operational needs to maintain a safe and reliable City street system. City street maintenance resources are directed first toward maintaining arterials and collectors streets, whereas residential street maintenance is relegated to street sweeping and more reactionary activities such as filling potholes, emergency repairs, grading etc.

In FY15 and FY16 a one-time reallocation of funding from other programs and reserves was used to pay for two residential slurry seal projects.

Service Level Changes:

Service levels will remain essentially unchanged in FY17. Virtually all locally-funded preservation activities have been suspended and maintenance activity remains reduced. The continued deferral of the fuel tax-supported portion of street preservation activities such as street sealing and overlaying, results in a growing backlog of streets that will require full or partial reconstruction to return the street to a fair or better condition. The FY17 budget continues partial funding for sidewalk repair, street grading, and collector crack sealing. While there are some signs that the economy is finally beginning to rebound, the need for services will be compounded once economic activity resumes. The City continues to pursue Federal and State funding for preservation and rehabilitation of arterials and collectors and expects to rehabilitate Virginia and Daisy Streets south of Main Street in 2017.

Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY15 Actual	FY16 Target	FY17 Target
Maintain and Improve Infrastructure and Facilities	Preventative Maintenance Activities Performed	Miles of streets crack-sealed annually	.6	2.4	17
Maintain and Improve Infrastructure and Facilities	Preservation Activities Performed	Miles of streets contracted for preservation tasks	N/A Measure Under Review and Substantial Re-Write	N/A Measure Under Review and Substantial Re-Write	N/A Measure Under Review and Substantial Re-Write
Promote and Enhance Our Hometown Feel while Focusing on Livability and Environmental Quality	Streets are Cleaned and Maintained	Miles of streets swept	3238	3980	3980

Development and Public Works Department

Division: Operations

Program: Vehicles & Equipment Preventive Maintenance

Program Description:

The Vehicle and Equipment Preventive Maintenance program provides maintenance to the City's 300+ vehicles and pieces of equipment. Vehicle maintenance activities include purchasing and maintenance of the City's inventory of vehicles and equipment, specialized fabrications, and scheduled and unscheduled maintenance and repairs. Additionally, this program provides the oversight of Development and Public Works interoperable radios.

The program manages the Regional Fuel Facility program, which 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.

Budget Highlights:

Radio communications is critical for both day-to-day and emergency operations. The Department identified the need to improve its radio communications to provide interoperability with other City departments and other government agencies within Lane County. In 2014, the City was awarded a State Homeland Security Grant (SHSG) to begin replacing the outdated radio systems being with 37 new radios. In FY16, the Department negotiated a five-year lease-purchase agreement to procure another 40 radios.

In FY17, in partnership with Finance, Development and Public Works Department will undertake a fleet management analysis.

Service Level Changes:

There are no service level changes forecasted in this program in FY17.

Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY15 Actual	FY16 Target	FY17 Target
Maintain and Improve Infrastructure and Facilities	Preserve and maintain physical assets	Measure Under Review and Substantial Re-Write	N/A	N/A	N/A Measure Under Review and Substantial Re-Write

Development and Public Works Department

Division: Operations/Community Development Program: Transportation

Program Description:

The Transportation program is one of the most diverse, multi-faceted programs in the City. It is the only program in DPW that specifically budgets two divisions (Community Development and Operations) for administration and implementation of several of its numerous subprograms. This program plans and supports the construction and operation of all modes of transportation using the infrastructure that is owned by the public and operated by the City, as well as the many interactions with the regional transportation network of State freeways and highways, County roads, public transit, and multi-use paths. Bicycle and pedestrian facilities support a safe, interconnected and convenient system for bicyclists and pedestrians to give citizens and visitors choices in how trips are made, and improve community livability and public health. Transportation planning and engineering activities develop the capacity, safety, and efficiency of the City's transportation system as the City grows and system demand needs change. This program has traditionally been very effective at securing federal and state resources to support both staff time and larger capital investments. Traffic control maintenance and construction activities provide street lighting and traffic control devices such as traffic signals, pedestrian beacons, signs, pavement markings and striping that are visible, informative, and effective in promoting traffic safety among all modes of transportation to comply with State and National standards.

Budget Highlights:

This Street Fund supported program faces the same challenges as previously described for the Streets program; stagnant revenue streams leading to challenges in meeting program targets. To maintain program continuity, State and Federal Transportation funds will continue to be sought to help fund City staff time devoted to regional transportation planning and to underwrite project and program-specific costs. Federal and State funds will be used to the fullest extent possible, instead of state and local gas taxes and other Street Fund revenue sources, so that those funds can be used for the street system operations, maintenance and preservation.

Focus will remain on a wide variety of important transportation projects and programs in FY17. These projects and programs advance the integrated network of transportation systems of the City and its State and Regional partners. Fundamental responsibilities to respond to citizen issues in a timely and effective manner and participate in development review activities will continue to be a program focus.

The Operations Division provides routine, preventative and emergency maintenance on the City's transportation system. Traffic engineering and operations continues to effectively manage City and State traffic signals and striping within the City limits through Intergovernmental Agreements/Contracts with ODOT and Lane County. This includes maintenance of 38 City-owned traffic signals, and 28 signals by contract. Twenty four (24) of these traffic signals are State of Oregon owned, two are Lane Transit District owned and two are privately-owned. Additionally the program oversees approximately 8,000 signs and funds about 145 lane miles of striping and pavement markings. Traffic control services are provided for numerous regional and community events including University of Oregon football games, Eugene Marathon, Veteran's and Holiday Parades and numerous charity runs.

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

- 1) Develop external financing, design and install phase one of systemic overhaul of the street light system with new street light fixtures to replace existing fixtures at end of useful life and to improve energy efficiency.
- 2) Locate and replace failing underground wire that feeds street lights. Replace wire stolen by scrap metal thieves.
- 3) Develop financing, design and install phase one of systemic overhaul of the traffic signal system with new traffic signal controllers and cabinet components to replace existing controls and components at end of useful life and requiring high maintenance effort.
- 4) Revise traffic signal timing in phase one of a systematic updating of City and State traffic signals using turn movement data collected in a restored traffic counting program.
- 5) Complete right-of-way acquisition for Phase 1 construction using local funds, and begin Phase 1 construction.
- 6) Continue to construct pedestrian crossing improvements as identified in the Main Street Pedestrian Study and funded by ODOT.
- 7) Begin federal environmental documentation and preliminary design on the Glenwood Riverfront Path with federal funds.
- 8) Complete Americans with Disabilities ACT (ADA) Transition Plan for accessible facilities within street rights of way.
- 9) Continue to lead City participation in the federally required Central Lane Metropolitan Planning Organization and associated activities like project prioritization and funding identification, and state mandated scenario planning, reimbursed with federal funds.
- 10) Continue to implement 2009's Manual of Uniform Traffic Control Devices (MUTCD) and Oregon Supplements to the MUTCD requirements.

Service Level Changes:

Service priorities continue to be set on a 'triage' basis with development proposals, traffic signals, traffic signs, roadway striping, street lighting, pedestrian safety, state and federal mandates, project planning and project development, and partner agency requests for projects and participation in other program activities competing for attention. Repainting of crosswalks and pavement markings, clearing intersection vision obstructions, and addressing substandard street light conditions will be addressed on a priority basis. Some services (e.g., curb painting, and vehicle detection device replacement) will be deferred.

Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY15 Actual	FY16 Target	FY17 Target
Maintain and Improve Infrastructure and Facilities	Provide a safe and efficient transportation system	Number of City owned (38) or maintained (4) signal systems updated	0	3	8

Development and Public Works Department

Division: Current Development

Program: Building Safety and Inspection Services

Program Description:

Occupying one of the two primary roles of the Current Development Division, Building Safety and Inspection Services provides a significant contribution to the effective promotion and facilitation of City Council goals of economic prosperity and neighborhood livability. These services enhance safeguards to life, health, property and the public welfare through building permit administration, inspection and enforcement; supports the effective and timely coordination of Federal, State and City standards applicable to the built environment and welfare of the community; delivers permit and inspection services cost effectively and with professional courtesy, and provides prompt, courteous and effective responses to Building Safety Code citizen requests.

Budget Highlights:

For FY17 the Building Safety and Inspection Services program will continue to strive for timely and professional service delivery to permit applicants. Building permit volumes have been on an increasing trend the past year, principally from new residential development, but also as a result of three larger scale commercial redevelopments. There are indicators of several larger projects on the horizon, but as a conservative measure the FY17 proposed budget assumes the current trend will continue in the upcoming years and that these looming, larger projects will be represented as potential spikes in this trend. These projected increases in building activity result in a financially sustainable Building Safety and Inspection Services program.

Service Level Changes:

The Building Safety and Inspection Services program has and will continue to maintain the City's "same day" response time with respect to inspection services, and continues to meet the State's mandated maximum 10 day plan review turnaround time for residential building plans. Citizen/customer accessibility remains a top priority and performance measure for staff and the program as a whole. The Current Development Division will continue making improvements to the Building Safety and Inspection Services program website and in particular the implementation of an automated inspection request line, a service identified by members of the building community as a highly desirable customer service. Another program improvement has been the acquisition of iPads for the program's inspectors. These iPads are utilized for viewing digital plans in the field, eliminating the need to carry large plan sets, as well as developing a "live" system for inputting inspection results in the field. As has been the program's practice since 2007, all service lines will undergo continuous process improvement to bring greater efficiencies and cost savings through review, permit issuance and inspections.

Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY15 Actual	FY16 Target	FY17 Target
Encourage Economic Development and Revitalization through Community Partnerships	Improve Customer Service through Expeditious review of permitting and inspections.	Building permit applications processed in a timely manner	TBD	TBD	N/A Measure Under Review and Substantial Re-Write

Development and Public Works Department

Division: Current Development

Program: Development Review and Code Enforcement

Program Description:

The Development Review and Code Enforcement Staff of the Current Development Division strive to fulfill the Council goals for a safe community, excellent customer service, increased assessed value through quality development, and protection of Springfield's hometown character; implement the Springfield Development Code, and State and Federal law related to land use and development within Springfield's urban growth boundary; amend and update the Springfield Development Code in response to state and federal mandates, court decisions, and Council policies; process administrative and quasi-judicial land use applications; provide front-counter customer service on issues related to land use, development, and code compliance; serve the City Council and Planning Commission on matters involving the division's program responsibilities; collaborate with other public agencies, property owners and land developers to protect the public interest; deliver a development review process that is prompt, friendly, professional, and consistent with adopted laws and aspirations of the community; and work collaboratively with property owners to maintain safe and healthy neighborhood livability through compliance with the Municipal, Development and Building Safety Codes.

Budget Highlights:

The Current Development Division is projecting an FY17 Development Review program workload of 10,000 front counter and phone service requests and approximately 375 development review applications. This compares to 9,000 service requests and 350 applications estimated actual for FY16. These projections are based on a steadily increasing trend of development and pre-development inquiries in FY16 that exceeds the volumes of similar activities in the preceding years and corresponds to economic trends state wide. These positive indicators at the local level are a result of Council's ongoing commitment to facilitate economic development and strategic use of staff and public resources. New subdivision activity, home starts, commercial and industrial investment and small business startups reflect the recovering economy and the public's strong desire to live and work in Springfield. Recent annexation requests in Glenwood, the Gateway Mall Remodel and subsequent Tenant Improvements, the Swanson saw mill re-build, and the McKenzie Willamette Hospital expansion, all anticipated last year, are still under development/construction and are strong economic indicators of a multi-year recovery in Springfield. Staff will continue to cultivate new development and major projects that provide a community benefit and generate new jobs by responding to major economic development initiatives such as new mixed use developments in Glenwood; new subdivisions in a recovering residential market; bringing innovative development standards sought by Council as additional options to maximize utility of constrained development sites; and evaluate new efficiency measures such as the newly revised Minimum Development Standards proposed by the Developer Advisory Committee (DAC).

The efforts of the Development Review Section to create a livable community are supported and maintained by the versatility and effectiveness of the Code Enforcement program. The Code Enforcement program strives to meet its Council directed benchmark of 100% voluntary compliance, and this benchmark is nearly met by an annual case load of 5% or less that is adjudicated in Municipal Court. Code Enforcement cases are unaffected by the economy and have consistently held at or near 2,500 annual investigations since the inception of Strategic Plan performance measures. FY17 activity levels are projected to remain at or above 2,500 investigations based on current trends.

Service Level Changes:

FY17 FTE for the Current Development Division is the same as the FY16 Adopted Budget. The FY17 staff levels are sufficient to staff the economic turnaround indicators of FY16 and sustain the performance benchmarks established in the Strategic Plan for everything except truly unexpected spikes in development application volume. In the event that actual development activity or other demands for program services exceed projections, some minor adjustment to program benchmarks may occur temporarily in response to these spikes in development.

Code enforcement staffing will remain at 2.0 FTE for FY17; however, limited administrative assistance for the program highlights the need for better document management technology and staff assistance to ensure code enforcement officers' staff time is effectively used for investigation and follow up to citizen requests/inquiries.

Land Drainage Alteration (LDAP) and Encroachment Permit staffing for FY17 will remain at FY16 levels and staff will continue to maintain existing review time targets for Encroachment Permits of five (5) business days (2 days for Utility Companies) and 10 business days for LDAP reviews.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY15 Actual	FY16 Target	FY17 Target
Promote and Enhance Our Hometown Feel while Focusing on Livability and Environmental Quality	Continuously advance customer service satisfaction	Citizen request/Inquiries are given timely attention	90%	75%	90%
	Recognize and prioritize time value of private investment	Development Applications processed in a timely manner	80%	90%	95%
	Promote Community values through collaborative public engagement	Development Code and Municipal Code standards enforced without the Necessity of a Warning Citation or Municipal Court Action	100%	95%	95%

Development and Public Works Department

Division: Environmental Services/Community Development Program: Drainage/Stormwater

Program Description:

The Drainage/Stormwater program consists of subprograms that maintain, enhance and improve surface and subsurface drainage, implement State and Federal water quality standards and regulations for urban runoff, and provide management of stream and waterway restoration projects, such as maintaining riparian environments and operational flows. Drainage management and planning activities optimize the stormwater drainage system capacity, minimize the occurrences and extent of local flooding, and protect the functions of open waterways. Drainage management services also provide public information and education, and program administration functions such as providing customer service, setting rates and charges, and maintaining financial plans. Drainage maintenance activities provide for leaf and debris removal, vegetation control, management of the Mill Race, street cleaning and functional maintenance of water quality facilities and bioswales. Stormwater infrastructure planning and capital project engineering and project delivery activities include assessing existing and future systems and planning for their improvement, replacement and new construction, the design and construction of new and existing drainage facilities to City standards, and oversight for private development construction of public facilities which transfer to the public upon completion and inspection.

Budget Highlights:

In FY17, the stormwater drainage program operating budget continues to require careful management as pressure to minimize rate increases coupled with meeting debt service obligations and the need to support investments in capital assets forces constraint on the operating programs.

The City's Capital program to implement the Stormwater Facilities Master Plan will be a major focus of the program's FY17 activities. The sale of \$10 million in revenue bonds in early FY11 has permitted the program to focus attention on immediately needed projects. The Mill Race Ecosystem Restoration project has been completed and the City has accepted the project from the United States Corp of Engineers necessitating the need to continue annual maintenance and operation activities of the recently completed 2.5 mile channel. The positive bidding environment resulting from the recession has permitted the City to fund capital activities in FY17 in the face of weak Systems Development Charge revenues. Projects in FY17 will include construction of the Over-Under Channel Pipe Replacement, construction of the Mill Race Stormwater Park, analysis of the City-owned flood control levee along 42nd Street for compliance with federal standards, and design and implementation of high priority channel restoration projects. In addition to capital design and construction activities, it is anticipated an analysis and update of high priority basins to the Stormwater Facilities Plans will be initiated (e.g., Glenwood).

In FY17 the City will continue to implement its Stormwater Management Plan (SWMP) to meet requirements of the City's National Pollutant Discharge Elimination System (NPDES) Stormwater Permit and Total Maximum Daily Load (TMDL) Implementation Plan. The storm drainage program will continue to benefit from the ongoing intergovernmental agreement and partnership with Lane County, which provides payment for stormwater permit activities in the urbanizable area outside City limits. The City continues its participation as part of a regional task force with Oregon DEQ, other Phase II communities, and affected parties to develop recommendations for an integrated permit template applicable to all Phase II communities. This new approach will likely rely on individual SWMP's tailored to each specific discharger. Given these developments, permit renewal is not anticipated until

early FY17. Additional staff time associated with the City's role as a partner to the Association of Clean Water Agencies and DEQ in development of the general permit template is ongoing at this time.

The Operations Division provides regular maintenance of the City's storm drainage systems, including inspection and cleaning of 206 miles of stormwater pipe and 6,520 catch basins; maintenance and vegetation control in 30 public water quality facilities including both mechanical and natural facilities. Additionally, street sweeping is a surface stormwater quality activity that supports compliance with the NPDES Permit. Funding for seasonal temporary employees and Northwest Youth Corp services will allow the Division to continue addressing the functionality of private bioswales, maintenance of the riparian vegetation along the Mill Race corridor and along the City system of cross country canals. The City has a responsibility to ensure that all water quality facilities function long term, regardless of who owns the land. The City also needs to meet its NPDES permit requirements, which regulates runoff from municipal properties (like streets).

Service Level Changes:

In FY16, a portion of the dedicated capital funding was redirected to Operations materials and service budget to meet the obligations of maintaining water quality facilities including the Mill Race. Upon renewal of the City's Phase II NPDES Stormwater permit (potentially early FY17), a reevaluation of requirements, obligations and staffing will be necessary. Additional resources in the Stormwater program associated with fulfilling renewed permit requirements will likely become necessary in order to meet more stringent water quality regulations. In particular, it is anticipated the City's renewed permit will contain specific requirements to quantify the effectiveness of public education and other mandated outreach programs along with possible numeric limitations (for specific water quality pollutants) on stormwater outfall discharge points.

Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY15 Actual	FY16 Target	FY17 Target
Encourage Economic Development and Revitalization through Community Partnerships	Plans are Current and Relevant to Market & Community Conditions	Infrastructure Plans Current	1 of 5 Plans	1 of 5 Plans	2 of 5 Plans
Promote and Enhance Our Hometown Feel while Focusing on Livability and Environmental Quality	Communicate with the Community about the City's stormwater system	Stormwater Education Outreach Workshops and Public Events Held	26	26	20
	Protect the health and safety of the McKenzie and Willamette Rivers	Businesses provided outreach proactively and not as part of a non-compliance	179	138	200

Development and Public Works Department

Division: Environmental Services/Community Development

Program: Regional/Local Wastewater

Program Description:

The Regional/Local Wastewater program consists of sub-programs that plan for, design, construct, maintain, operate, and administer the local and regional wastewater (sanitary sewer) systems. Sewer operations activities preserve the local wastewater collection and conveyance system capacity, minimize infiltration and inflow into the system, and ensure minimal disruptions in service. Sewer infrastructure planning and capital project engineering activities include assessing existing and future systems and planning for their improvement, replacement and new construction, the design and construction of new and expanded publicly developed wastewater facilities, and oversight of privately constructed public wastewater facilities to City's standards which transfer to the public upon completion and inspection. Local wastewater services also provide administrative functions, such as customer service, and setting rates and charges, maintaining financial plans, and building and tracking budgets. Industrial Pretreatment activities manage industrial wastewater discharges to the system and implement pollution management programs necessary to comply with State and Federal regulations.

Regional Wastewater Program administration supports the Metropolitan Wastewater Management Commission (MWMC) in carrying out its purpose to protect public health and safety and the environment by providing high quality wastewater management services to the Eugene-Springfield metropolitan area. The Regional Wastewater program provides: 1) interagency coordination in support of the regional partners; 2) financial management activities including budgeting, rate setting, and financial planning; 3) planning, design, and construction of new capital assets; and, 4) regulatory and permit programs to meet State and Federal wastewater quality requirements. The regional wastewater operations and maintenance activities, staffed by the City of Eugene Wastewater Division, ensure the safe and efficient operation of the regional wastewater operations conveyance and treatment facilities to meet the intended outcomes of the MWMC Regional Wastewater Program.

Budget Highlights:

Regional Wastewater

The Regional Wastewater Program incorporates the entire regional water pollution control facilities budget. In FY17, the Regional Wastewater Program activities will continue to emphasize obligations for funding and constructing MWMC facility upgrades as identified in the 2004 Facilities Plan, and the 2014 Partial Facilities Plan Update. The Facilities Plan projects are funded through a combination of Revenue Bonds, Clean Water State Revolving Fund (SRF) loans, and user fees. In late FY16, the revenue bond debt obligations were restructured by paying down a portion of the principal amount and refunding the balance with a lower interest rate beginning in FY17 to provide moderate user fee rate changes.

Wet Weather Flow Management

Regional Wastewater Program (RWP) staff are working with Eugene and Springfield to coordinate wet weather flow management efforts as well as other collection system management issues. With regional support and guidance, both partner agencies have agreed to implement local Capacity, Management, Operations, and Maintenance (CMOM) programs. The regional CMOM program approach replaces the need to update the 2001 Wet Weather Flow Management Plan, as the program addresses the ongoing need to reduce inflow and infiltration in both the public and private sewer systems. Working with the Regional Wastewater Policy Team, RWP staff has developed regional CMOM framework and guidance documents. The framework and guidance documents were written as guidelines to protect the regional Water Pollution Control Facility against flows in excess of

its design peak flow capacity. Following the completion of CMOM gap analyses, both Eugene and Springfield have developed local CMOM implementation plans. The local CMOM programs, now under implementation, will serve both communities as adaptive collection system management plans and will provide tools for making business decisions required to manage the conveyance system in the most cost effective manner and maintain up-to-date asset inventory, condition assessment, and risk analysis information to assist in capital improvement planning.

Temperature Standard

The regional Water Pollution Control Facility (WPCF) will need to meet new but uncertain temperature restrictions on its discharge to the Willamette River upon renewal of its current administratively extended National Pollutant Discharge Elimination (NPDES) permit. The MWMC's current NPDES permit was developed under a now superseded Oregon temperature standard from 1996. The newer 2002 standard not only sets more protective temperature standards for salmon survival, but has been complicated by a decade-long battle over implementation of the 2006 Willamette Basin Total Maximum Daily Load (TMDL) for temperature. Due to a successful legal challenge against DEQ's inclusion of a natural conditions criterion (a means of establishing a temperature baseline at a calculated natural thermal potential), stricter temperature requirements at the point of WPCF discharge are anticipated. However, the exact scope of the temperature restriction that will be placed on the MWMC's upcoming NPDES permit renewal remains unknown at this time.

The DEQ has indicated they may be ready to renew the MWMC's NPDES Permit, which would include new thermal load limits, as early as 2018. Accordingly, RWP staff is pursuing a phased and multi-pronged planning approach to best position the MWMC to cost-effectively meet future thermal load obligations.

Local Wastewater

In the local wastewater subprograms, FY17 activities will focus on planning implementation of the local CMOM program. This will include completion and implementation of a comprehensive flow monitoring plan as well as completion of routine annual collection system rehabilitation work. Other local wastewater projects include upgrade of a sewer mainline in 19th Street and analysis of local pump stations for necessary upgrades to meet regulatory requirements.

In FY17, Operations will continue to collect data to help in the development of a comprehensive flow monitoring program as an important part of the collection system rehabilitation program, including closed circuit television inspection, smoke testing, and manhole inspections. There will be continued maintenance of 240 miles of wastewater lines, including pipeline repairs, high velocity cleaning, TV inspection, manhole repair and root control.

Service Level Changes:

No significant service level changes are projected. Regional capital project activity for FY17 and the near term, is appropriately matched to the current staff level, and no further staffing reductions, beyond those implemented in FY11, are anticipated.

Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY15 Actual	FY16 Target	FY17 Target
Encourage Economic Development and Revitalization through Community Partnerships	Plans are Current and Relevant to Market & Community Conditions	Infrastructure Plans Current	1 of 8 Plans	1 of 8 Plans	2 of 8 Plans
Maintain and Improve Infrastructure and Facilities	Rehabilitation Activities are Performed	Miles of pipe rehabilitation performed on Collection System	N/A Measure Under Review and Substantial Re-Write	N/A Measure Under Review and Substantial Re-Write	N/A Measure Under Review and Substantial Re-Write
	Maintenance Activities are Performed	Miles of High Velocity Cleaning Performed	65	75	85

Development and Public Works Department

Division: Community Development Program: Comprehensive Planning

Program Description:

The Comprehensive Planning Program, administered by the Community Development Division, prepares and updates the City's long range land use planning documents such as the MetroPlan, Springfield 2030 Comprehensive Plan, neighborhood level refinement plans, and special project plans in compliance with federal and state mandates; provides technical assistance as plans and projects are implemented through City codes and standards documents; coordinates regional and metropolitan-wide comprehensive planning with Eugene, Lane County and other governments and service providers; prepares reports and option scenarios as directed by Council; and assists other divisions and departments in evaluating and implementing state and federal laws applicable to buildable lands, housing, natural resources and hazards, regional federal TransPlan, and the Public Facilities and Services Plan.

Budget Highlights:

The Comprehensive Planning Program expects to complete the Springfield 2030 Comprehensive Plan project through local adoption, while working with Metro planning partners to revise the Metro Plan in response to the presence of separate municipal UGBs and acknowledge greater jurisdictional planning autonomy as a direct result of these separate UGBs.

In FY16 staff continued to work on the Springfield 2030 Plan Urbanization Element. Decision packages will be forwarded to the elected officials for adoption of both the Economic and Urbanization Elements of the Plan towards the end of FY 16, with decision processes to occur in FY17. These Council decisions are highly significant to Springfield's future growth and vitality, as they will identify and locate a sufficient employment lands base to accommodate economic and community development for the planning period 2010-2030. In addition, work will continue on a parcel-specific Springfield 2030 Comprehensive Plan Diagram that will assign specific land use designations for all lands within Springfield's Urban Growth Boundary. A parcel-specific inventory greatly improves the real-time status of each of these inventories; eliminates confusion about future development or redevelopment actions intended for these lands; improves the accuracy of inventory reporting; and provides decision-makers with concise analysis in the deliberation or review of land use proposals that add to or reduce any of these inventories.

In FY17, the City will implement the Main Street Corridor Vision Plan through changes to Main Street area refinement plans, the Springfield Development Code and City Engineering Design Standards and Procedures Manual. The Comprehensive Planning program will continue to provide coordination for Downtown Revitalization, and complete amendments to the Springfield Development Code to implement new development standards downtown.

Service Level Changes:

In FY16 Comprehensive Planning converted a vacant senior planner position to a Comprehensive Planning manager position. This change is anticipated to increase coordination among projects and with other city departments and agency partners, as well as develop and maintain a substantial project portfolio for the position.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY15 Actual	FY16 Target	FY17 Target
<p>Encourage Economic Development and Revitalization through Community Partnerships</p>	<p>Plans are Current and Relevant to Market & Community Conditions</p>	<p>Comprehensive (Refinement) Plans Current</p>	<p>1 of 8 Plans</p>	<p>2 of 8 Plans</p>	<p>1 of 8 Plans</p>

Development and Public Works Department

Division: Community Development

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

Program Description:

This Community Development Division program administers the CDBG and HOME funded programs and projects for the benefit of the Springfield community, in compliance with federal regulations. Staff prepare, implement and track plans, programs and projects to address community needs for affordable housing, removal of slum and blight conditions, job creation, public safety, and the delivery of social services through agency and non-profit providers. The program assists low-income Springfield residents with housing rehabilitation loans, neighborhood improvements, social services, access to housing, and financial assistance to non-profit and for-profit housing developers that create affordable housing for low-income Springfield residents. The program provides assistance to low and moderate-income homebuyers purchasing homes in Springfield, and provides assistance to downtown and Glenwood redevelopment efforts.

Budget Highlights:

Program levels are driven by the level of federal funding available from the U.S. Department of Housing and Urban Development. In FY17 Springfield and Eugene will implement changes in the way the HOME program is delivered in the metro area, with Eugene acting as program administration. This reduces the amount of federal funding available for city staff time costs and requires that certain functions that had been funded in part by CDBG/HOME be budgeted in other funds. Staff estimates that the City will receive an allocation of approximately \$488,000 in CDBG funds in FY17, compared to \$466,694 in CDBG in FY16. HOME program funds will be allocated through the new metro-wide regional process, with Springfield receiving a fair share of funds over sequential 5 year cycles. The programs will assist approximately 14,000 low-income persons with social services in part by providing approximately \$73,000 to the Intergovernmental Human Services Commission (HSC). The HSC redistributes the funds to four service agencies; Food for Lane County, the Relief Nursery, White Bird Medical Clinic and Catholic Community Services. Funds will also be used to provide down payment assistance to first time low-income homebuyers and emergency home repair assistance to qualifying homeowners. Project development assistance to affordable housing and community based non-profit organizations will now be provided on a metro-wide basis as the "last dollar" of funding necessary to complete a project.

Service Level Changes:

Due to changes in federal requirements and the need to satisfy a host of HUD directed activities related to past project management and performance, the 2017 Program budget will need general fund support to continue to operate.

Program Performance Indicator:

Council Goal	Key Processes	Measurement Methods	FY15 Actual	FY16 Target	FY17 Target
Encourage Community and Economic Development and Revitalization	Dedicate CDBG funds to benefit primarily low and moderate-income (LMI) persons	Percent of CDBG funds expended on activities and projects that benefit low and moderate-income residents through the creation of affordable housing, social services, and employment opportunities	90% LMI benefit	90% LMI benefit	N/A Measure Under Review and Substantial Re-Write
Encourage Community and Economic Development and Revitalization	Increase opportunities for low & moderate income households to become and remain homeowners	Number of homes purchased by low and moderate income families through the Springfield Home Ownership Program	15 homes are purchased	15 homes are purchased	10 homes are purchased

Development and Public Works Department

Division: Community Development
Program: Survey

Program Description:

The Survey section provides a wide variety of services and support to City engineering activities, other departments, and the public. The City Surveyor checks and approves all Subdivision and Partition plats prepared and submitted by private Land Surveyors, within the City limits. The Survey section's staff ties the plats into the City GIS network and provide data to GIS section and regional GIS partners. They create and maintain vertical and horizontal control networks for the city. The City Surveyor creates and/or reviews a variety of legal documents including deeds, easements, improvement agreements, sewer hook ups, annexation descriptions, vacation descriptions as well as reviewing and checking a variety of legal descriptions for other departments. Survey staff maintains archive of legal documents and survey documents. Survey staff provides control, topographic, construction staking and as-built surveys for City construction projects, as well as providing a wide variety of ad-hoc surveys for other departments, such as right of way location, facilities location, GIS and mapping data needs. Staff also provides public survey information to private engineers, surveyors and the public on request.

Budget Highlights:

For FY17, the Survey budget has decreased 3% or \$12,500 which is due to decreases in the internal charges, including insurance, vehicle maintenance, and computer equipment, and vehicle and computer rents. Also contributing to the decrease is changes made to the Survey vehicle and equipment replacement schedule for FY16, specifically purchases of a computer, a vehicle, and equipment were put off until a future fiscal year due to continued serviceability of this equipment for at least one more fiscal year.

Service Level Changes:

No service level changes are expected in the FY16 budget. All of the entities which the Survey section provides services for, including City departments, regional partners and the public, will continue to receive the same level of service in FY16.

Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY15 Actual	FY16 Target	FY17 Target
Encourage Economic Development and Revitalization through Community Partnerships	Development Needs are Responded to in a Timely Manner	Average time from received request to product provided	3 Weeks	2 Weeks	2 Weeks

This page left intentionally blank.



Finance Department

Departmental Programs

- **Financial Management**

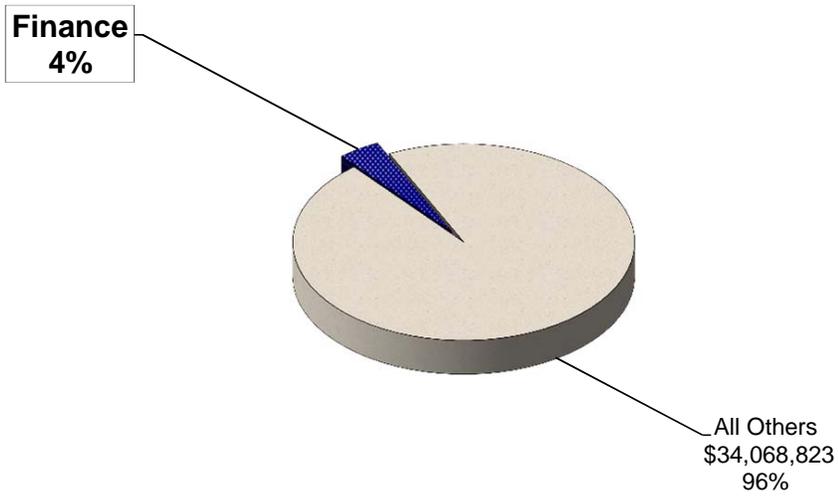
Department Description

The Finance Department provides financial management services to City departments, the City Council and Budget Committee. The Department protects the fiscal health of the City by providing revenue and expense projections, long-term financial planning, monitoring funds, and maintaining financial policies. The Department oversees the preparation and monitoring of the City's annual budget, including supplemental budgets for adjustments and monthly financial reports. City purchasing and contracting are run through the Finance Department, with procurement cards, on-call contracts, and requests for proposals as resources for the City departments to buy materials and services. The Finance Department develops the Comprehensive Annual Financial Report ("CAFR"), detailing the City's actual fiscal year expenditures. Also under the Accounting Division, Finance handles accounts payable and accounts receivable. In collaboration with Human Resources, Finance administers payroll and certain benefits programs. Finance analyzes department programs, focusing on lean processes and cost recovery. Finance manages the City's treasury, including cash management and investments, preparing the City's Long-Range Financial Forecast, and bond or debt financing. The Department also provides services to Metropolitan Wastewater Management Commission, the Regional Fiber Consortium, and the Springfield Economic Development Agency (SEDA).

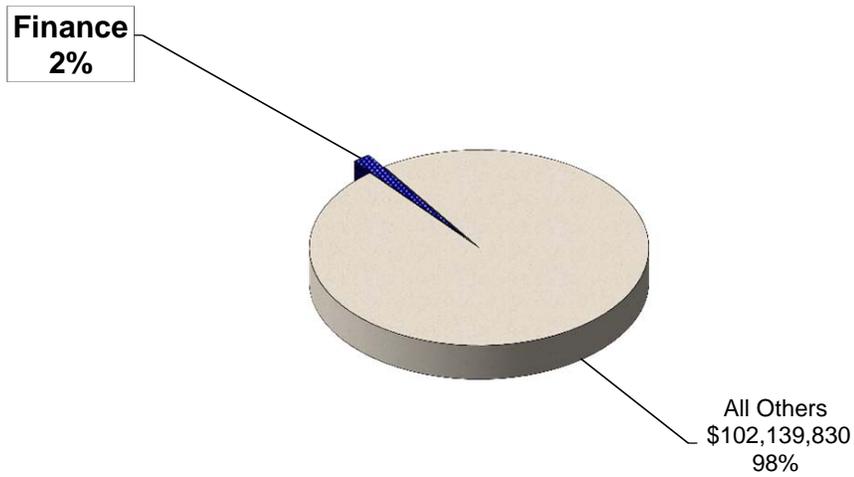
Mission

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

FY17 Operating Budget - General Fund		\$ 35,466,540
Finance:	\$ 1,397,717	



FY17 Operating Budget - All Funds		\$ 103,857,021
Finance:	\$ 1,717,191	



Finance Department

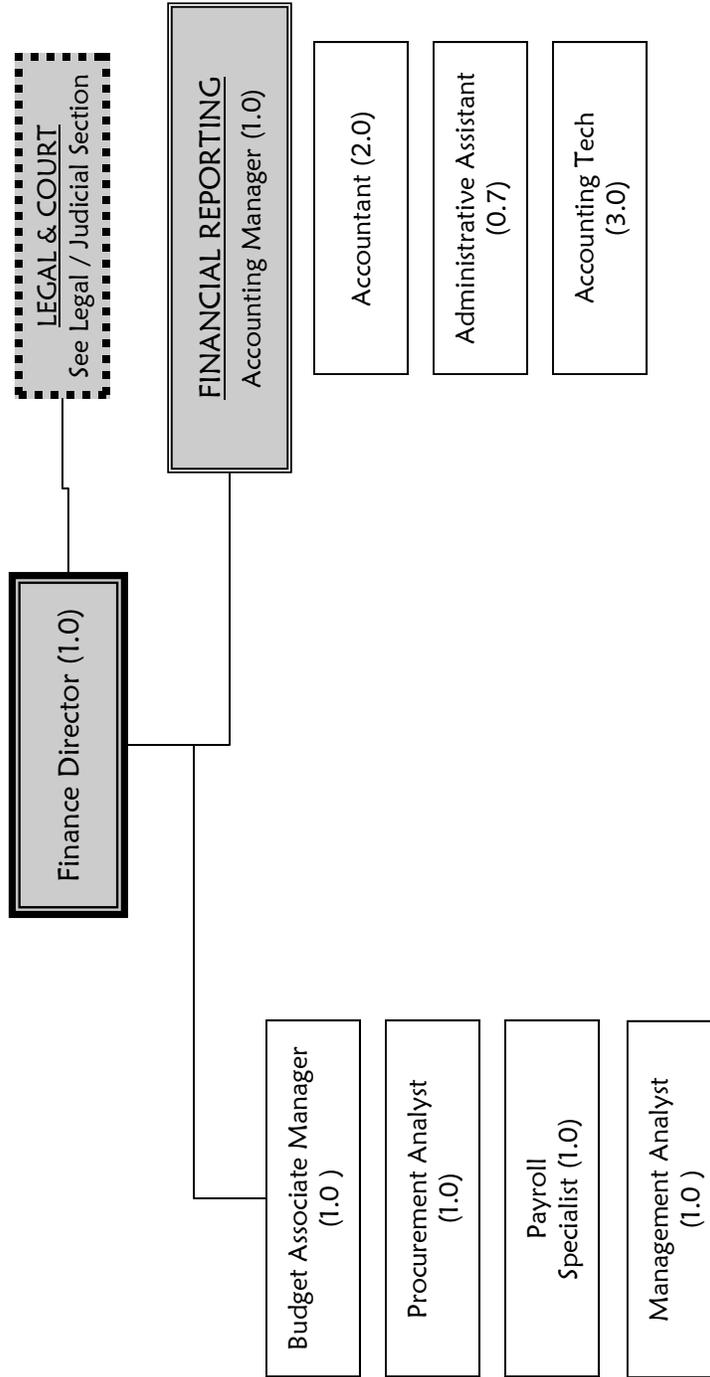
Financial Summary

	FY14 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
Expenditures by Category:				
Personal Services	\$ 921,972	\$ 1,042,806	\$ 1,165,632	\$ 1,238,471
Materials and Services	219,426	191,645	265,201	313,008
Total	<u>\$ 1,141,398</u>	<u>\$ 1,234,451</u>	<u>\$ 1,430,833</u>	<u>\$ 1,551,479</u>
Expenditures by Fund:				
General	\$ 877,933	\$ 953,474	\$ 1,307,347	\$ 1,397,717
Bancroft Redemption	16,995	15,644	17,748	18,854
Community Devel. Block Grant	23,123	23,539	23,484	23,694
Development Assessment	75,359	79,084	87,031	92,596
Storm Drainage Operations	11,881	12,342	12,353	13,752
Sanitary Sewer Operations	11,881	12,342	12,353	13,752
Regional Wastewater	105,286	115,201	124,737	135,880
SDC Administration	18,939	19,225	20,124	20,946
Vehicle and Equipment	-	3,600	-	-
Total	<u>\$ 1,141,398</u>	<u>\$ 1,234,451</u>	<u>\$ 1,605,177</u>	<u>\$ 1,717,191</u>
Expenditures by Sub-Program:				
Administration	\$ 1,141,398	\$ 1,234,451	\$ 1,605,177	\$ 1,717,191
Total	<u>\$ 1,141,398</u>	<u>\$ 1,234,451</u>	<u>\$ 1,605,177</u>	<u>\$ 1,717,191</u>

* Amended as of March 7, 2016

Finance Department

Total FTE: 11.7



Finance Department

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY14	Adopted FY15	Adopted FY16	Proposed FY17
General	7.27	7.27	9.47	9.47
Bancroft Redemption	0.13	0.13	0.13	0.13
Community Development	0.22	0.22	0.22	0.22
Development Assessment	0.67	0.67	0.67	0.67
Sanitary Sewer Operations	0.10	0.10	0.10	0.10
Storm Drainage Operations	0.10	0.10	0.10	0.10
Regional Wastewater	0.88	0.88	0.88	0.88
SDC Administration	0.13	0.13	0.13	0.13
Total Full-Time Equivalents	9.50	9.50	11.70	11.70

Position Summary

Job Title/Classification:	Adopted FY14	Adopted FY15	Adopted FY16	Proposed FY17
Accountant	2.00	2.00	2.00	2.00
Accounting Manager	1.00	1.00	1.00	1.00
Accounting Technician	2.00	2.00	3.00	3.00
Administrative Assistant	0.50	0.50	0.70	0.70
Finance Director	1.00	1.00	1.00	1.00
Management Analyst	2.00	2.00	2.00	2.00
Payroll Specialist	1.00	1.00	1.00	1.00
Supervisor/Associate Manager	0.00	0.00	1.00	1.00
Total Full-Time Equivalents	9.50	9.50	11.70	11.70

This page left intentionally blank.



Finance Department

Program: Financial Management

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

Budget Highlights:

The City's software program for preparing the annual budget and forecasting future years, BRASS, was originally brought on line in 1999. The system has reached the end of its useful life as a budget and forecasting tool due to its program limitations that limits its latest functional date as 2019. The Finance Department has completed the research for replacement software that would accomplish both the current budget and forecasting needs and also would accommodate the Priority Based Budgeting model by bringing in programs and the reporting of performance indicators. The decision was made to purchase a product called Board.

FY17 will be the first full year of the Department adding a second management analyst to the staff. The position was added during this year to provide more resources for the City to continue its adherence to the Priority-Based Budgeting (PBB) efforts. Some of the more immediate projects that will continue on from FY16 to FY17 will be the adoption of updated Council Financial Policies, cost recovery modeling for the Schedule for Master Fees and Charges, and project-specific reviews coming out of the PBB modeling such as fleet management and internal service charges. The FTE is supported by the savings realized from the ongoing research and project reviews.

Service Level Changes:

During the last two months of FY16 and the first six months of FY17, the Finance and IT departments, with participation by all other departments, will work with a consulting company to implement the first phase of the Board product. The schedule calls for the implementation to be completed in time for use during the FY18 budget preparation. Also included in Phase 1 is the opportunity for the City to review its general ledger account structure to better align with the current program-based budget process. This will require extensive work to integrate the existing PeopleSoft financial reporting software, as well as other side systems throughout the City. After implementation, the ongoing annual software license fees for Board will be \$31,000.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY16 Target	FY16 Actuals	FY17 Target
To Offer Financially Responsible And Stable Government Services	Financial Reporting: Ensure timely and accurate financial reports that contribute to the improved quality of financial decisions that directly impact the City and its programs.	Days to complete CAFR	175	183	175
		% of reconciliations completed by adopted schedule date	100%	94%	100%
		% of monthly reports posted by the 8th working day of following month	100%	100%	100%
		% of employees with direct deposit	97%	97%	97%
		% of Employees Receiving Pay Advices electronically	N/A	98%	N/A
		% of payroll payments processed error-free	100%	100%	100%
	Treasury: To provide the Citizens of Springfield with cost-effective, efficient and secure cash management to achieve the best possible return.	Procurements payments ≤\$500 made other than by pCard	<50%	53%	<50%
		Number of A/P Vendors paid by ACH	300	330	350
		% of AP Payments ≥ \$100k issued as ACH	>75%	65%	>75%
	Financial Management: Effectively manage and monitor activities that cross the organization including process and procedures governing budgeting, accounting, funds management, safeguarding financial resources and strengthening internal controls.	% of positive responses on Finance internal customer service survey	80%	N/A	80%
		Operating reserves in the General Fund is no less than 15% of operating expenses	>20%	22%	>20%
		Revenue forecasts are within 2%	2%	0.6%	2%

Fire and Life Safety Department

Departmental Programs

- Office-of-the-Chief
- Administrative Services Bureau
- Emergency Medical Services
- Fire Marshal's Office
- Fire Operations
- Fire and Life Safety Training

Department Description

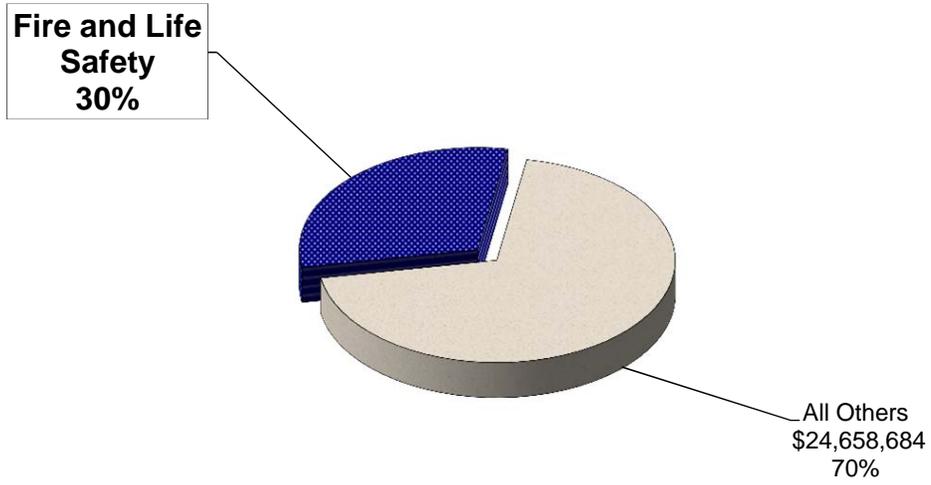
The Fire Department provides services that prevent the loss of life and property, and protect the environment. Administrative responsibilities include planning, supporting and controlling a diversified service delivery system for the City, the urban growth boundary, and East Lane Ambulance Service areas. Services include establishing modifying and providing fire protection and prevention services, firefighting, basic and advanced life support and ambulance transportation, illness and injury prevention, special rescue, hazardous materials control, fire safety education, code enforcement and fire cause investigation. The City also provides fire, rescue and EMS first response to three contract districts in the Springfield area – Glenwood Fire Protection District, Rainbow Fire Protection District, and a portion of Willakenzie Fire Protection District as well as ambulance service to a much larger region totaling 1,514 square miles.

Additionally, the department performs ambulance billing services for twenty-four (24) jurisdictions throughout the State, and administers the FireMed membership program for Eugene Fire & EMS, Lane Rural Fire/Rescue, and Springfield Fire & Life Safety.

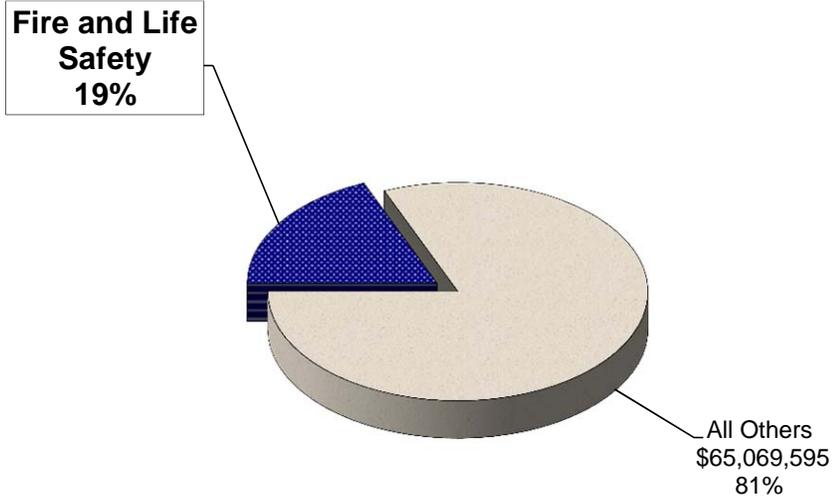
Mission

To serve our communities by protecting life and preserving property and the environment through prevention, education, rescue, fire suppression and emergency medical services.

FY17 Operating Budget - General Fund		\$ 35,466,540
Fire and Life Safety:	\$ 10,807,856	



FY17 Operating Budget - All Funds		\$ 103,857,021
Fire and Life Safety:	\$ 19,397,249	



Fire and Life Safety Department

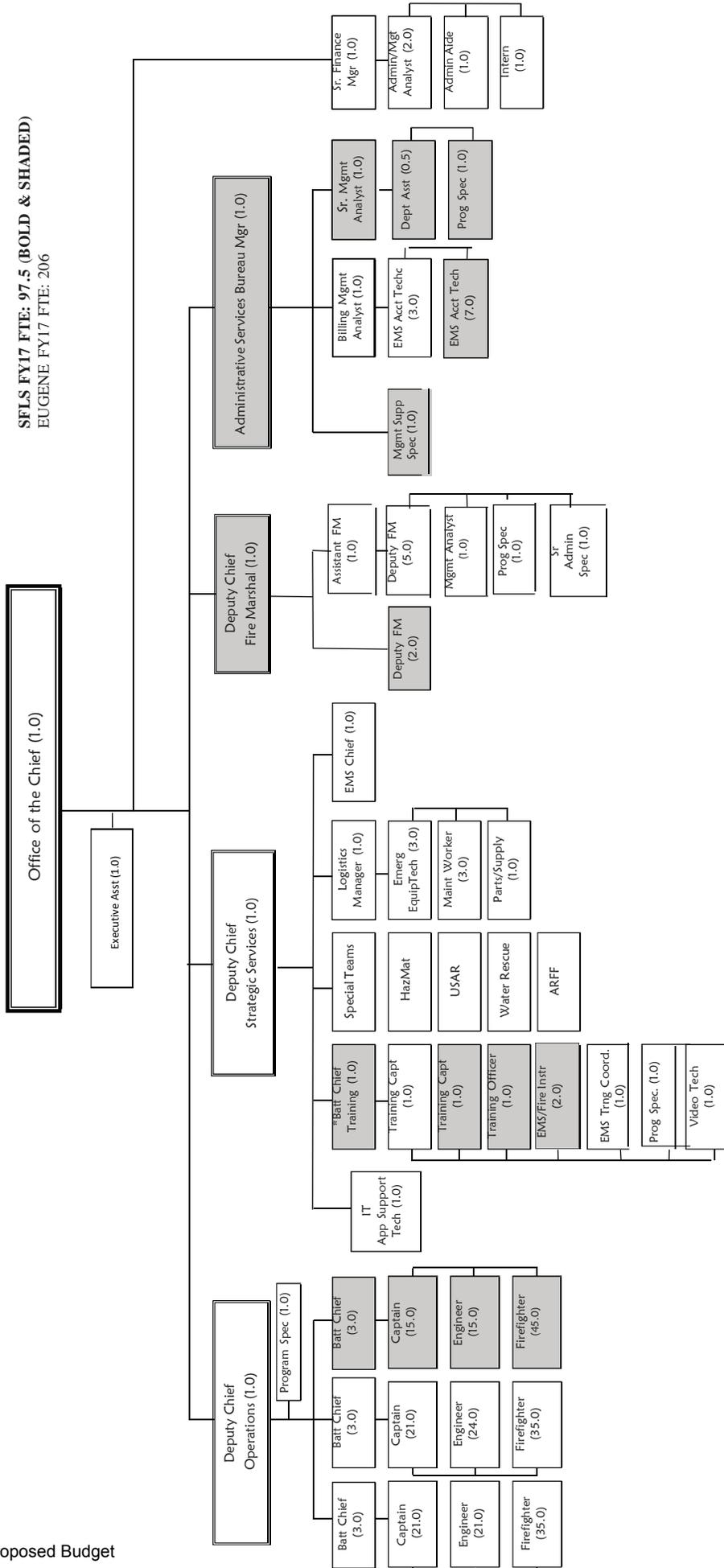
Financial Summary

	FY14 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
Expenditures by Category:				
Personal Services	\$ 13,086,376	\$ 12,836,932	\$ 14,033,577	\$ 14,248,994
Materials and Services	3,769,392	3,902,743	4,071,952	4,119,751
Capital Outlay	764,187	153,584	591,800	1,028,504
Total	<u>\$ 17,619,955</u>	<u>\$ 16,893,259</u>	<u>\$ 18,697,329</u>	<u>\$ 19,397,249</u>
Expenditures by Fund:				
General	\$ 9,970,790	\$ 9,790,345	\$ 10,435,146	\$ 10,807,856
Ambulance	5,340,476	5,520,920	6,008,091	5,860,209
Fire Local Option Levy	1,472,140	1,447,473	1,671,792	1,710,180
Special Revenue Fund	80,878	-	-	-
Vehicle and Equipment	755,672	134,522	582,300	1,019,004
Total	<u>\$ 17,619,955</u>	<u>\$ 16,893,259</u>	<u>\$ 18,697,329</u>	<u>\$ 19,397,249</u>
Expenditures by Sub-Program:				
Administrative Services Bureau	522,688	512,154	488,395	381,712
Emergency Medical Services				
Emergency Medical Services	4,041,787	3,717,827	4,430,561	4,555,744
EMS Account Services	841,457	890,346	928,491	962,714
FireMed	518,114	510,454	531,179	552,379
FireMed Enterprise	25,138	21,198	31,778	32,058
Fire Marshal				
Fire Prevention	529,609	415,318	493,709	538,272
Haz-Mat	46,577	45,961	54,949	49,963
Fire Operations	10,611,859	10,257,156	11,031,516	11,745,822
Fire and Life Safety Training	482,727	522,845	706,751	578,585
Total	<u>\$ 17,619,955</u>	<u>\$ 16,893,259</u>	<u>\$ 18,697,329</u>	<u>\$ 19,397,249</u>

* Amended as of March 7, 2016

Eugene Springfield Fire Department IGA Organizational Chart

SFLS FY17 FTE: 97.5 (BOLD & SHADED)
 EUGENE FY17 FTE: 206



* Currently serving as a BC in Operations

Updated Feb 24, 2016

Fire and Life Safety Department

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY14	Adopted FY15	Adopted FY16	Proposed FY17
General	58.95	57.95	56.75	57.75
Ambulance	32.05	33.05	33.25	30.75
Fire Local Option Levy	9.00	9.00	9.00	9.00
Total Full-Time Equivalents	100.00	100.00	99.00	97.50

Position Summary

Job Title/Classification:	Adopted FY14	Adopted FY15	Adopted FY16	Proposed FY17
Battalion Chief - Operations	3.00	4.00	4.00	4.00
Battalion Chief - Training	1.00	0.00	0.00	0.00
Department Assistant	1.00	1.00	0.50	0.50
Deputy Chief - Fire Marshal/HazMat	1.00	1.00	1.00	1.00
Deputy Fire Marshal 2	3.00	3.00	2.00	2.00
EMS Account Services Supervisor	1.00	0.00	0.00	0.00
EMS Accounting Technician	6.00	7.00	8.00	6.00
EMS Fire Instructor	0.00	0.00	2.00	2.00
EMS Program Officer	1.00	1.00	0.00	0.00
Fire Captain	16.00	15.00	15.00	16.00
Fire Engineer	15.00	15.00	15.00	15.00
Firefighter/Paramedic	45.00	45.00	45.00	45.00
Management Analyst, Senior	1.00	1.00	1.00	1.00
Management Support Specialist	0.00	0.00	1.00	2.00
Program Technician	4.00	4.00	0.00	0.00
Program Specialist	0.00	0.00	1.50	1.00
Service Bureau Manager	1.00	1.00	1.00	1.00
Training Officer	1.00	2.00	2.00	1.00
Total Full-Time Equivalents	100.00	100.00	99.00	97.50

This page left intentionally blank.



Fire and Life Safety Department

Program: Office of the Chief

Program Description:

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

Budget Highlights:

Continue to explore and implement opportunities for efficiencies and standardization. Work with staff and elected officials to find long term solutions for sustainability of the ambulance transport system.

Service Level Changes:

The consolidated Office of the Chief will continue in FY17, with primary focus on consolidation/merger initiatives in all divisions of the department as well as maintenance of existing, or enhanced, service levels already established.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY16 Target	FY16 Actual	FY17 Target
Financially Sound and Stable Government Services	Provide Information to City Staff: Content	Annual Reviews Current	100%	100%	100%

Fire and Life Safety Department

Program: Administrative Services Bureau

Program Description:

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

Budget Highlights:

The FireMed Ambulance Membership Program in FY16 had a decrease in revenues of \$29,203 from the prior year, which equates to a decrease in actual memberships of -0.04%. FireMed transitioned to a year-around membership enrollment period rather than pro-rating member fees under a July 1st to June 30th membership year. This allows members to join for a full year of membership at any time throughout the year. FireMed's marketing team has increased the use of social media and the FireMed website, and is focused on achieving the best results for the dollars available. The re-branding of FireMed continues, and the 2016 campaign should be an exciting one. Membership marketing will continue to face obstacles with limited funds, but memberships are expected to grow marginally in FY16.

Ambulance Account Services continues their ambulance account enterprise, with billing services for 24 government entities besides Springfield. Account Services staff provide a level of expertise found in few other local government agencies. Account Services has implemented several process improvements to maximize revenues and gain efficiencies in processing in an attempt to offset Medicare reimbursement limitations. FY16 collection percentages held constant, while overall revenue gained slightly, allowing an increase in Ambulance Fund reserves for the third fiscal year in a row.

Service Level Changes:

All ambulance billing functions for City of Springfield and City of Eugene operate out of Springfield City Hall. Outsourcing of certain tasks has improved efficiency and reduced costs. In FY17, the consolidated work unit will continue to use Best Practices to gain further efficiencies and increase revenues.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY16 Target	FY16 Actual	FY17 Target
Financially Sound and Stable Government Services	Manage Financial Resources: Obtain Funding	Net Enterprise Contribution to Ambulance Fund (\$1000)	360	284	360
		Ambulance - Net Collection % (Spfld only)	80%	86%	80%
		Ambulance Bills - Net # days in accounts receivable (Spfld only)	55	66.7	55
		FireMed - Market share (eligible households in Springfield)	29.0%	29.4%	29.0%

Fire and Life Safety Department

Program: Emergency Medical Services

Program Description:

The Emergency Medical Services (EMS) program provides high-quality pre-hospital emergency medical treatment and ambulance transportation throughout the City of Springfield and much of eastern Lane County.

Budget Highlights:

Revenues have exceeded expenses the past few years, but solutions are still being sought to balance the ambulance fund long term. The Emergency Medical Services division has standardized protocols, SOP's, and equipment and training throughout the EMS system. System efficiencies in FY17 are expected to reduce costs and improve overall division performance.

Three new ambulances are expected to be delivered in FY17. The smaller, lighter ambulances currently being purchased by Eugene Springfield Fire incorporate a smoother ride, additional safety features, and will be a major upgrade to the current Springfield frontline ambulance fleet.

The EMS/ Fire Instructor position created in FY16 is reaping benefits in the Training Division, providing training in EMS-related subjects as well as support for the Recruit Academy and fire ground training.

Service Level Changes: No service level changes are anticipated in FY17.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY16 Target	FY16 Actual	FY17 Target
Preserve Public Safety	Maintain Public Works and Core Services	% emergency ambulance response within 8 minutes	90%	71%	90%

Fire and Life Safety Department

Program: Fire Marshal's Office

Program Description:

The Fire Marshal's Office (FMO) is responsible for services aimed at providing and maintaining a high fire safety awareness in the community. These services are presented to the public through code enforcement, control of hazardous materials use, life safety inspections, educational classes, juvenile fire setter intervention, fire cause investigations, issuance of operational permits, and correction of fire code violations in buildings. The primary goal of the FMO is reducing life and property loss.

Certain State of Oregon licensing programs require that a record of a facility fire code inspection has been performed within specified time frames. These facilities are primarily high life hazard occupancies where occupants have limited ability to self-evacuate or protect themselves in the event of an emergency (i.e. hospitals, jails, day care centers, elder living and care facilities). Deputy Fire Marshals perform the inspections and coordinate facility emergency plans for fire department response with the facilities. Coordination with facility managers and Deputies is a collaborative effort where relationship-building leads to code compliance and meeting licensing requirements.

This program meets the minimum requirements for State Mandated Partially Exempt Status for Fire Departments (ORS 476.030(3), OAR 837-039-0010). The program also meets hazardous material mandates as outlined by federal and state governments.

Budget Highlights:

Integration of the workforce of the two fire departments is a significant reason why the City of Springfield can sustain partial exemption status. Currently authorized Springfield FTE are insufficient to support maintaining partial exemption status. Significant work has been transferred from the Springfield FM Office to the Eugene Office due to elimination of two FTE Deputy Fire Marshal the past three years. The Springfield Fire Marshal's Office relocated to the Eugene Office in FY16 as part of the workforce integration efforts.

The implementation of The Compliance Engine fire protection system maintenance monitoring software has resulted in increased efficiency in the code enforcement program area. Firehouse Software reporting capability is still a lower priority due to delays in program build-out as a result of staff reductions.

An in-house project to scan all occupancy fire inspection records has made significant strides in making all Springfield FMO records available electronically through a web-based interface.

The FMO contributes significant revenue to the general fund each year through fees-for-service charges.

Service Level Changes:

No service level changes are anticipated in FY17.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY16 Target	FY16 Actual	FY17 Target
Preserve Public Safety	Secure Property and Personal Safety	Dollar loss per fire - <u>Business</u> (perform better than 50% of similar cities)	50%	*0%	50%
		Dollar loss per fire - <u>Residential</u> (perform better than 75% of similar cities)	75%	75%	75%
		Dollar loss per fire - <u>All</u> (perform better than 75% of similar cities)	75%	*0%	75%
		% Springfield occupancies with Fire Protection Systems in compliance or verified as maintained	75%	**59%	75%
Community and Economic Development and Revitalization	Interact With Citizens	% Juvenile Firesetter referral service and/or intervention for youth requests fulfilled annually	100%	100%	100%

* Impact of Swanson mill fire loss compared to comparable cities not yet determined.

**Eugene Staff utilized to accomplish program goal.

Fire and Life Safety Department

Program: Fire Operations

Program Description:

Fire Operations provides fire, rescue and emergency medical response to 911 calls for assistance in a variety of emergencies. This program provides the personnel, training, 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, medical emergencies, and ambulance transportation. In addition, personnel perform work assigned by the Administrative Services Bureau, Fire Marshal's Office, and Emergency Medical Services programs and keep all equipment and apparatus maintained and ready for emergency response.

Fire Operations is also responsible for assisting in procuring grant program funds. Seeking alternative funding sources is ongoing.

Budget Highlights:

For over 18 months, the merged department has operated as a single entity across the three metro battalions and eight contract districts contiguous with the Eugene Springfield metro area. Emergency incidents up to a second alarm are managed seamlessly with crew move ups that reduce the need for emergency staff call back.

These efforts continue to improve processes and gain efficiencies in both systems and will be further enhanced in FY17.

Most Logistics functions are being provided by Eugene to Springfield via an IGA. It is anticipated that in FY17 these services will continue to be provided by Eugene. Integration of services and standardization of equipment across the metro area will continue throughout the next several fiscal years.

Service Level Changes:

No service level changes are anticipated in FY17.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY16 Target	FY16 Actual	FY17 Target
Preserve Public Safety	Secure Property and Personal Safety	% of fire responses within 5 minutes	80%	55.7%	80%

Fire and Life Safety Department

Program: Fire and Life Safety Training

Program Description:

The Fire Training program provides all uniformed department personnel with the training necessary to develop and maintain the skills, knowledge, abilities, and certifications required to provide safe and effective fire and emergency medical services. Training includes classroom sessions and practical exercises using qualified/certified instructors, appropriate training programs, and equipment. Internal career development programs continue to produce highly skilled employees that are ready for promotion within the department and aids in succession planning. The program provides the training necessary for successful, efficient, and safe service delivery to the community.

Budget Highlights:

The Training program instructs new employees and maintains skills of all Fire Operations personnel. It also provides the training and evaluation necessary to maintain required certifications required of appropriate regulating agencies. Full integration of the hiring process, Recruit Academy, career development programs, and promotional testing processes of Springfield and Eugene have gained efficiencies and increased consistency across the Metro area. An integrated training calendar provides consistent, ongoing line level training sessions for all Eugene/Springfield personnel.

Service Level Changes:

No service level changes are anticipated in FY17.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY16 Target	FY16 Actual	FY17 Target
Preserve Public Safety	Secure Property and Personal Safety	% Line employees meeting ISO requirements for training & drills	75%	75%	75%

This page left intentionally blank.



Human Resources Department

Departmental Programs

- **Recruitment, Selection, & Retention**
- **Employee & Labor Relations**
- **City Wide Training**
- **Risk Management**
- **Benefits**

Department Description

The Human Resources Department serves as a support system to and strategic partner with other City departments by providing all major employment, risk, and benefit services for the City. These services are delivered through five major program areas: Employee Recruitment, Selection & Retention, Employee & Labor Relations, City-Wide Training, Risk Management, and Employee Benefits.

Human Resources administers a job classification system that is relevant, flexible and fair, oversees the City's compensation practices to ensure compliance with State and Federal compensation regulations, and develops competitive compensation strategies that will enable the City to attract and retain talented employees. In addition, Human Resources strives to work collaboratively with the City's collective bargaining units in administering the labor contracts, resolving disputes, and handling grievances. Human Resources builds positive relationships with employees through implementation of equitable employment policies, performance management practices, employee recognition programs, and the City's training program. This training program includes new employee orientation, supervisory development, and other mandatory and discretionary training.

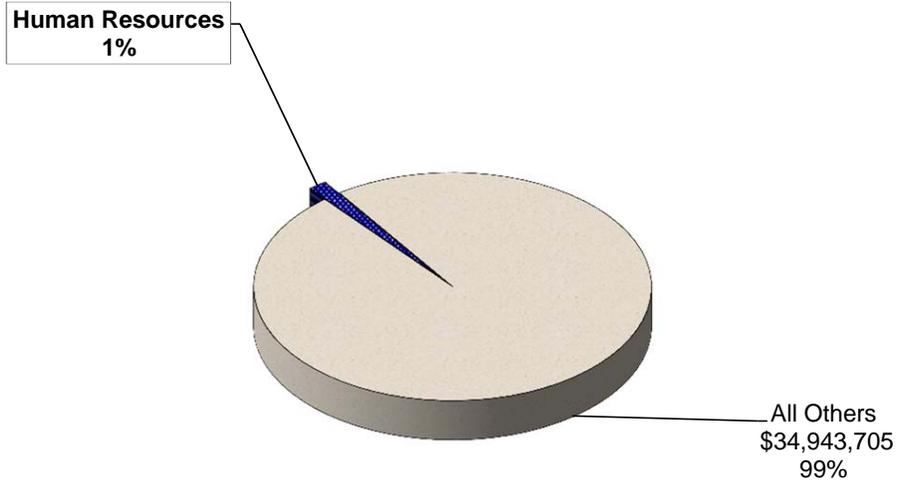
The City's Employee Benefits program includes: health, life, and disability insurance, employee leave administration, retirement, and employee wellness. The key component in our SpringWell employee wellness program is our Springfield Wellness Clinic, staffed by a Family Nurse Practitioner. The Department is also responsible for City-wide Risk Management, including loss prevention planning, workplace health and safety, litigation coordination, workers compensation, volunteer coordination and insurance and liability claim administration.

Human Resources staff must stay abreast of new federal, state and local laws and regulations impacting each of our five program areas.

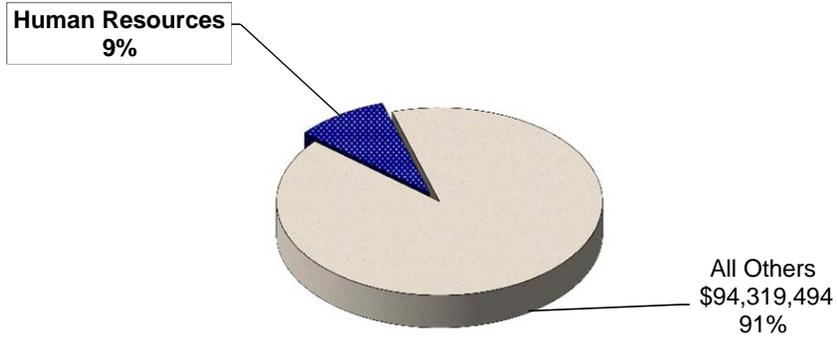
Mission

The mission of the Human Resources Department is to serve the organization by providing professional organizational development & technical counsel, strategic guidance, service, leadership, and training for issues related to the City's work force to our partner departments.

FY17 Operating Budget - General Fund		\$ 35,466,540
Human Resources:	\$ 522,835	



FY17 Operating Budget - All Funds		\$ 103,857,021
Human Resources:	\$ 9,537,527	



Human Resources Department

Financial Summary

	FY14 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
Expenditures by Category:				
Personal Services	\$ 603,985	\$ 974,288	\$ 729,328	\$ 900,594
Materials and Services	6,356,760	7,518,310	9,463,841	8,614,933
Total	<u>\$ 6,960,745</u>	<u>\$ 8,492,598</u>	<u>\$ 10,193,169</u>	<u>\$ 9,515,527</u>
Expenditures by Fund:				
General	\$ 363,443	\$ 443,063	\$ 464,908	\$ 522,835
Insurance	6,596,424	8,046,315	9,723,261	9,006,692
Vehicle and Equipment	878	3,221	5,000	8,000
Total	<u>\$ 6,960,745</u>	<u>\$ 8,492,598</u>	<u>\$ 10,193,169</u>	<u>\$ 9,537,527</u>
Expenditures by Sub-Program:				
Personnel Administration	\$ 364,948	\$ 443,610	\$ 430,690	\$ 491,617
Support Services	10,679	11,786	17,678	17,678
Citywide Training	14,126	4,469	21,540	21,540
Employee Benefits	331,729	392,349	478,531	433,593
Risk Management	225,154	356,634	279,464	356,681
Workers Compensation	83,108	370,298	118,244	150,006
Wellness Clinic	-	-	190,900	256,988
Self Funded Insurance	5,931,000	6,913,453	8,656,122	7,809,424
Total	<u>\$ 6,960,745</u>	<u>\$ 8,492,598</u>	<u>\$ 10,193,169</u>	<u>\$ 9,537,527</u>

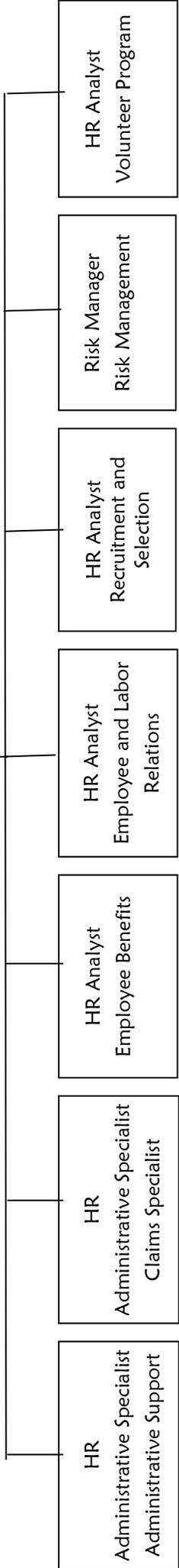
* Amended as of March 7, 2016

Human Resources Department

Total FTE: 8.0

Human Resources Director

Finance
Payroll Analyst
(Finance Employee with
assigned HR duties)



Human Resources Department

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY14	Adopted FY15	Adopted FY16	Proposed FY17
General	2.85	2.85	2.85	3.90
Insurance	3.15	3.15	3.15	4.10
Total Full-Time Equivalents	6.00	6.00	6.00	8.00

Position Summary

Job Title/Classification:	Adopted FY14	Adopted FY15	Adopted FY16	Proposed FY17
Human Resource Analyst	4.00	4.00	3.00	5.00
Human Resource Director	1.00	1.00	1.00	1.00
Human Resource Specialist	1.00	1.00	1.00	1.00
Supervisor/Associate Manager	0.00	0.00	1.00	1.00
Total Full-Time Equivalents	6.00	6.00	6.00	8.00

This page left intentionally blank.



Human Resources Department

Program: Recruitment, Selection, & Retention

Program Description:

This program serves internal and external customers and clients through:

- Citywide recruitment and selection activities, which include strategic planning to meet Citywide staffing needs and applicant pool development, oversight of applicant screening and selection, successor planning, affirmative action and Equal Employment Opportunity oversight, applicant tracking and volunteer coordination.
- Job classification and pay practice oversight, including the development of competitive compensation strategies, the evaluation of relevant labor markets, and compliance with State and Federal regulations and with collective bargaining agreements.
- Maintenance of City personnel records, including performance records, personnel action administration, records retention compliance, and HR's database.
- Participating with other local public agencies to enhance the City's inclusion and diversity efforts in alignment with Council goals.

Budget Highlights:

- Continued to partner with the City of Eugene in firefighter/paramedic, engineer, captain and battalion chief promotion and recruitment processes in supporting merged Eugene-Springfield Fire Department.
- Joined national testing program to help decrease testing costs for firefighter/paramedic and Police recruitments, while broadening the search to a national level, potentially diversifying the pool of applicants.
- Increased department involvement overall in recruitment and selection process through materials scoring and interview panel trainings.
- Expanded use of video based, written and specialized skill testing to successfully select higher quality applicants in all departments.
- Expanded efforts to actively and personally recruit for Police Officer applicants and other hard-to-fill position applicants.
- Continued to administer volunteer and intern program to bring new faces into the organization and augment City's ability to provide service to citizens.
- Expanded our outreach utilizing non-traditional forms of advertising.

Service Level Changes:

To expand and leverage our resources we have prioritized working with other public agencies. The result is a more robust delivery of service to our own employees, and a greater opportunity to learn best practices. Inclusion and diversity efforts have become a major work focus. In addition we are preparing to implement a new module of our HR Information System application that will greatly improve our e-recruit presence and interface with job applicants.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY16 Target	FY16 Actual	FY17 Target
Foster an Environment that Values Diversity and Inclusion	Recruitment and Selection: Enhance & diversify the organizational culture	Percent of applicants who meet City's workforce diversity goals.	20%	24.4% as of 2/22/16	27%
Offer Financially Responsible and Stable Government Services	Classification & Compensation: Pay plan is accurately adjusted in local market	Percent of new employees hired at mid-step or lower	90%	76% as of 2/22/16	90%

**As of February 22, 2016 in the 2016 Fiscal Budget we had 594 Applicants; of those applicants 24.4% were non-Caucasian (or didn't wish to disclose):

- 13 American Indian/Alaskan Native
- 22 Asian
- 19 Black
- 41 Hispanic
- 33 Multi-Racial
- 3 Native Hawaiian/Pacific Islander
- 15 Unknown/ Not disclosed

**As of February 22nd in the 2016 Fiscal Budget the City had 21 new hires, 5 were hired over mid-point. An updated compensation plan was implemented for non-union and SEIU positions, all effective October 1, 2015 so data only reflects partial year at new plan.

Human Resources Department

Program: Employee & Labor Relations

Program Description:

This program supports supervisors and employees alike in understanding and navigating the many regulations, rules, and contract provisions that govern the employment relationship between the City and its employees. This is achieved by developing, implementing, and administering the City's policies and procedures in collaboration with our employees, and in negotiating and administering the contracts the City has with its four collective bargaining units. Essential functions of this program are:

- Providing guidance, consultation, advice, and training to supervisors and employees in dealing with workplace issues (including union grievances).
- Encouraging fair and positive performance management practices.
- Investigating discrimination and harassment complaints.
- Investigating allegations of employment rule violation.
- Negotiating and resolving workplace disputes.
- Assisting in responding to Equal Employment Opportunity Commission investigations and employee litigation.
- Negotiating collective bargaining agreements with four different unions.

Budget Highlights:

- Taking the lead on reorganizing, updating, and rewriting all City-wide policies and procedures to reduce City's risk exposure and decrease liability insurance premium costs.
- Responded to three separate lawsuits and participated in one interest arbitration (IAFF) and one grievance arbitration.

Service Level Changes:

Have taken a leadership role in the Oregon Public Employers Labor Relations Association in order to be more informed about State collective bargaining issues, and to have more input in how unions impact public service. Working with other public agencies has become a priority in expanding and leveraging our resources. The result is a more robust delivery of service to our own employees, and a greater opportunity to learn best practices. In addition, Human Resource staff is now holding regular office hours at the Justice Center in order to be more familiar with our workforce and its needs. These office hours also provide more convenient access to Human Resources for employees who do not work a traditional schedule or at City Hall.

Program Performance Indicator:

Council Goals	Key Process	Measurement Methods	FY16 Target	FY16 Actual	FY17 Target
Offer Financially Responsible and Stable Government Services	Develop or revise City policies and procedures with new Administrative Rules.	Number of different Admin Rules adopted per year.	10	10	10

Human Resources Department

Program: City-Wide Training

Program Description:

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

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

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

Budget Highlights:

We made progress in implementing online training. Much of the training required of employees is fairly standardized and lends itself well to computer based training. By allowing employees to complete training on their schedule and at their own desks, this frees up staff training time for more complex and tailored trainings.

We have begun using a system provided by City County Insurance Services (CIS) for all volunteers and many new hires. We hope to continue rolling out the system to remaining staff. A sampling of the 400+ trainings include:

- Sexual Harassment and Discrimination in the Government Workplace
- Workplace Ethics
- Interviewing & Hiring Practices
- Safety Committee Responsibilities
- Bloodborne Pathogen Awareness
- Workplace Violence
- Computer Skills (MS Word, Excel, etc.)
- Etc.

Service Level Changes:

Without the ability to collaborate with other local public agencies and professional associations, the limited funds available for City wide training would not be sufficient to stay abreast of the changes in employment law and work place issues. Leveraging those relationships allows us to offer our employees a wider array of training opportunities and avoid duplicating services and draining resources.

Program Performance Indicator:

Council Goals	Key Process	Measurement Methods	FY16 Target	FY16 Actual	FY17 Target
Offer Financially Responsible and Stable Government Services	Provide mandated employment-related training to all employees.	Average percentage of employees completing required trainings	N/A	N/A	65%

Human Resources Department

Program: Risk Management

Program Description:

The City's Risk Management program includes:

- Loss control – Accident investigation coordination, occupational health and safety coordination, OSHA compliance, coordination of City safety committees, accident prevention education, and risk training.
- Claims administration – Litigation coordination, workers compensation administration, City property and liability insurance coverage administration, and risk records administration.

Budget Highlights:

- Implemented highly successful one year trial Claims Specialist position to monitor Workers Compensation claims, return workers to work as soon as possible and reduce claim costs.
- Ongoing partnership with the City of Eugene in developing consistent and best practices for administering fire risk programs.
- Are on track for record low premium cost year.

Service Level Changes:

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

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY16 Target	FY16 Actual	FY17 Target
Offer Financially Responsible and Stable Government Services	Risk Management: Maintain Workers' Compensation experience rating at 1.0 or lower.	Tracked annually, data provided by Worker's Compensation Carrier.	1.0	1.03	1.0

Human Resources Department

Program: Employee Benefits

Program Description:

The Employee Benefits Program is responsible for coordination and administration of benefits which include:

- Retirement (Oregon Public Retirement System, City of Springfield Retirement Plan, and Deferred Compensation programs).
- Employee Health Insurance (self-funded).
- Short-Term Disability Insurance.
- Long-Term Disability Insurance.
- Life Insurance.
- Health Reimbursement Account (HRA).
- Flexible Spending Account (FSA).
- Employee Assistance Program (Counseling Services).
- Employee Leave benefits, including Federal- and State-mandated benefits such as family medical leave, Americans with Disabilities Act, military leave, and crime victims leave.

In addition, Human Resources staff oversees the SpringWell program, which is designed to keep health insurance cost increases lower than national and regional trends and increase employee productivity. Features of the SpringWell program are:

- Providing on-site employee health clinic services (Springfield Wellness Clinic).
- Partnering with Willamalane to provide employees membership to fitness facilities and programs.
- Education on complete employee wellness during our annual Wellness Fair.

Budget Highlights:

- Enhancement of Employee Health Clinic as part of self-funded health insurance cost containment.
- Addition of post-retirement VEBA/HRA account.
- Continue to implement Federal Affordable Care Act provisions.

Service Level Changes:

Increased number of highly complex protected leave situations in combination with changing federal and state laws, continue to require extensive coordination and analysis. The Affordable Care Act also adds additional complexity since many provisions have yet to be fully documented.

Our third full year of self-funding resulted in our total costs being up 3%, approximately 4.5% below national trends.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY16 Target	FY16 Actual	FY17 Target
Offer Financially Responsible and Stable Government Services	Maintain health insurance premium costs at or below national trend through wellness initiatives and plan design.	Our rate of increase compared with national trend.	-2%	-4.5%	-2%

This page left intentionally blank.



Information Technology Department

Departmental Divisions

- **Network Solutions Division**
- **Geographic Information Solutions (GIS) Division**
- **Central Applications Solutions & Office of the Director**

Department and Programs

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

These programs include Financial Systems, Human Resource Systems, Land Management Systems, Facilities Management Systems, Criminal Justice Systems, Fire and Life Safety Systems, Community Development Systems, Public Library Systems, Shared Systems, Information Security Systems, and Department Administration.

Three IT Divisions service these programs: the Network Solutions Division, the Geographic Information Solutions Division, and the Central Applications Solutions Division that currently operates as an extension of the Office of the Director.

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

Current IT Department

Prior to FY16, unconsolidated programs and fragmented communication confused end users (customers) of IT services. IT application and operation agreements with customers were lacking and often re-negotiated through side channels. Customers received inconsistent information about IT services, operated without adequate IT guidance, and preceded with independent and inefficient methods. Incomplete implementation of service strategy, service design and continual process improvement challenged methods, hampered compliance with information security regulations, delayed repairs of critical IT infrastructure, and resulted in un-served needs across the organization. The department lacked sufficient resource, standardization and structure to effectively and efficiently service customer needs.

Although resources remain an issue, initial steps to implement best practices and conform to industry standards have produced meaningful gains. Many tangible benefits have been realized

over the past 12 months and with adequate funding, programs will continue to develop over time:

- *The speed at which information is being collected.* Now in FY16, field crews rely on mobile devices to automatically collect location, user name, date, time, and images – reducing the time to collect inspection data down to a few taps on a phone or tablet as opposed to the time it took in FY15 to write notes on paper, and then later transcribe those hand-written notes back in the office for typed entry into the Asset Management System.
- *The speed at which information traverses the City's network.* Data transfer speeds across the network have increased significantly. For example, transferring a ten megabyte file from City Hall to the Development and Public Works Operations facility took 667 seconds in FY15 and now in FY16 it takes 2.5 seconds.
- *The speed at which new systems come on line.* In FY15 it took days to stand up and procure a server for a production environment, a test environment, or a development environment. Now new servers can be deployed in a few minutes.
- *The time it takes to clarify a service.* Before, customers lacked clarity on availability of IT services; now, IT maintains Service Level Agreements with clear descriptions of services and response times.
- *Enhanced incident response.* Prior to recent changes, customers needing IT support would leave their desk, walk to IT, search out IT staff, interrupt work underway, ask a question, and then wait for a response (hoping that they had asked the correct person). Now requests are submitted through a standardized Service Desk mechanism that immediately distributes the request to the correct IT resource, notifies the customer, and tracks the request through resolution. This standardization has resulted in considerable time savings for customers, higher productivity in IT, and incident tracking for implementation of improvement measures and key performance indicators.
- *Enhanced data management.* Automated and standardized backup schedules are now in place for all major database applications, increasing data protection, increasing coordination between IT work groups, and improving service to customers.

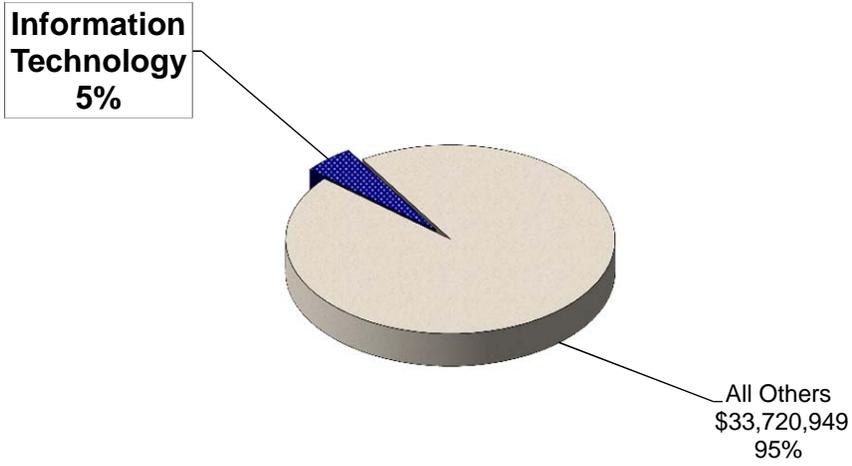
These structural changes and standardization efforts combine to enhance customer service. Moving forward IT will build on successes, continue to adapt, conform to industry best practices, and incrementally increase service delivery.

Although needing additional resources to meet regulatory obligations (primarily in the areas of policy and procedure development and database patching), the IT Department is on a more sustainable path to continually enhance IT service delivery.

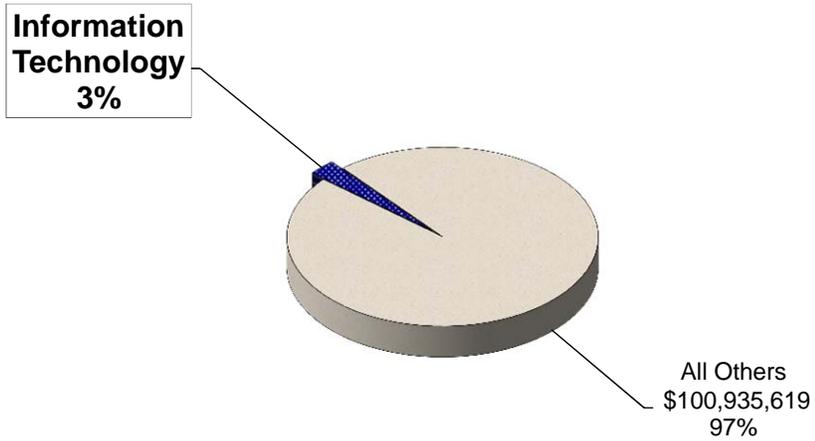
Mission

Provide excellent customer service with proactive and sustainable solutions that provide value to customers by strategically facilitating desired outcomes.

FY17 Operating Budget - General Fund		\$ 35,466,540
Information Technology:	\$ 1,745,591	



FY17 Operating Budget - All Funds		\$ 103,857,021
Information Technology:	\$ 2,921,402	



Information Technology Department

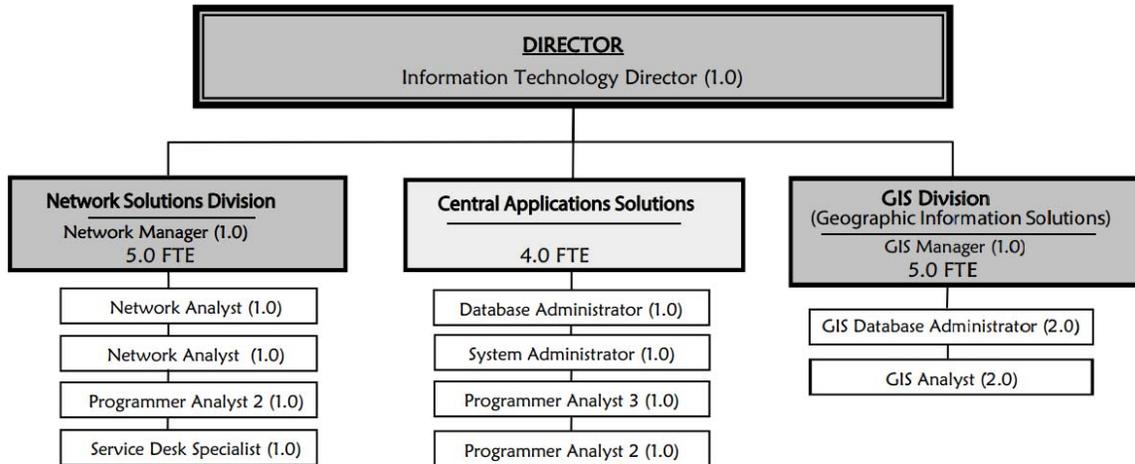
Financial Summary

	FY14 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
Expenditures by Category:				
Personal Services	\$ 1,072,758	\$ 1,024,782	\$ 1,729,791	\$ 1,825,507
Materials and Services	338,882	480,218	1,073,141	1,095,895
Capital Outlay	109,146	10,000	287,000	-
Total	<u>\$ 1,520,787</u>	<u>\$ 1,515,000</u>	<u>\$ 3,089,932</u>	<u>\$ 2,921,402</u>
Expenditures by Fund:				
General	\$ 1,343,620	\$ 1,451,500	\$ 1,641,666	\$ 1,745,591
Street	-	-	370,942	352,187
Sanitary Sewer Operations	-	-	342,015	317,033
Storm Drainage Operations	-	-	271,688	245,804
SDC Administration	-	-	84,621	63,787
Vehicle and Equipment	177,167	63,499	379,000	197,000
Total	<u>\$ 1,520,787</u>	<u>\$ 1,515,000</u>	<u>\$ 3,089,932</u>	<u>\$ 2,921,402</u>
Expenditures by Sub-Program:				
Information Services	\$ 1,520,787	\$ 1,512,894	\$ 1,969,580	\$ 1,883,308
GIS	-	-	1,114,352	1,032,094
Telecommunications	-	2,106	6,000	6,000
Total	<u>\$ 1,520,787</u>	<u>\$ 1,515,000</u>	<u>\$ 3,089,932</u>	<u>\$ 2,921,402</u>

* Amended as of March 7, 2016

Information Technology Department

Total FTE 15.0



Information Technology Department

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY14	Adopted FY15	Adopted FY16	Proposed FY17
General	10.00	10.00	10.23	10.36
Street	0.00	0.00	1.51	1.55
Sewer Operations	0.00	0.00	1.56	1.55
Storm Drainage Operations	0.00	0.00	1.25	1.24
SDC Administration	0.00	0.00	0.45	0.30
Total Full-Time Equivalents	10.00	10.00	15.00	15.00

Position Summary

Job Title/Classification:	Adopted FY14	Adopted FY15	Adopted FY16	Proposed FY17
Database Administrator	1.00	1.00	1.00	1.00
GIS Analyst	0.00	0.00	3.00	4.00
GIS Database Administrator	0.00	0.00	1.00	0.00
Information Technology Director	1.00	1.00	1.00	1.00
Network Analyst	2.00	2.00	2.00	2.00
Network Analyst Non-Certified	1.00	2.00	1.00	0.00
Network Manager	1.00	0.00	0.00	1.00
Programmer Analyst 2	1.00	2.00	2.00	2.00
Programmer Analyst 3	1.00	1.00	1.00	1.00
Resource Assistant (I.T.)	1.00	0.00	1.00	1.00
System Administrator	1.00	1.00	1.00	1.00
Technical Services Manager	0.00	0.00	1.00	1.00
Total Full-Time Equivalents	10.00	10.00	15.00	15.00

Information Technology Department

Program: Network Solutions Division

The Network Solutions Division focuses on maintaining IT infrastructure such as servers, PCs, laptops, tablets, switches, phone systems, and the cabling that connects devices. The Division provides hardware and communication support services, manages the Help Desk function and maintains inventories of all IT assets. The group assists with complex IT systems that expand beyond City buildings as well, such as intelligent transportation systems and public safety systems. Although all IT PBB programs receive support from the Network Services Division (NSD), a few fall squarely under NSD purview. These include: Criminal Justice Systems, Fire and Life Safety Systems, and Information Security Systems.

Budget Highlights:

Completed FY16

- Replaced all core network switching equipment and a large portion of the workgroup switching equipment. This has increased overall network bandwidth across the City as well as provided device-redundant and cable-redundant links to all of the major workgroups City-wide.
- Implemented a virtual server hosting platform. The benefits will be significant savings on energy and cooling costs in the City's two datacenters as well as significant efficiencies realized in the time it takes Network staff to deploy new servers.
- Implemented a shared storage solution (SAN) to allow for greater efficiency in the use and provisioning of digital storage throughout the City. This storage will also enable the consolidation and backup of large datasets that are currently held outside of the datacenter on non-enterprise devices.
- Deployed a new network and server monitoring tool that will monitor hundreds of performance metrics on all City network equipment and servers. This system will proactively identify potential issues as well as alert Network staff of failures or impending failure, minimizing downtime for City IT services.
- Moved all City workstations into a centralized management tool that will allow technicians to apply security patches, deploy new applications, and do far greater auditing of City workstation use, all remotely without having to physically travel to the workstation.
- Analyzed information security systems and performed targeted enhancements to increase regulatory compliance

Planned FY17

- Network staff will continue to engineer the City's network to segregate and isolate workgroups and services/servers, further enhancing network security as well as vastly increasing network performance.
- Extensive research, analysis, and planning will occur around the replacement of the City's existing PBX telephone system in anticipation of a migration to VoIP in FY18.
- Large numbers of physical servers that have aged beyond their expected useful life will be virtualized into the City's virtual environment, with the ultimate goal being all City production services running on warranted and supported hardware by the end of FY17.
- Remaining workgroup switching devices will be replaced providing port-level visibility, control, and management to every node in every City location.

Information Technology Department

Program: **Geographic Information Solutions Division**

The Geographic Information Solutions (GIS) Division focuses on locating, documenting, and managing data concerning facilities, structures (both public and private), planning activities, code enforcement activities, and geographic features of the City. The Division provides spatial data collection, management, mapping, and integration using both traditional and advanced geospatial technology. All City departments and several intergovernmental organizations receive spatial data and support for their ongoing operations and business decisions. The range of information and support includes decision material for asset management, land use, planning and building activities, current information to support both Police and Fire and Life Safety Services operations, and support for economic development activities. PBB Programs under GIS purview include Land Management Systems, Facilities Management Systems, Criminal Justice, Fire and Life Safety Systems, and Information Security Systems.

Budget Highlights:

Completed FY16

- Inventoried transportation infrastructure facilities as part of a street imagery project, and prepared information for FY17 facilities updates
- Completed database upgrade for Automated Mapping/Facilities Management/GIS (AM/FM/GIS) systems to insure the ongoing security and reliability of these systems and to provide a better foundation for disaster recovery.
- Completed topographic map updates, citywide urban growth planning, preliminary data analysis and cleanup for stormwater and wastewater master planning efforts, and ad-hoc requests for mapping services in support of the FEMA flood map revision review,
- Provided GIS analysis and reporting services in support of comprehensive planning and UGB expansion, emergency management, new legislation, downtown parking, environmental regulation and compliance, stormwater and wastewater capital projects, TIGER grant proposals, City Hall event diagrams, TELECOM facilities inventories, and more.
- Developed mobile application to streamline data entry into AM/FM/GIS when performing field inspections of City assets.
- Began migration to new AM/FM/GIS systems hardware, in part because systems are reaching the end of their useful life and in part because systems were damaged from a power outage.
- Provided direction to regional GIS consortia to clearly define services, modernize service delivery, clarify costs and enhance service to Springfield.
- GIS is nearing the end of a multi-year project to bring the integrated Asset Management (AM), Facilities Management (FM) and GIS infrastructure onto current, supported hardware and software systems and to update the currency and accuracy of the City's facilities data. Work on these systems in FY17 will transition towards improving existing

work function, adding new services for customers, and keeping the hardware/software platforms current.

Planned FY17

- Move Fy16 facilities updates into the AM/FM/GIS systems where the tasks and resources required for maintaining these facilities can be efficiently planned and tracked.
- Complete upgrades to AM/FM/GIS systems, complete move to virtualized environments and leverage new network architecture to advance mobile solutions beyond support for facilities inspections.
- GIS resources will remain dedicated to supporting the AM/FM/GIS systems, Accela building permit system, and data delivery services for projects of high importance to the City such as transportation, stormwater and wastewater master planning efforts, the Glenwood Refinement Plan, downtown redevelopment, and the 2030 Comprehensive Plan.

Information Technology Department

Program: Central Business Solutions and Office of the Director Division

This Division focuses on supporting enterprise systems that are typically shared by all departments and administered by central services departments. The Division provides application development, database administration, application administration, and coordination between interdepartmental user groups. The range of information and support includes decision material for budgeting, procurement, invoicing, payroll, benefit management activities, current information to support both Finance and Human Resources operations, and support for citywide electronic document management. This group, with assistance from managers in other Divisions, is also responsible for management of all underpinning contracts for the central enterprise systems with vendors and partner agencies and service agreements with customers. Purview includes, but is not limited to, Financial Systems, Human Resource Systems, Public Library Systems, Shared Systems, Information Security Systems, and Department Administration.

Budget Highlights:

Central Business Solutions

Completed FY16

- Upgraded PeopleSoft Human Resource Management System (HRMS) system tools to provide a platform for implementing the new recruitment solution.
- Performed annual tax updating activities for payroll, such as processing year-end 1099 forms for Vendors in Financials, W-2s for over 500 employees, and setting up new budgets for fiscal year-end processing.
- Implemented Laserfiche document storage applications for Journal Entry Archive, Council Minutes workflow, Ordinances workflow, Resolutions workflow, and Employee Information workflow. Implemented document storage for Historic Program documents so they can be more readily available to the public and the Historic Commission. Finished the Laserfiche Project to store documents for Development and Public Works P2 projects. Implemented City-Owned Property document storage.
- Retired non-supported database servers and migrated the databases into virtual environments. Efforts included implementation of new database maintenance processes to enhance security, monitoring, performance tuning, and recovery.
- Expanded existing document management system functionality with new modules such as Import Agent and Encryption. Outcomes secure information and increase efficiencies within city-owned properties inventories, the historic preservation program, the HUD program, the capital improvement program, and the risk management program.

- Developed SQL Server Reporting Service services in support of budget preparation, crime reporting and various reporting needs from departments across the City.
- Implemented standard backup and recovery processes for SQL Server production databases.
- Implemented proactive event monitoring on the SQL Server production databases.
- Supported unanticipated needs that arose mid-year, such as migration of the HUD Emergency Home Repair (EMR) database to current software, implementation of needed changes to accommodate PTO for Fire and Life Safety (FLS), and implementation of a “retro pay” process to support the new Fire and Life Safety (FLS) contract.

Planned FY17

- Implement new BOARD budgeting system and begin implementing Business Intelligence (BI) functionality available through BOARD. BI enables organizations to combine information from variety of sources, prepare it for analysis, develop and run queries, create reports, dashboards and data visualization, and provide analytical results to both executive and operational decision makers.
- Upgrade PeopleSoft Human Resource Management System (HRMS) application.
- Solution for the PTO process for non-union and possibly union employees.
- Implement new PBB General Ledger (GL) account code changes in PeopleSoft Financials, PeopleSoft HRMS and other systems where account codes are used.
- Implement a more aggressive PeopleSoft patching maintenance regiment to meet system security requirements for outward facing services (services accessible to the general public that are available outside of the City’s firewall)

Office of the Director

Completed FY16

- Completed and implemented an IT Strategic Plan and Service Level Agreements (SLAs) with key customers.
- Developed new IT PBB programs and completed internal scoring (see list below).
- Developed a definitive inventory of underpinning contracts, contracts between IT and third party service providers that support customer-facing SLAs. Such agreements include contracts for underpinning DBA services, regional network services (with Lane County), telephone system service contracts, etc.
- Filled vacant GIS Analyst position and GIS Database Administrator (DBA) position with two GIS Analysts and contracted GIS DBA support to meet security requirements and help contain costs.
- Led efforts to streamline regional decision making and increase accountability regarding the SunGard System with regional Public Safety partners such as the Eugene Police Department, Eugene and Springfield FLS and others.
- Developed and standardized new product delivery methods that prioritize and sequence work plan items in a transparent and inclusive manner, and increase efficiencies.
- Inventoried IT assets across the City (server equipment, communication equipment, personal computer equipment, etc.)

Planned FY17

- Extensive research, analysis and planning will occur to address policy and procedures in areas such as acceptable use policy, software acquisition policy, inter-agency information system access policy, project prioritization, and change approval.
- Continue efforts to sustain IT asset inventories, standardize and track IT service delivery and increase regulatory compliance regarding sensitive (protected) information.
- Initiate efforts to categorically assess regional information services (RIS/Telecom/Geo), clarify value to the city and contain future costs.

Service Level Changes:

Currently, equipment replacement funding is sufficient to sustain IT infrastructure. Current FTE levels are insufficient to support project security compliance targets.

IT will coordinate the Office of the City Attorney to receive “extern” services (0.5 FTE) for the first quarter of FY17 to address HIPAA requirements. Then IT will seek approval from City Manager to hire a limited duration employee (1.0 FTE) for the remainder of FY17 to address PCI DSS and PII requirements.

Performance Measures:

IT performance measures will be developed. Related tasks will be coordinated with (City) customers of IT service and based on IT Infrastructure Library (ITIL), IT Service Management (ITSM) and International Organization for Standards (ISO). These Key performance Indicators will be managed with existing IT service provision tools.

This page left intentionally blank.



Legal and Judicial Services Department

Departmental Programs

- **City Attorney**
- **City Prosecutor**
- **Municipal Court**

Department Description

The City Attorney, City Prosecutor and the Municipal Court comprise the service area identified as Legal and Judicial Services. The City Council oversees City Attorney services via a contract with an outside legal firm. The program reports directly to the City Council and is responsible for attending all City Council and Planning Commission meetings and for supplying the City Council and staff with legal opinions regarding existing or proposed City operations and activities. All ordinances, resolutions, contracts and activities having legal implications are reviewed and approved by the City Attorney to assure compliance with intent, Charter, State and Federal laws as well as the possibility of liability exposure or litigation.

The City Manager's Office oversees the City Prosecutor services via a contract. The City Prosecutor represents the City in Municipal Court and Appellate Courts. Prosecution services are provided for all misdemeanor criminal and traffic crimes and for any violation cases in which the defendant has retained counsel. The City Prosecutor represents the City in trials by court or by jury.

The Municipal Judges report to the City Council. The operations of the Municipal Court report to the Finance Director. The Municipal Court provides judicial services for the administration of justice, case and jury management, the appointment of attorneys for indigent defense, probation monitoring, providing interpreters, and the enforcement and collection of bail, fines, and fees. The Municipal court has jurisdiction over misdemeanor criminal, traffic crimes and violations cited by the Springfield Police Department, Nuisance Code Enforcement, Animal Control and Parking Control, and Springfield School District Truancy Officers.

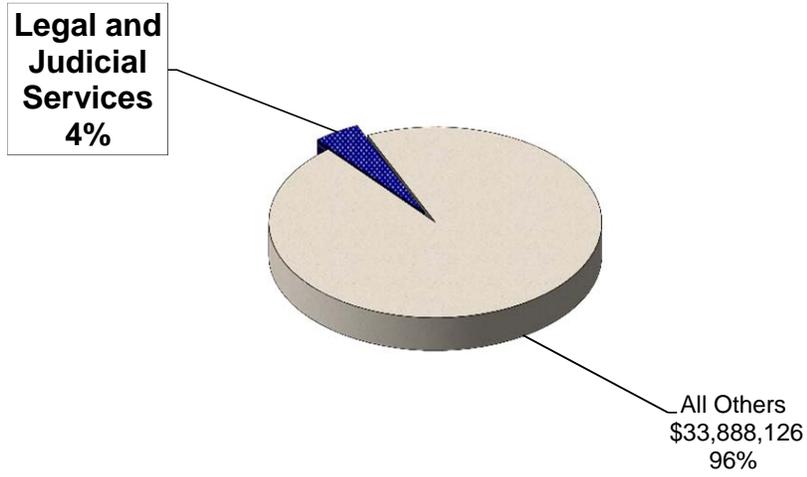
Mission

The City Attorney's Office strives to provide practical legal advice, effectively interpret laws, reviews and drafts City ordinances, resolutions and contracts and works to minimize the City's exposure to liability and legal expenses.

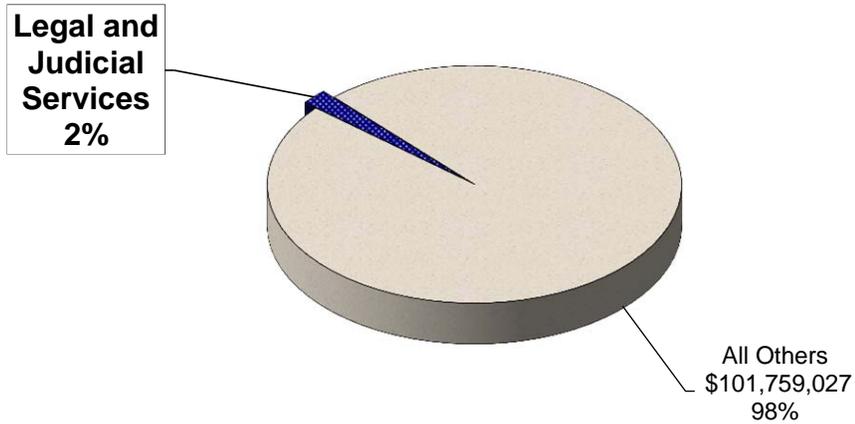
The City Prosecutor's Office strives to maintain public confidence in the ability of the legal judicial system to pursue prosecution of criminal conduct, to resolve legal contests in a timely manner, and to compel compliance with the laws that protect the safety and quality of life in the community.

Municipal Court strives to maintain public confidence in the ability of the legal judicial system to uphold the rule of law, fairly and impartially resolve legal contests in a timely manner, and to compel compliance with the laws that protect the safety and quality of life in the community.

FY17 Operating Budget - General Fund		\$ 35,466,540
Legal and Judicial Services:	\$ 1,578,414	



FY17 Operating Budget - All Funds		\$ 103,857,021
Legal and Judicial Services:	\$ 2,097,994	



Legal and Judicial Services

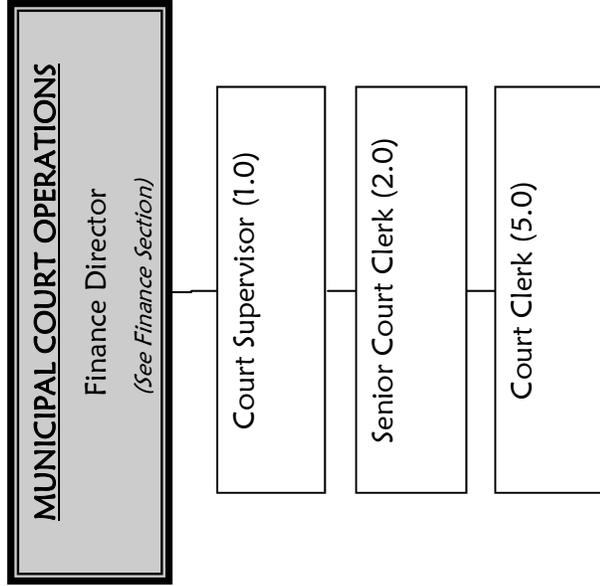
Financial Summary

	FY14 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
Expenditures by Category:				
Personal Services	\$ 744,291	\$ 804,325	\$ 919,384	\$ 887,146
Materials and Services	948,356	1,021,392	1,126,189	1,210,848
Capital Outlay	14,391	-	-	-
Total	<u>\$ 1,707,038</u>	<u>\$ 1,825,717</u>	<u>\$ 2,045,573</u>	<u>\$ 2,097,994</u>
Expenditures by Fund:				
General	\$ 1,303,310	\$ 1,383,272	\$ 1,553,499	\$ 1,578,414
Police Local Option Levy	403,728	439,373	488,674	519,580
Vehicle and Equipment	-	-	3,400	-
Total	<u>\$ 1,707,038</u>	<u>\$ 1,822,645</u>	<u>\$ 2,045,573</u>	<u>\$ 2,097,994</u>
Expenditures by Sub-Program:				
City Attorney	\$ 272,132	\$ 300,272	\$ 396,355	\$ 424,025
City Prosecutor	187,831	189,388	220,413	243,762
Municipal Court	1,247,075	1,336,057	1,428,805	1,430,207
Total	<u>\$ 1,707,038</u>	<u>\$ 1,825,717</u>	<u>\$ 2,045,573</u>	<u>\$ 2,097,994</u>

* Amended as of March 7, 2016

Legal and Judicial Services

Total FTE: 8.0*



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

Library Department

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY14	Adopted FY15	Adopted FY16	Proposed FY17
General	11.90	12.60	13.00	13.00
Transient Room Tax	0.50	0.50	0.50	0.50
Special Revenue Fund	0.20	0.00	0.00	0.00
Total Full-Time Equivalents	12.60	13.10	13.50	13.50

Position Summary

Job Title/Classification:	Adopted FY14	Adopted FY15	Adopted FY16	Proposed FY17
Librarian	5.00	5.00	5.00	5.00
Library Associate Manager	0.00	0.00	0.00	1.00
Library Director	1.00	1.00	1.00	1.00
Library Manager	2.00	2.00	2.00	1.00
Library Technician	3.60	4.10	4.50	4.50
Library Technician Specialist	1.00	1.00	1.00	1.00
Total Full-Time Equivalents	12.60	13.10	13.50	13.50

This page left intentionally blank.



Legal and Judicial Services Department

Program: City Attorney

Program Description:

The City Council contracts with the firm of Leahy, Van Vactor, Cox and Melendy, LLP, for legal services. The City Attorney's Office is responsible for attending all City Council and Planning Commission meetings and for supplying the City Council and staff with legal opinions regarding existing or proposed City operations and activities. All ordinances, resolutions, contracts and activities having legal implications are reviewed and approved to assure compliance with intent, charter, state and federal laws, as well as the possibility of liability exposure or litigation.

Budget Highlights:

Provide general counsel to City Council, Planning Commission and staff regarding planning and development proposals, economic development initiatives, contract development and review, code enforcement, Justice Center, Glenwood Development, Gateway Area, Human Resources, BOLI Issues, Environmental Services, Municipal Court, risk consultation, OLCC issues, public records, public meetings, ethics, and general counsel to Council and staff. An additional service was added in FY15 for labor negotiations that was outside the retainer services but will not be continued in FY16.

Service Level Changes:

FY17 service level is not expected to change from FY16 with a possible exception with an increase in litigation support for land use planning. Actual billing hours based on tracking for FY15 they were 2,040. The retainer hours for FY16 are estimated to be close to the budgeted hours of 2,124. Our proposed hours for FY17 are still scheduled to remain the same. The hourly rate charged by the firm is currently at \$166.36. Negotiations with the firm are open at this time for a contract renewal date of 7/1/2016

Legal and Judicial Services Department

Program: City Prosecutor

Program Description:

The City contracts for Prosecution Services with the firm of Leahy, Van Vactor, Cox and Melendy, 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, provides legal advice and training for the Police Department and maintains the criminal law library.

Budget Highlights:

The opening of the municipal jail has created an additional demand on the City Prosecutor's Office, particularly in the areas of completing discovery and preparation for trial. For this reason an increase in the City Prosecutor's budget has been included in the public safety levy since the opening of the facility in 2010. There are no significant changes to the City Prosecutor's budget for FY17.

Service Level Changes:

None at this time. The City Prosecutor's Office has significant involvement in all of the changes that occur in Court. Conversations concerning the use of a mental health response team requires the ideas and cooperation of the City Prosecutor. Caseloads and any change in trial patterns will be watched closely.

Legal and Judicial Services Department

Program: Municipal Court

Program Description:

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

Budget Highlights:

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

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

Caseload filings are currently estimated at 11,642 for FY16, with a total of \$2,843,000 estimated in total fines and fees imposed. Total collection for fiscal year 2016 is currently estimated at \$2,415,000 (includes fines and fee revenue to the city, and state fees).

The Court implemented new computer software on October 29, 2012. The system allows the Court to move closer to a "near paperless" operation. The system offers enhanced customer services through on-line case adjudication options for violations and on-line web payments. Tyler automated Phone notifications will be implemented as a new collections tool (without incurring the costs associated with formal collection actions). Assignment of cases to the Collection Agency as well as automated receipting of payments to Court cases has been automated. Continued improvements and enhancements are being made to the system.

The new system does not provide real time information integration to other local criminal justice agency systems. E-citations import implemented in early 2015 reinstated data propagation to Tyler eliminating the need for duplicate data entry for violations by Court staff. Oregon Department of Revenue export was implemented in late 2015; this allows the Court to send a large number of delinquent cases to the State for collection of tax refunds. We will not see the impact of this on the Court until early to mid-2016. The Police and Jail systems were implemented in late 2013 and the scope of changes implemented and/or to be implemented will continue to impact Court operations until alternative interface processes are implemented.

Service Level Changes:

No service level change for FY17

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY 16 Target	FY 16 Actual	FY 17 Target
Preserve Public Safety	Adjudication Services: Provide timely and expeditious case processing	% of Violation cases meeting National Trial Court Standard 2.1.2 for consistent trend of 1:1 ration of cases filed to disposed	100%	98.6%	100%
		% of Misdemeanor cases meeting National Trial Court Standard 2.1.2 for consistent trend of 1:1 ratio of cases filed to disposed	100%	88.4%	100%
		% of Misdemeanor cases meeting standard for 100% disposition within 90 days (measurement includes FTA days)	80%	78%	90%
		# of Misdemeanor Custody Trials Dismissed for "Lack of Speedy Trial" (settings in excess of statutory 60 days)	0	0	0
		Trial Date Certainty: % of cases meeting National Trial Court Standard 2.1.4 for disposition at first trial	90%	75.1%	90%
	Probation Monitoring and Enforcement Services: Provide action to enforce court orders to avoid patterns of systematic failure to fulfill criminal sentences	Overall Compliance Rate for collection of Victim Restitution payments	75%	52%	75%
Financially Sound and Stable Government	Financial Services - Accounts Receivables: Provide and ensure timely and accurate receipting of funds	% of days with 100% accuracy in balancing	100%	99.6%	100%
	Financial Services - Accounts Payables: Provide and ensure timely payment of goods and services received	% of non-payment delinquent penalties	0%	0%	0%
	Financial Services - Financial Reporting: Provide and ensure timely and accurate reporting and disbursement of funds	% of days with timely reporting of cash receipting and distribution of funds	100%	100%	100%

Library Department

Departmental Programs

- **Collection Management and Digital Services**
- **Literacy, Programming and Community Outreach**
- **Patron Services**
- **Support Services**

Department Description

The Springfield Library is an essential community resource providing citizens of all ages, backgrounds, and economic statuses access to information, education, early literacy training, and a wide range of family friendly programs. The Library also provides high-speed internet access as well as the ability to download digital audio books and e-books from home. In addition to our early literacy efforts focused on ensuring that every Springfield child enters school “ready to read”, the Library has also added support of Springfield School District’s “Science, Technology, Engineering, Art and Math (STEAM)” curriculum as another area of emphasis.

We continue to engage our entire community by offering award-winning Spanish/English bi-lingual programming and programming focused on diversity, such as our monthly storytelling series, “Year of Stories”. Our Teen Advisory Board has been active at the library, both participating in their programs and assisting library staff with programs for other age groups.

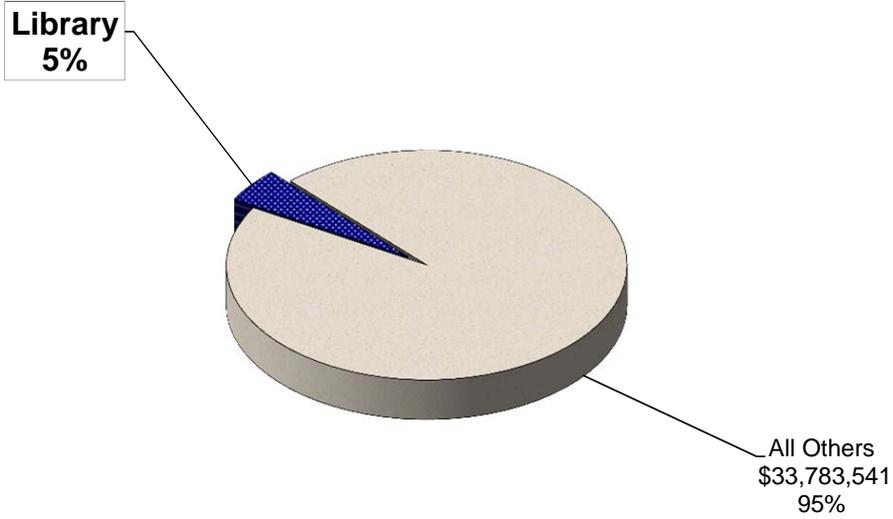
In an effort to streamline staffing and better serve the public, we closed our stand-alone reference desk and created a merged service desk with circulation. In addition, we will be offering self-check stations for our patrons beginning in the last quarter of FY16.

The Library continues to excel at enlisting the support of community members through its active volunteer program and its citizen fund-raising groups. We continue to partner with other area libraries in expanding access to materials for all of our patrons through our shared, online, catalog and inter-library loan program. From emergent literacy for infants to job retraining for adults the Library strives to support all members of its community in achieving their educational and economic aspirations.

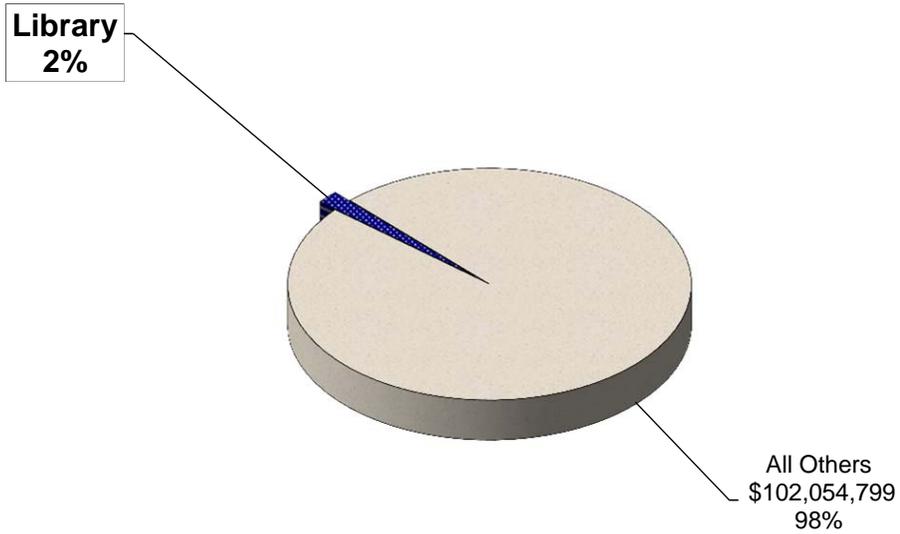
Mission

The Library Department places a strong and continuing focus on the importance of excellent customer service for our citizens’ and their information and recreational needs. The Library continues to emphasize the importance of providing diverse materials and instructional and cultural programming for our patrons.

FY17 Operating Budget - General Fund		\$ 35,466,540
Library:	\$ 1,682,999	



FY17 Operating Budget - All Funds		\$ 103,857,021
Library:	\$ 1,802,222	



Library Department

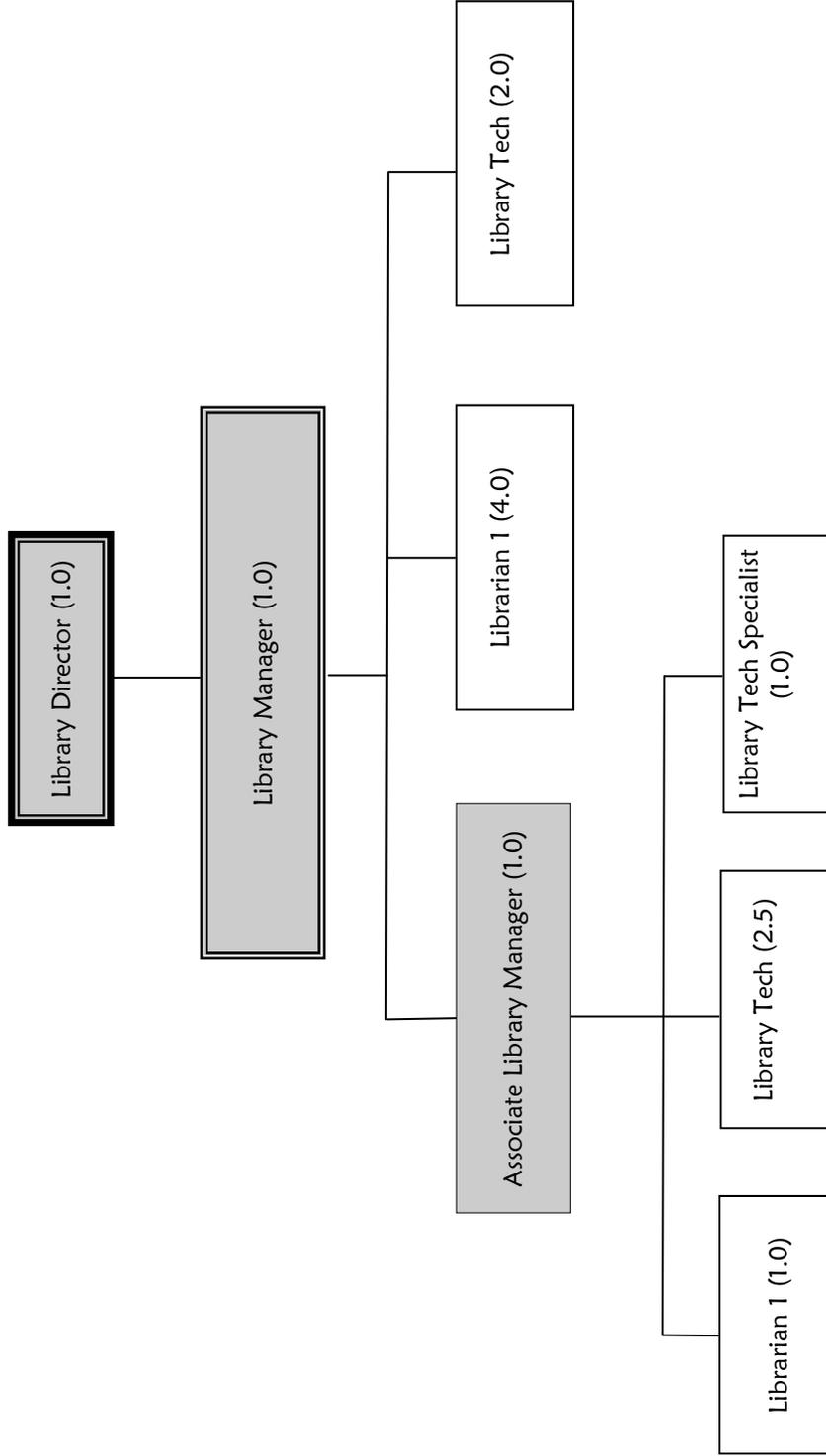
Financial Summary

	FY14 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
Expenditures by Category:				
Personal Services	\$ 1,152,288	\$ 1,248,185	\$ 1,296,046	\$ 1,359,451
Materials and Services	197,359	240,128	328,281	288,596
Capital Outlay	90,984	129,624	154,175	154,175
Total	\$ 1,440,631	\$ 1,617,938	\$ 1,778,502	\$ 1,802,222
Expenditures by Fund:				
General	\$ 1,357,587	\$ 1,493,404	\$ 1,610,795	\$ 1,682,999
Special Revenue	25,654	56,339	100,764	55,750
Transient Room Tax	57,197	60,587	58,943	55,473
Vehicle and Equipment	193	7,608	8,000	8,000
Total	\$ 1,440,631	\$ 1,617,938	\$ 1,778,502	\$ 1,802,222
Expenditures by Sub-Program:				
Library Department	\$ 1,440,631	\$ 1,617,938	\$ 1,778,502	\$ 1,802,222
Total	\$ 1,440,631	\$ 1,617,938	\$ 1,778,502	\$ 1,802,222

* Amended as of March 7, 2016

Library Department

Total FTE: 13.5



Legal and Judicial Services

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY14	Adopted FY15	Adopted FY16	Proposed FY17
General	6.61	6.61	6.61	6.61
Police Local Option Levy	2.23	2.23	2.23	2.23
Total Full-Time Equivalents	8.84	8.84	8.84	8.84

Position Summary

Job Title/Classification:	Adopted FY14	Adopted FY15	Adopted FY16	Proposed FY17
Court Clerk	6.00	5.00	6.00	5.00
Court Clerk, Senior	1.00	2.00	1.00	2.00
Court Supervisor	1.00	1.00	1.00	1.00
Judge	0.50	0.50	0.50	0.50
Judge Pro-Tem	0.34	0.34	0.34	0.34
Total Full-Time Equivalents	8.84	8.84	8.84	8.84

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

This page left intentionally blank.



Library Department

Collection Management and Digital Services

Program Description:

The Library staff build and maintain a collection of books, movies, periodicals, music, databases and downloadable ebooks and audiobooks. Through ordering, processing, and curation, all library staff play a role in the materials we provide our community. Systematic collection maintenance is also key to keeping the collection current and relevant to our patrons.

Patrons used library computers or logged onto our wireless Internet over 56,000 times in FY15. Our patrons apply for work, access information from our specialized databases, and communicate via email and social media. Outside the library, our digital services allow patrons to use the library any time of day or night, from downloading ebooks to managing their accounts using the library website or library app.

Budget Highlights:

The Collection Management and Digital Services budget provides funds for purchasing and processing print, audiovisual and electronic resources for patrons; ensures skilled staff maintains the Library collection for Library users.

Service Level Changes:

Improved wifi service this past year benefited our patrons, but we have no capacity at this time to track logins, impacting our FY16 Actual and FY17 Target for “Number of public computers and database users”.

At the beginning of FY16, we had 2.7 FTE positions open which created a backlog in volumes ordered and added to the collection, which impacts our FY17 target.

Program Performance Indicator

Council Goals	Key Processes	Measurement Methods	FY16 Target	FY16 Actual	FY17 Target
To Preserve the Hometown Feel, Livability and Environmental Quality	The Quality of Information Services is Improved	Volumes added to the collection	10,296	12,349	12,061
		Number of citizens accessing the library website & social media	110,507	146,090	169,719
		Number of public computer and database uses	77,666	72,252	46,755

Library Department

Literacy, Programming and Community Outreach

Program Description:

The library provides multicultural, educational, and entertaining library programs for youth, families, and adults. The library has a dedicated staff person for services to the Spanish-speaking population. Librarians host storytimes, including tours emphasizing literacy and highlighting library resources. Librarians participate in outreach events in schools and other community locations as well as conduct workshops for community members. All these services are available in Spanish or bilingually.

The library contracts performers such as authors, artists, puppeteers, storytellers and musicians to provide patron workshops and programs. The library provides a dynamic bilingual Summer Reading Program for all ages. Other services include a teen advisory board, a play and learn early literacy center, book and film discussions, cultural events, lifelong learning opportunities, continuing education, employment and job search guidance, informational meetings with service organizations, and computer and technology instruction.

Budget Highlights:

The Youth and Family Programs, Adult Programs, and Latino Outreach budgets provide funds for qualified librarians to develop and provide educational, entertaining, culturally-enriching programs for library patrons and provide partial funding to hire professional presenters. Programming emphasizes literacy and the STEAM (Science, Technology, Engineering, Art, Math) curriculum. Funds also help provide staff time and materials for outreach events.

Service Level Changes:

Due to retirements and leave, the library was down 2.7 out of 13.5 FTE in the beginning of FY16. Programming librarians have less time to dedicate to programming and outreach when we are down FTE because they are required to cover more service desks.

Program Performance Indicator

Council Goals	Key Processes	Measurement Methods	FY16 Target	FY16 Actual	FY17 Target
To Preserve the Hometown Feel, Livability and Environmental Quality	Student Success and Community Literacy is Supported	Participation in Early Literacy Education	9,350	8,800	9,150
		Participation in Elementary age programs	21,000	18,950	20,370
		Participation in Teen programs	2,200	1,660	1,825
		Attendance at Adult programs	987	1,155	1,452

Library Department

Patron Services

Program Description:

The library circulation staff checks in and out library materials and registers patrons for library cards. The library reference staff answered 18,000 reference queries and technical questions in FY15. Staff also instructs patrons on use of databases, online resources, the online catalog, downloading audio and Ebooks and computer skills, as well as placing patron holds. Staff collects overdue fines and helps patrons resolve account issues, manages the materials that patrons have reserved, and sends out overdue and holds notices. The library has a dedicated staff person for services to the Spanish-speaking population.

Library volunteers shelve library returns, assist with processing materials, and help with library events. Library volunteer work totals 4,500 hours per year. This program provides skills training for special education students and seniors in the community. Teens are able to gain leadership skills by volunteering for the Teen Advisory Board where they make purchase, programming and policy recommendations and help with special projects.

Budget Highlights:

The Borrower's Services and the Reference and Reader's Advisory Services budgets contain funds for public desks staffing and service to and communication with patrons regarding their library accounts and library materials, serving 17,547 active library cardholders. We introduced the use of patron self-check stations. The Library Volunteer Program re-shelved some 293,753 items in 2015.

Service Level Changes:

In an effort to streamline staffing and better serve the public, we closed our stand-alone reference desk and created a merged service desk with circulation. In addition, we will be offering self-check stations for our patrons beginning in the last quarter of FY16.

We are currently fully staffed, but were down 2.7 FTE for several months at the beginning of FY16.

Program Performance Indicator

Council Goals	Key Processes	Measurement Methods	FY16 Target	FY16 Actual	FY17 Target
To Preserve the Hometown Feel, Livability and Environmental Quality	Access to Library Services and Collections Improved	Total Circulation	355,868	365,497	376,705
		Patron Visits	170,365	170,438	168,608
		Number of Library cards issued	5,863	5,860	5,392
		Volunteer hours	4,611	4,519	4,812
		Number of Reference Queries	17,055	18,318	16,899

Library Department

Program: Support Services

Program Description:

Management oversees the library budget, personnel matters, staff training and development. All staff have public service desk shifts as well as behind-the-scenes work, such as: technical processing, overseeing the county consortium processes, maintaining our equipment and circulation system and volunteer directives. Staffing the Springfield Arts Commission, which provides community grants, art programs and exhibits, is tasked to a librarian.

Staff members provide assistance and guidance for our essential library support groups - the **Library Foundation, Friends of the Library, Teen Advisory Board, Library Advisory Board and Lane Council of Libraries**, to improve community dialogue with the Library, develop planning and funding strategies for future services, and to augment library revenues in order to improve and expand current services. Librarians work to secure outside grants and gifts to support programs and collections. The library creates community awareness of its collections, programs and services through a variety of marketing strategies, including: in-person outreach, in-house graphic design, social media posts and collaboration with area businesses and organizations.

Budget Highlights:

Both the **Friends of the Springfield Library** and the **Springfield Library Foundation** have established successful fund-raising activities that continue to generate significant contributions. They have committed \$38,000 to support current library programs in FY16. The **Library Advisory Board** has grown to seven members in an effort to better represent our growing community and has embarked on a public education campaign; making presentations to community groups about current library services and community needs. The **Teen Advisory Board** has actively participated in the planning of programs and services for their peers as well as assisting as volunteers for other Library programs.

In FY17 the **Springfield Arts Commission** has three specific goals. First, to continue to support and promote the **Second Friday Art Walk** as a valuable part of Springfield's cultural life. In addition to hosting a featured exhibit and live music at City Hall each month, the Arts Commission provides the primary funding for the Art Walk. Second, continue to fund local art projects through the **Heritage Arts Grants**. Third, continue to recruit and coordinate high quality exhibits in the **City Hall Gallery** while increasing the participation of local artists.

Service Level Changes: None.

Program Performance Indicator

Council Goals	Key Processes	Measurement Methods	FY16 Target	FY16 Actual	FY17 Target
To Preserve the Hometown Feel, Livability and Environmental Quality	The Quality of Information Services is Improved	Increase total donations to Library	57,000	51,056	53,609
		Increase membership of support groups	165	202	192
		Increase number of contributors to Library support groups	267	237	249
		Art events & programs created, supported and facilitated by the Springfield Arts Commission	55	55	55

Police Department

Departmental Programs

- **Office of the Chief**
- **Operations Division**
- **Support Services Division**
- **Municipal Jail Division**

Department Description

The Police Department reorganized the management structure for Fiscal Year 2016 and has now assigned four Lieutenant positions to Divisions within the Department. The reorganization, which was completed without adding FTE to the overall staffing levels, will improve the ability of the Department to respond to changes in the community, increase training and leadership opportunities for sworn middle management ranks, and improve the Department's succession planning ability.

The Department consists of the Office of the Chief, the Operations Division, the Support Services Division and the Municipal Jail.

The Office of the Chief manages the department's budget; recruits, selects and trains staff and develops, monitors and enforces department policies. This bureau has primary responsibility for interacting with other City departments and for representing the department in local and regional coordination efforts. Internal investigations, when necessary, are conducted by this office as well.

The Operations Division staffs 5 or more police officers on the street, 24 hours a day, 7 days a week. In 2015, patrol officers responded to 48,003 calls for service. Two police officers are assigned to the School District as School Resource Officers, and four officers are assigned specifically to the Traffic Team enforcing DUII laws, traffic regulations and responding to motor vehicle accidents. Other officers assigned as Detectives, follow up on criminal investigations. A team of community service officers are assigned to Patrol, Animal Control enforcement and Crime Prevention.

The volunteer program is also supervised by the Operations Division. In 2015, volunteers provided over 4200 hours of support to fleet maintenance, Crime Prevention and Animal Control. During the holiday season, volunteers maintained a visible presence in Springfield shopping mall parking lots as theft deterrence.

The Support Services Division provides call taking, dispatch, record keeping and property control functions for the Department. Property Control Officers handle and track evidence for criminal cases and work to return recovered stolen property to the rightful owners. In 2015, Records and Dispatch staff receive over 85,000 incoming telephone calls from the public, which generated 54,990 Calls for

Service. Nearly 7000 of those calls were handled over the phone, which would otherwise have required Police Officers to respond.

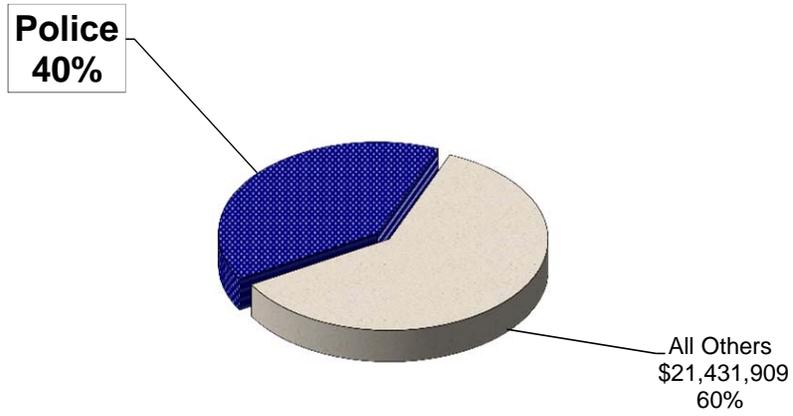
The Detention Division operates the Springfield Municipal Jail, and continues to provide detention space for municipal offenders in Springfield and provides Municipal Court Security and Prisoner Transports. In 2015, the Jail leased an average of 7 beds per day to other agencies, generating over \$172,000 in revenue, and booked in 2210 inmates.

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

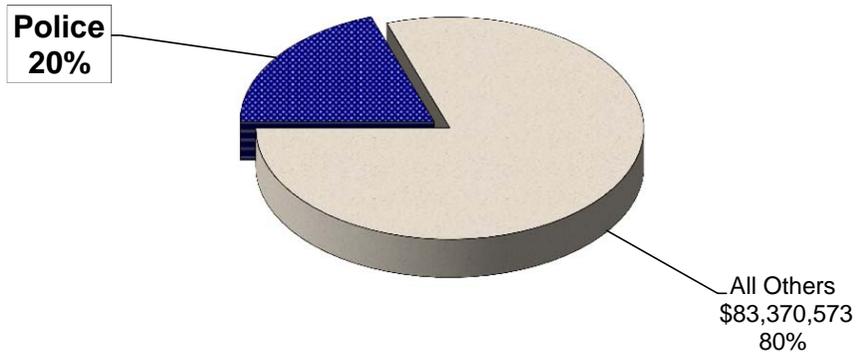
Mission

The Springfield Police Department strives to respond to the emergency and law enforcement needs of the community through response to calls for service in accordance with established priorities, visible police patrols, enforcement of traffic laws, investigation of crime and coordination with community service agencies, programs and activities.

FY17 Operating Budget - General Fund	\$ 35,466,540
Police: \$ 14,034,631	



FY17 Operating Budget - All Funds	\$ 103,857,021
Police: \$ 20,486,448	



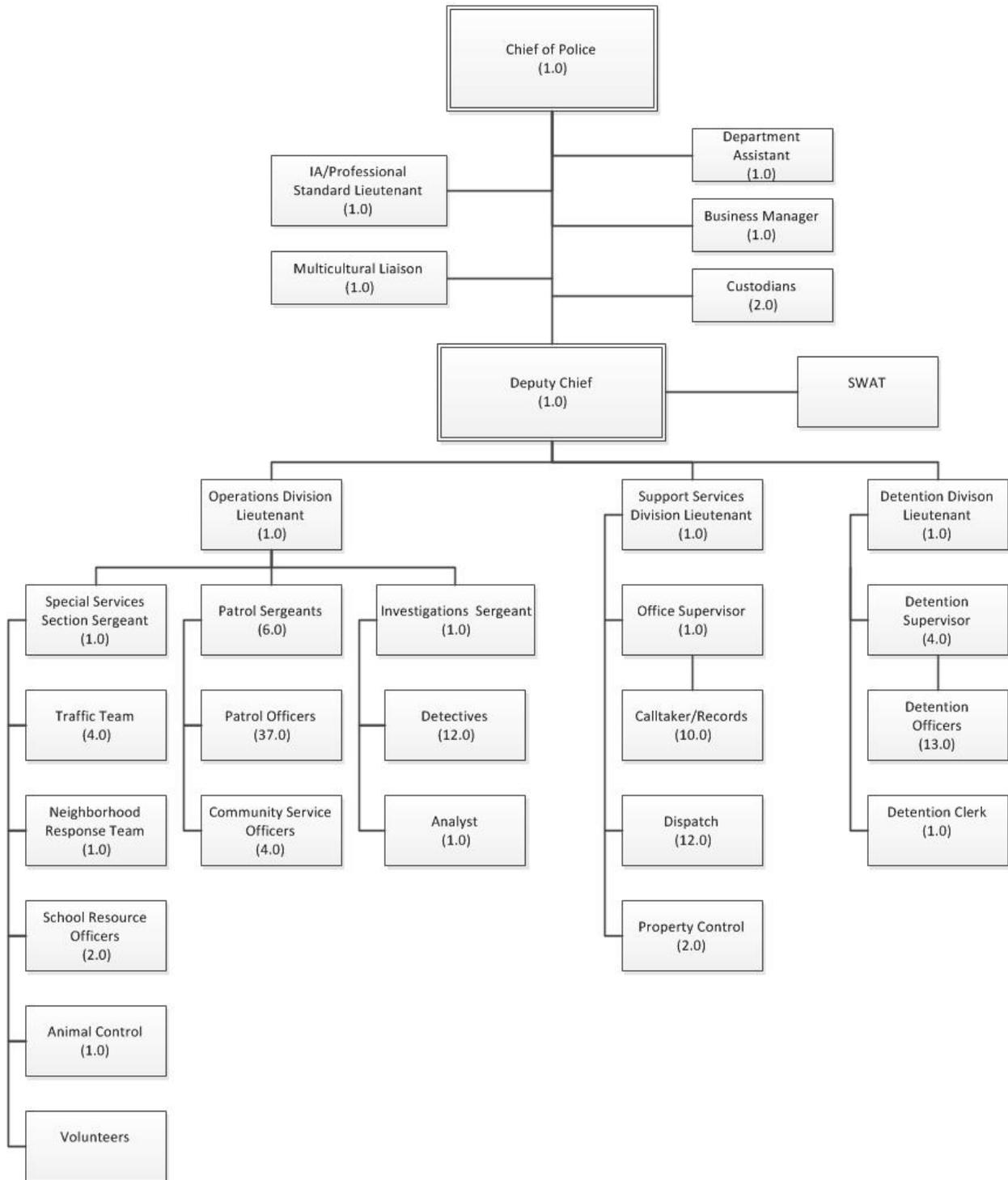
Police Department

Financial Summary

	FY14 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
Expenditures by Category:				
Personal Services	\$ 15,530,584	\$ 15,325,065	\$ 16,496,392	\$ 16,508,989
Materials and Services	3,391,149	3,483,630	3,671,054	3,401,459
Capital Outlay	309,265	935,240	773,071	576,000
Total	\$ 19,230,998	\$ 19,743,935	\$ 20,940,517	\$ 20,486,448
Expenditures by Fund:				
General	\$ 13,211,827	\$ 13,760,294	\$ 14,320,280	\$ 14,034,631
Jail Operations	2,803,675	2,726,843	3,143,541	-
Police Local Option Levy	2,416,737	2,340,284	2,540,593	5,505,817
Special Revenue	527,406	381,120	649,032	625,000
Vehicle and Equipment	271,354	535,394	287,071	321,000
Total	\$ 19,230,998	\$ 19,743,935	\$ 20,940,517	\$ 20,486,448
Expenditures by Sub-Program:				
Office of the Chief				
Office of the Chief	\$ 2,502,548	\$ 2,943,121	\$ 3,598,451	\$ 4,091,708
Professional Standards	344,375	327,044	-	-
State Confiscations/DEQ	8,763	12,737	10,000	10,000
Federal Confiscation	1,485	9,723	158,000	160,000
Operations Division				
Office of Operations	-	-	1,700,086	1,691,671
Patrol Officers	-	-	5,337,660	5,225,816
Patrol	6,990,379	7,105,189	-	-
Detectives	-	-	1,763,096	1,642,344
Traffic Team	445,200	400,024	595,732	681,536
Community Services Officers	398,872	386,821	411,247	449,088
School Resources Officers	276,929	276,645	276,376	284,256
Neighborhood Response Team	-	-	2,300	4,572
Animal Control	122,956	142,638	195,714	157,216
Volunteers	-	-	-	-
Support Services Division				
Office of Support Services	-	-	364,711	765,822
CallTaker/Records	821,566	835,722	895,451	883,789
Dispatch	1,287,223	1,502,938	1,809,600	1,490,200
Property Control	215,406	222,492	230,160	234,052
Investigations	2,156,627	2,091,631	-	-
Detention Division				
Detention Operations	2,789,263	2,710,628	3,171,933	2,714,378
Services Bureau				
Community Services	417,691	375,959	-	-
Communications	283,441	278,200	420,000	-
Crime Prevention	168,275	122,425	-	-
Total	\$ 19,230,998	\$ 19,743,935	\$ 20,940,517	\$ 20,486,448

* Amended as of March 7, 2016

Springfield Police Department
Total FTE: 124.0



Police Department

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY14	Adopted FY15	Adopted FY16	Proposed FY17
General	84.90	84.90	84.90	84.90
Jail Operations	18.10	18.10	19.10	0.00
Police Local Option Levy	20.00	20.00	20.00	39.10
Total Full-Time Equivalents	123.00	123.00	124.00	124.00

Position Summary

Job Title/Classification:	Adopted FY14	Adopted FY15	Adopted FY16	Proposed FY17
Community Services Officer 1	1.00	1.00	0.00	0.00
Community Services Officer 2	6.00	6.00	6.00	6.00
Departmental Assistant	1.00	1.00	1.00	1.00
Detention Clerk	0.00	0.00	0.00	1.00
Detention Officer	12.00	12.00	13.00	13.00
Detention Supervisor	4.00	4.00	4.00	4.00
Deputy Police Chief	0.00	0.00	0.00	1.00
Jail Operations Supervisor	1.00	1.00	0.00	0.00
Management Analyst	0.00	1.00	1.00	1.00
Police Call Taker/Records Clerk	10.00	10.00	10.00	10.00
Police Captain	2.00	2.00	1.00	0.00
Police Chief	1.00	1.00	1.00	1.00
Police Custodian	2.00	2.00	2.00	2.00
Police Dispatcher	12.00	12.00	12.00	12.00
Police Lieutenant	0.00	0.00	4.00	4.00
Police Office Supervisor	1.00	1.00	1.00	1.00
Police Officer	56.00	56.00	56.00	56.00
Police Records Technician	1.00	0.00	0.00	0.00
Police Secretary	1.00	1.00	1.00	0.00
Property Controller	2.00	2.00	2.00	2.00
Sergeant	9.00	9.00	8.00	8.00
Service Bureau Manager	1.00	1.00	0.00	1.00
Supervisor/Associate Manager	0.00	0.00	1.00	0.00
Total Full-Time Equivalents	123.00	123.00	124.00	124.00

Police Department

Program: Office of the Chief

Program Description:

The Office of the Chief is responsible for providing direction for the Police Department through planning, administering and coordinating department activities. It provides for management of the budget; facilities; fleet; reporting, evaluation and treatment procedures related to employee exposure to hazardous materials and injuries; policy development; recruitment; selection; training; and internal investigations.

Budget Highlights:

In Fiscal Year 2016/17, the Office of the Chief will begin a new Strategic Planning process.

Service Level Changes: None

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY16 Target	FY16 Actual	FY17 Target
Financially Sound and Stable Government Services	Provide Human Resources to City Staff- Retention	# of Training Hours exclusive of Mandated Training	2000	1500	2000
	Provide Human Resources to City Staff- Retention	# of Training Hours average per Officer per year	45	50	55
	Secure Property and Personal Safety	# Injuries and exposures	50	21	20
Preserve Public Safety	Provide Human Resources to City Staff	% of Employees completing Mandatory Training	100%	95%	100%

Police Department

Program: Operations Division

Program Description:

The Operations Division responds to emergency and non-emergency calls for service, enforces traffic laws, and conducts follow-up investigations on person and property crimes. The Animal Control program licenses dogs and enforces animal regulations. School Resource Officers are assigned to each of the two main High Schools. All members of the Operations Division engage the community in proactive, community policing and problem solving efforts.

Budget Highlights: The Patrol Bureau will continue to respond to emergency and non-emergency calls for police service, follow up on person and property crimes and engage the community in positive interactions.

Service Level Changes: None

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY16 Target	FY16 Actual	FY17 Target
Preserve Public Safety	Secure Property and Personal Safety	Crime Rate per 10,000 residents for Property Crimes	100	71.0	70.0
	Secure Property and Personal Safety	Crime Rate per 10,000 residents for Violent Crimes	16.0	15.8	16.0
	Continuously Improve Processes	% of Abandoned Vehicles removed within 30 days	90%	97%	90%
	Secure Property and Personal Safety	% Property Crimes Assigned for Investigation "cleared" according to UCR	50%	27%	30%
	Secure Property and Personal Safety	% Persons Crimes Assigned for Investigation "cleared" according to UCR	85%	73.8%	85%

Program Performance Indicator Cont.:

Council Goals	Key Processes	Measurement Methods	FY16 Target	FY16 Actual	FY17 Target
Preserve Hometown Feel, Livability and Environmental Quality	Interact with Citizens	Neighborhood Watch Membership	1500	1500	1500
	Interact with Citizens	Citizen Police Academy Graduates	30	25	25
	Interact with Citizens	# Dogs Licensed	4500	3459	4000

Police Department

Program: Support Services Division

Program Description:

The Support Services Dispatch program responds quickly to emergency calls for service. In 2015, call takers answered over 85,000 telephone calls from the public. Of those calls, 54,990 were calls for police services, and officers were dispatched on 48,003 of them.

The Records program maintains and distributes department records, and manages the Department's data information systems, and is often the first point of service contact for the public. In 2015, the call taking staff took handled nearly 7000 calls for police service over the phone, on calls which would otherwise have required dispatching a police officer.

The Property Control program identifies, stores, and controls property and evidentiary items, including hazardous materials. In 2015, the Property program inventoried 2131 items of recovered property, with an estimate value of over \$375,000.

Budget Highlights:

This Division will continue to manage incoming calls for service from the public, and to efficiently manage and process evidence.

Service Level Changes: None.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY16 Target	FY16 Actual	FY17 Target
Preserve Public Safety	Continuously Improve Processes	Less than 4 Minute Average Dispatch Delay on High Priority Calls	NA	4:06	4:00
	Continuously Improve Processes	Less than 10 Minute Average Dispatch Delay on Medium and Low Priority Calls	NA	11:36	10:00
	Continuously Improve Processes	Calls for Service resolved prior to officer dispatch	NA	6985	7000

	Continuously Improve Processes	Recovered Property Items Processed	NA	2131	2400
	Continuously Improve Processes	Manage Property Inventory Count	NA	17,670	Less than 20,000

Police Department

Program: Municipal Jail

Program Description:

The Springfield Municipal Jail opened in FY 10, and provides detention space for municipal level offenders in Springfield. By operating a municipal jail, the Department reduces the number of offenders who are released from custody prior to posting bond or who fail to appear for scheduled municipal court hearings. A jail provides the mechanism for the Courts to hold offenders accountable, whether the sanction is treatment, probation or incarceration. Reducing the failure-to-appear rate is a critical element to reducing future costs for police, courts and prosecution services.

Budget Highlights: The Municipal Jail will incarcerate municipal offenders in Springfield.

Service Level Changes: None.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY16 Target	FY16 Actual	FY17 Target
Financially Sound and Stable Government Services	Implement Financial Strategies	Increased Fine Recovery	\$400,000	\$400,000	\$400,000
	Implement Financial Strategies	Housing Fees Recovered	\$15,000	\$7,923	\$7,000
Preserve Public Safety	Book in Municipal Offenders	Annual Book-Ins	NA	2210	2300
	Resolve Municipal Court Cases	% of Cases resolved within 1 year	NA	94%	95%

CAPITAL BUDGET

Introduction

The FY17 Capital Budget is based on the City's Capital Improvement Program (CIP), A Community Reinvestment Plan, which is a five-year outlook of the City's planned physical improvements. The CIP includes cost estimates and projected financing for maintaining, improving, or adding to the City's increasing investment in fixed assets. These estimates, in turn, are derived from long term facilities master plans designed to anticipate City needs over a 20 year horizon. The City's fixed assets include streets, sidewalks, traffic signs and signals, street lights, sanitary sewer and drainage systems, and city-owned buildings and property. The City's actual commitment to expend public funds occurs in the annual City budget process, with the CIP acting as a guide for the capital portion of the budget. In addition, the Capital Budget includes projects proposed for the Regional Wastewater Collection and Treatment Systems. These projects are included based on the actions of the Metropolitan Wastewater Management Commission (MWMC), which owns and oversees the Regional Wastewater Facilities serving the Eugene-Springfield metropolitan area. The Springfield Capital Budget includes appropriations for these items to fulfill the City's responsibilities under the Intergovernmental Agreement between the City, the City of Eugene, and Lane County, which created the MWMC, and assigns financial and capital management functions to the City of Springfield.

Each year City staff reviews cash flow projections, organizes and summarizes new projects along with unfunded projects from prior years, and develops a proposed allocation of project funding and a draft Capital Budget. The City Manager, the Budget Committee, and the City Council review this draft before adoption of the final budget.

Major funding sources include State and local fuel taxes, loans, revenue bonds, sewer and drainage user fees, assessments, and, as appropriate, revenues from System Development Charges (SDCs) previously collected. Additionally, from time to time the City receives grants, loans and other revenues from other levels of government and from private entities, which are targeted to specific capital improvements. The Capital Budget appropriates these revenues as well; to the extent they pass through the City's accounts. Because of limited revenues, many projects are either partially funded or simply cannot be funded during the next five years. Thus, projects that appear in the first year of the CIP may not be included in the FY16 Capital Budget.

The proposed FY17 Capital Budget of \$50.5 million is \$10 million more than the adopted FY16 Capital Budget. This represents a \$2 million decrease in the local capital budget reflecting a reduction of programmed funding for stormwater projects. The Metropolitan Wastewater Management Commission FY17 capital budget is just over \$12 million more than FY16, which represents a planned spending increase at the regional Water Pollution Control Facility (WPCF). The MWMC portion of the capital budget represents approximately 60% (\$30.4 million) of the capital budget total. The remaining \$20.1 million is focused on projects necessary for improvement and rehabilitation of City of Springfield facilities. Between dedicated reserves and active projects nearly a quarter of the local Springfield capital budget is directed toward stormwater facilities. This level of activity reflects ongoing efforts to complete stormwater quality facilities associated with the Springfield Mill Race, the replacement of the failing Over/Under Channel Pipe, and several priority planning efforts.

While the FY17 budget indicates an increase in programmed funding for Transportation and Street related projects, the increase is driven by phase 1 of the Franklin Boulevard Project. The proposed FY17 Capital Budget plans funding for two preservation projects (Virginia/Daisy and S. 42nd Street/Jasper Roundabout) utilizing Surface Transportation Program-Urban Funding (STP-U) and dedicated reserves. However, funding programmed toward Transportation and Street preservation and rehabilitation continue to be at a level well below the documented \$5 million annual need and reflects a continued increase in the City's backlog of necessary transportation system repairs.

Other preservation or rehabilitation activities currently underfunded in the Capital Budget are for City owned buildings. 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 in addition to an ongoing annual maintenance and preservation need of \$300K. In FY09, the City implemented an Internal Building Preservation Charge with intent to program \$300k annually for ongoing preservation. Since inception, the Internal Building Preservation Charge on average has generated just over \$260k per year through FY16 dedicated to projects. The first priority of staff charged with this capital program was to develop the City Buildings/Facilities Work Plan inclusive of all City Fire Stations, City Hall, Springfield Justice Center, Development and Public Works operations facilities, Springfield Depot, and the Carter Building. For example, the 2016-2020 Capital Improvement Program includes a project to replace the City Hall HVAC System at a projected cost of \$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. Additionally, a seismic performance study was completed on City Hall with several retrofits recommended retrofits to improve performance during a seismic event. Work is anticipated to begin on these retrofits during the current budget year with \$200k dedicated to the effort.

In a positive sign, SDC revenues during the FY16 budget year are trending up. This has led to an increase in SDC reserves which, while still low, has allowed for the reserves to build and dedication to some active capital project efforts.

Major Projects

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

- ◆ CMOM Planning and Implementation – The City continues the repair, rehabilitation, or replacement of older wastewater pipes throughout the City to reduce leakage of ground water into the system as a high priority in the Capital Improvement Program. In 2010, The City completed rehabilitation of the basins identified in the Wet Weather Flow Management Plan (WWFMP) adopted in 2001 by the City and the Metropolitan Wastewater Management Commission (MWMC). Rather than update the WWFMP, the City, in conjunction with MWMC, is moving to a Capacity, Management, Operations, and Maintenance (CMOM) program to remain in compliance with both State and Federal regulations. This program will identify and implement future preservation needs.
- ◆ Virginia-Daisy Bicycle Boulevard/Virginia-Daisy Preservation -- 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 may 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). In 2015, the City received \$700k in a State grant to implement this project. Additionally, the City has received \$500k in STP-U funds to facilitate a surface preservation project on the corridor that will be completed in advance of the bicycle boulevard project.
- ◆ S. 42nd Street & Jasper Roundabout – Funding set aside from the State deposit for jurisdictional transfer will be utilized to implement this project. This money is set aside for future preservation activities on S. 42nd Street. A surface preservation project will remove some of the existing asphalt surface in the roundabout and pave back with Portland Cement Concrete (PCC).
- ◆ Franklin Boulevard Reconstruction –The NEPA process is virtually complete, and with ODOT and FHWA pending design approval the project expects to receive a Documented Categorical Exclusion (DCE). The Franklin concept endorsed by Council in 2008 envisions sections of improved arterial and sections of a multi-way boulevard treatment that includes access lanes and parking adjacent to the arterial. Project elements include roundabout intersections, median control, relocated EmX station platforms, space preserved for future transit or roadway capacity, and provision of high quality bicycle and pedestrian facilities. The City received \$6 million through the Statewide Transportation Improvement Program (2015-2018 STIP), and will match that with a \$3.6 million in pledged match to complete a Phase 1 improvement from the Franklin/McVey intersection to a logical terminus to the west. Construction is anticipated to begin in summer 2016.
- ◆ Over-Under Channel Pipe Replacement – The Over-Under Channel is part of the City's stormwater system serving mid-Springfield from 5th to 28th Streets and from Main Street to Highway 126. The name of the Channel comes from the configuration of the system where stormwater is collected and conveyed in both an open channel and in a large pipe located under and adjacent to the channel. A portion of the piped system, from the east side of Silke Field to the outfall of the system into the Q Street Channel at Moffitt School, is a corrugated metal arch pipe (CMP) installed in the late 1950's and early 1960's. Staff has found that this CMP has reached the end of its useful life and is showing signs of corrosion and minor failures. In FY11, the City Council approved funding to design a replacement pipe system and identify the amount of additional funds needed for construction. Investigation and hydraulic study work has been completed, with design and citizen outreach efforts currently underway.
- ◆ Mill Race Stormwater Facility – The Mill Race Stormwater Facility Project is a stormwater treatment facility on land immediately north of the present Mill Pond acquired from McKenzie Forest Products. The project will intercept and treat stormwater from the industrial/commercial sub-basin south of Main Street. The project will include open vegetative treatment for problematic pollutants to improve water quality in the

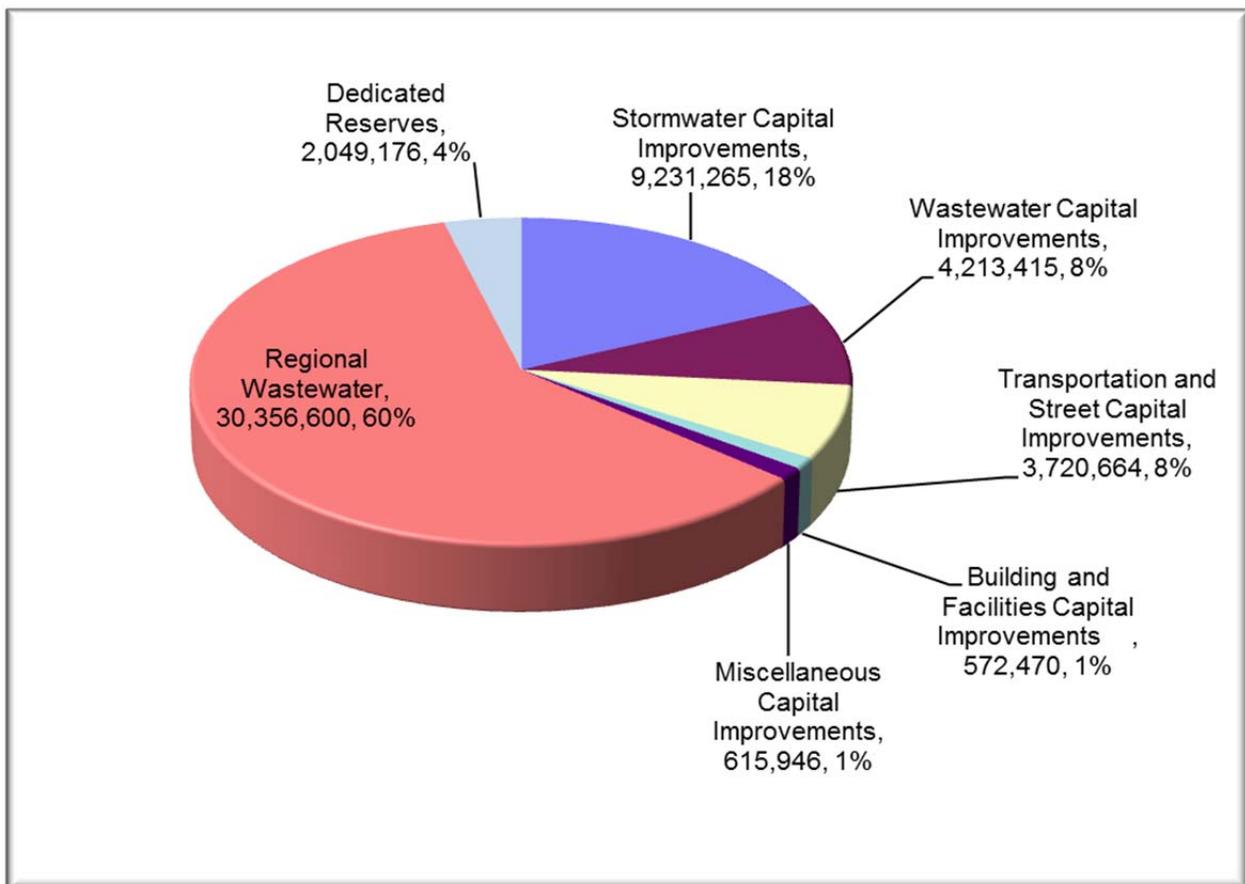
Springfield Mill Race. It will also provide detention for stormwater and enhance planned public amenities in this area. This project will address water quality of stormwater flow entering the Mill Race. In addition, the City of Springfield is working with Willamalane to incorporate park and trail features as part of the design.

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.

2016/2017 CAPITAL BUDGET

Capital Projects By Category

Stormwater Capital Improvements	\$	9,231,265
Wastewater Capital Improvements	\$	4,213,415
Transportation and Street Capital Improvements	\$	3,720,664
Building and Facilities Capital Improvements	\$	572,470
Miscellaneous Capital Improvements	\$	615,946
Regional Wastewater	\$	30,356,600
Dedicated Reserves	\$	2,049,176
		<u>\$ 50,759,536</u>
	Subtotal	\$ 50,759,536
SEDA		\$ 0
	Total	\$ 50,759,536



Funding for the City's Capital Budget comes from a number of the available sources, depending upon the nature of the project. The following table shows spending in the proposed Capital Budget by funding source.

2016/2017 CAPITAL BUDGET SUMMARY BY FUNDING SOURCE	
Summary by funding Source	
Name of Fund/Source	Amount
Local Wastewater Capital Funds	\$ 3,440,688
SDC Local Wastewater Reimbursement Funds	\$ 877,300
SDC Local Wastewater Improvement Funds	\$ 124,000
<i>Dedicated Wastewater Capital Reserves</i>	\$ 0
Local Wastewater Total	\$ 4,441,988
Drainage Capital Funds	\$ 10,428,290
SDC Local Storm Improvement Funds	\$ 786,950
SDC Local Storm Reimbursement Funds	\$ 180,950
<i>Dedicated Storm Capital Reserves</i>	\$ 1,900,000
<i>Dedicated Storm SDC Reserves</i>	\$ 149,176
Local Stormwater Total	\$ 13,445,366
Street Capital Funds	\$ 1,190,825
SDC Transportation Improvement Funds	\$ 349,839
SDC Transportation Reimbursement Funds	\$ 165,000
<i>Dedicated Transportation SDC Reserves</i>	\$ 0
<i>Dedicated Street Capital Reserves</i>	\$ 0
Street and Transportation Total	\$ 1,705,664
Booth Kelly Fund	\$ 276,000
Building Preservations Funds	\$ 321,470
Buildings and Facilities Total	\$ 597,470
Project Development Funds	\$ 212,448
Project Development Total	\$ 212,448
Regional Wastewater Capital Bond Fund	\$ 10,576,394
Regional Wastewater Capital Fund	\$ 19,780,206
Regional Wastewater Total	\$ 30,356,600
SEDA Glenwood Funds	\$ 0
SEDA Downtown Funds	\$ 0
SEDA Total	\$ 0
Capital Budget Total	\$ 50,759,536

Operating Impact of the Capital Budget

The City's financial management policies require that the City's operating budget reflect the effect of projects in the Capital Budget.

Many capital projects that are classified as preservation projects are intended to limit increases in operating and maintenance expenditures by preserving and extending the useful life of the City's infrastructure assets. Long-term financial plans prepared for the City's operating funds consider the impact of these improvements on

efficiency when forecasting growth in operating expenditures for the next several years. Other capital improvement projects that involve development of new facilities or new and expanded infrastructure may result in additional operating costs or savings in future years.

For example, while new fire station construction will result in additional staffing and operations costs, repaving a street, or bringing it to full City standards typically results in a reduced need for maintenance. These costs or savings are not included in the capital budget estimates, but rather are incorporated into the operating budget beginning in the year that the facility is anticipated to become operational. An important element of the CIP process is the consideration of any future increases in operating costs that may result from capital activity so that estimates of those costs can be incorporated in the appropriate long-term financial plans for the affected funds.

In a governmental setting, these operating impacts often occur in funds other than those in which the capital expenditure is recorded. As projects move from the CIP into the Capital Budget, they are reviewed to evaluate the impact on the appropriate operating fund budget.

Analysis of the FY17 Capital Budget indicates that a large number of projects do not have a measurable operating impact. In many cases, these projects are planning activities, which do not result in additional infrastructure or equipment. For example, projects that do not have any impact on the City's operational budget include expenditures to participate in a regional waterways study, to plan for future Glenwood stormwater needs, and to complete base map updating. The Capital Budget includes approximately \$2.3 million in the category of projects that have no significant operational impact.

A second category of capital projects that are not estimated to have operating impacts are those where the capital expenditure is designed to replace or upgrade existing systems. In many cases, there may be operating efficiencies or future cost avoidance that results from the improvements, but these impacts are not presently quantifiable and are believed to be marginal. Examples in this project category include preservation projects for streets, drainage and sanitary sewers where the only operating impact is potential avoidance of future costs that might occur if repairs or replacement does not occur on a timely basis. Approximately \$6.6 million is budgeted for such projects. Projects such as the \$590,000 budgeted for upgrading the wastewater main in 19th Street may have little or no operational impact, but instead prevent the need to make significant capital investments that might otherwise be required to increase the handling capacity of the sanitary system.

A third category of projects not presently estimated to have an impact on the operating budget includes those where the scope of the project is not sufficiently defined to develop an estimate. An example of this category of projects where definition is inadequate to determine operational impact is the \$164,000 budgeted for City participation in private projects. These expenditures will be used to support a variety of capital improvements such as streets and sewers that are constructed by private developers. The City's participation pays for portions of those capital expenditures which are principally for the benefit of the general public, not the particular development. While there will be an operating impact to the City after these projects are completed by developers and the infrastructure is donated to the City, the maintenance impact of the City participation portion of project costs is not calculated.

In dollar terms, the cost of capital projects expected to result in increased operating expenditures, excluding MWMC projects and dedicated reserves, totals approximately \$6 million. The increased operating costs resulting from these capital improvements are estimated to be about \$100,000 annually. The majority of this cost is for projects that will result in the need to increase staffing in future years as the infrastructure asset base grows. However, it is typical that not all projects are constructed in the same year they are funded. Therefore, the project and operating values are typically less than stated above.

CITY OF SPRINGFIELD

2016 - 2017 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>AMOUNT</u>
<u>Stormwater Capital Improvements</u>		
1. <u>Drainage Repair</u>	Drainage Capital Fund TOTAL	\$200,000 <hr/> \$200,000
Description: This project involves the rehabilitation of Springfield drainage systems to repair or replace older pipe in the system and solve flooding problems. This project also includes rehabilitation of catch basins and culverts to prevent flooding and reduce street surface failures due to poor drainage.		
2. <u>Channel Improvement</u>	Drainage Capital Fund SDC Local Storm Improvement Fund SDC Local Storm Reimbursement Fund TOTAL	\$626,000 \$6,000 \$60,000 <hr/> \$692,000
Description: This project is intended to provide improvements to key drainage ways to address barriers to fish passage, and to correct previous channel modifications that have caused deterioration of water quality and fish habitat functions. The improvements include culvert replacements or retrofits, road crossing and outfall modifications, and channel restoration.		
3. <u>Implement MS4 Permit Requirements</u>	Drainage Capital Fund SDC Local Storm Reimbursement Fund TOTAL	\$15,000 \$15,000 <hr/> \$30,000
Description: Develop and implement programs and projects to comply with the National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer (MS4) Discharge permit.		
4. <u>Riparian Land Management/Acquisition</u>	Drainage Capital Fund SDC Local Storm Improvement Fund SDC Local Storm Reimbursement Fund TOTAL	\$76,000 \$255,650 \$37,650 <hr/> \$369,300
Description: This project provides funding for consultant services to evaluate riparian buffer areas, City and other activities affecting them, and for purchase of riparian area lands from private property owners where needed to meet City regulatory objectives for stormwater management, flood control and habitat protection.		
5. <u>Stormwater Facilities Master Plan</u>	Drainage Capital Fund SDC Local Storm Improvement Fund TOTAL	\$100,000 \$100,000 <hr/> \$200,000
Description: Provides consultant services to update the current City-wide Stormwater Facility Master Plan to address stormwater conveyance and quality management throughout the City and its urbanizable area.		
6. <u>Booth Kelly Storm Water Drainage Plan Implementation</u>	Drainage Capital Fund Booth Kelly Fund TOTAL	\$299,000 \$100,000 <hr/> \$399,000
Description: Drainage master plan implementation for the Booth Kelly site.		
7. <u>Gray Creek Flow Enhancements</u>	SDC Local Storm Improvement Fund Reserve TOTAL	\$149,176 <hr/> \$149,176
Description: Design and construct Channel improvements to relieve flooding in Gray Creek and to provide capacity for anticipated flows from future developments.		

CITY OF SPRINGFIELD

2016 - 2017 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>AMOUNT</u>
8. <u>Glenwood Stormwater Master Plan</u>	Drainage Capital Fund	\$220,000
	TOTAL	\$220,000
Description: Complete a basin level Master Plan for Glenwood. This Master Plan will be used to identify necessary stormwater infrastructure needs to support development and growth within the UGB.		
9. <u>5th Street Water Quality Project</u>	Drainage Capital Fund	\$500,000
	TOTAL	\$500,000
Description: Plan, Design, and Construct improvements to the stormwater channel at the outfall of the Over/Under Channel in cooperation with the Springfield School District's planned construction of a new middle school.		
10. <u>Channel 6</u>	Drainage Capital Fund	\$259,188
	TOTAL	\$259,188
Description: Construction of improvements identified in the recently completed Channel 6 Master Plan. This includes improvements to the existing storm drainage pipes and channel.		
11. <u>5th St/EWEB Path Storm Pipe</u>	SDC Local Storm Improvement Fund	\$63,000
	SDC Local Storm Reimbursement Fund	\$63,000
	TOTAL	\$126,000
Description: Increase stormwater capacity by upsizing an existing 18-inch pipe to a 30-inch pipe to alleviate localized flooding. Project identified in the Channel 6 Master Plan.		
12. <u>Mill Race Stormwater Facility</u>	Drainage Capital Fund	\$3,648,998
	SDC Local Storm Improvement Fund	\$325,000
	Project Development Fund	\$12,448
	TOTAL	\$3,986,446
Description: Stormwater treatment facility as part of the Mill Race Restoration Project located on land immediately north of the present Mill Pond.		
13. <u>Jasper-Natron</u>	Drainage Capital Fund	\$220,000
	Dedicated Capital Fund Reserve	\$500,000
	TOTAL	\$720,000
Description: The funding provided in the capital budget is for the first phase of a estimated \$4,000,000 need. The first phase is of this project provides additional studies to identify the downstream impacts and design the project and its mitigation measures.		
14. <u>Over/Under Channel</u>	Drainage Capital Fund	\$1,719,000
	TOTAL	\$1,719,000
Description: The Over-Under Channel system includes about 3,900 linear feet of corrugated metal arch pipe (CMP) under the existing channel. This project is intended to replace the existing CMP with a new pipe, as well as provide a parallel pipe for additional capacity as recommended in the 2008 Stormwater Facility Master Plan.		
15. <u>Cedar Creek (Intake Reconstruction)</u>	Dedicated Capital Fund Reserve	\$500,000
	TOTAL	\$500,000
Description: This project, the first of those identified in the multi-year study (Metro Waterways Study), is the reconstruction of the intake structure and associated channel improvements to the inlet of Cedar Creek from the McKenzie River.		

CITY OF SPRINGFIELD

2016 - 2017 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>AMOUNT</u>
16. <u>Lower Mill Race</u>	Drainage Capital Fund Dedicated Capital Fund Reserve TOTAL	\$175,331 \$900,000 <hr/> \$1,075,331
Description: Construct a daylight or diversion pretreatment structure, an offline water quality treatment facility, and a green pipe open channel improvement. Additional detail for this multi-faceted project are in WQ-12 project of the Stormwater Facilities Master Plan.		
17. <u>Channel 6 FIRM Update</u>	Drainage Capital Fund TOTAL	\$15,000 <hr/> \$15,000
Description: Using consulting services, prepare a scope document for a new flood plain study to update the Flood Insurance Rate Map (FIRM) for SCS Channel 6 from 10th Street to the I-5 Channel to incorporate numerous construction changes that have occurred along SCS Channel 6 in the past 40 years.		
19. <u>Mill Race FIRM Update</u>	Drainage Capital Fund TOTAL	\$20,000 <hr/> \$20,000
Description: Using consulting services, prepare a scope document for a new flood plain study to update the Flood Insurance Rate Map (FIRM) for the Springfield Mill Race from the inlet at Clearwater Park to the outlet at Island Park to incorporate construction changes.		
20. <u>42nd Street Dike Study</u>	Drainage Capital Fund TOTAL	\$50,000 <hr/> \$50,000
Description: Conduct a study of the condition of the High Banks Road (42nd Street) Dike to identify any structural or non-structural deficiencies and to evaluate the potential for obtaining federal accreditation of this Dike as a flood control facility under the National Flood Insurance Program and for compliance with the National Levee Safety Program.		
21. <u>Glenwood Park Blocks</u>	Drainage Capital Fund SDC Local Storm Improvement Fund TOTAL	\$46,000 \$4,000 <hr/> \$50,000
Description: 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.		
Total Stormwater Improvements		<hr/> \$11,280,441

CITY OF SPRINGFIELD

2016 - 2017 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>AMOUNT</u>
 <u>Wastewater Capital Improvements</u>		
1. <u>CMOM Planning and Implementation</u>	Local Wastewater Capital Fund	\$1,030,000
	TOTAL	\$1,030,000
Description: This program will continue the efforts first initiated through the Wet Weather Flow Management Plan, by continuing the efforts to identify necessary rehabilitation and upgrade projects to keep the City in compliance with federal and state regulations and permits.		
2. <u>Wastewater Master Plan Update</u>	Local Wastewater Capital Fund	\$68,000
	SDC Local Wastewater Improvement Fund	\$67,000
	TOTAL	\$135,000
Description: Provides funding for planned review and update of the 2008 Wastewater Master Plan.		
3. <u>Jasper Road Trunk Sewer</u>	Local Wastewater Capital Fund	\$50,000
	TOTAL	\$50,000
Description: Funding set aside for planning and other expenses for the the future phase 3 extension of the Jasper Road Trunk Sewer. This budget allocation will also fund the purchase of easements for the future construction project.		
4. <u>Sanitary Sewer Repair</u>	Local Wastewater Capital Fund	\$250,000
	TOTAL	\$250,000
Description: This funding is set aside for minor capital repair or replacement projects identified with in the local sanitary collection system.		
5. <u>Hayden Lo Pump Station</u>	Local Wastewater Capital Fund	\$187,005
	SDC Local Wastewater Reimbursement Fund	\$835,500
	TOTAL	\$1,022,505
Description: The 2008 Wastewater Master Plan recommends that the existing pump station be upgraded to provide 2 pumps with a minimum of 494 gpm capacity each.		
6. <u>River Glen Pump Station</u>	Local Wastewater Capital Fund	\$239,436
	TOTAL	\$239,436
Description: The 2008 Wastewater Master Plan recommends that the existing pump station be upgraded to provide 2 pumps with a minimum of 664 gpm capacity each.		
7. <u>Franklin Boulevard Sewer Ext.</u>	Local Wastewater Capital Fund	\$896,474
	TOTAL	\$896,474
Description: This Project expands the Glenwood wastewater system from the existing 30 inch trunk line in Franklin Boulevard south with approximately 3,900 feet of 15 inch pipe and 2,400 feet of 8 inch pipe. Wastewater trunk lines are typically cleaned annually and video inspected by maintenance every five years.		
8. <u>19th Street Sewer Upgrade</u>	Local Wastewater Capital Fund	\$590,000
	TOTAL	\$590,000
Description: Project #3 in the 2008 Wastewater Master Plan involves replacing the existing 12-inch wastewater line in 19th Street with an 18-inch line from the North Springfield Interceptor to a maintenance access hole near the Highway 126 westbound off ramp. This upgrade will alleviate modeled surcharged flow in the system upstream of the upgrade location.		
Total Wastewater Improvements		\$4,213,415

CITY OF SPRINGFIELD

2016 - 2017 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>AMOUNT</u>
<u>Transportation and Street Capital Improvements</u>		
1. <u>Main Street Pedestrian Crossing</u>	Street Capital Fund TOTAL	\$200,000 <hr/> \$200,000
Description: The Springfield Main Street (OR 126) corridor has been a focal point of safety concerns for many years. Because of the continued occurrence of vehicle collisions with pedestrians between 20th Street and 73rd Street, there is particular public concern for pedestrian safety. Based on the Springfield Main Street (OR 126) Safety Study, dated February 2011, up to six protected pedestrian crossings will be installed.		
2. <u>Transportation Demand Project</u>	Street Capital Fund TOTAL	\$86,000 <hr/> \$86,000
Description: Participate in regional demand management program to create a transportation management area in the Gateway/PeaceHealth part of the City. The City is required to provide matching funds.		
3. <u>LTD Main McVay Transit Study</u>	Street Capital Fund TOTAL	\$19,940 <hr/> \$19,940
Description: Coordinated study with LTD to analyze future transit services for the Main Street and McVay Highway corridors.		
4. <u>Glenwood Riverfront Path</u>	Street Capital Fund TOTAL	\$30,000 <hr/> \$30,000
Description: The project will complete required Federal National Environmental Policy Act (NEPA) documentation and approval for the new Glenwood Multi-Use Riverfront Path, including locating the path alignment along the Willamette River and completing pathway design. This path is the final remaining segment of the riverfront path system within the metro area connecting Eugene, Springfield, and urban Lane Caounty between the confluence of the Coast For and Middle Fork of the Willamette River to the south and the Beltline Bridge over the River to the north.		
5. <u>Street Light Pole Replacement and New Lighting</u>	Street Capital Fund TOTAL	\$25,321 <hr/> \$25,321
Description: Installation of new street lights according to City-wide priority. Locations are typically requested by the public through the CIP process and throughout the year. Test light poles at 7-10 year intervals and replace rotting poles and broken conduits of City-owned street light system. Citizens request new lighting and safety studies justify new lighting. Pole testing reveals condition of all City owned poles. The proposed project replaces poles identified as at the end of useful life.		
6. <u>Traffic Control Projects</u>	SDC Transportation Improvement Fund TOTAL	\$290,000 <hr/> \$290,000
Description: This project is for installation of new traffic signals and modification of existing signals or installation of roundabouts at various intersections in town. Potential candidate intersections include: Thurston Rd. and 66th St., S. 42nd St. and Daisy St., S. 42nd St. and Jasper Rd., 42nd and Marcola Rd. The modification of signals may include change to permissive left turn at some existing signalized intersections.		
7. <u>Gateway Area Traffic Improvements</u>	Project Development Fund TOTAL	\$50,000 <hr/> \$50,000
Description: Transportation improvements at various locations in the Gateway area to increase capacity, relieve congestion, and improve safety		

CITY OF SPRINGFIELD

2016 - 2017 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>AMOUNT</u>
8. <u>Beltline/Gateway Intersection</u>	Street Capital Fund TOTAL	\$545,000 <hr/> \$545,000
Description: Intersection improvements at Gateway/Beltline and surrounding intersections, including construction of a couplet and purchase of right-of-way. CIP project funding contributes to overall project estimate of \$30 million.		
9. <u>Transportation System Plan</u>	Street Capital Fund TOTAL	\$24,537 <hr/> \$24,537
Description: The Transportation System Plan will identify needs and priorities within Springfield's transportation system. Once complete this plan will also provide information for updating the Transportation SDCs. Currently, code updates are being undertaken.		
10. <u>Franklin Phase 1 Reconstruction</u>	SDC Transportation Improvement Fund SEDA Glenwood Capital Fund Drainage Capital Fund TOTAL	\$0 \$0 <hr/> \$2,000,000 <hr/> \$2,000,000
Description: Complete project refinement, including National Environmental Policy Act (NEPA) documentation for future improvements to Franklin Boulevard, the Franklin/Glenwood and Franklin/McVay intersections to support Glenwood redevelopment and regional mobility for transit, bicycles/pedestrians, and autos. Contribute to the required local match for any federal funding received.		
11. <u>ITS - Gateway/Beltline</u>	Street Capital Fund TOTAL	\$3,450 <hr/> \$3,450
Description: ITS projects in various locations to increase communications, capacity, safety and traveler information. Funding is set aside in this program and as projects are identified that fit into this category they are given an individual account and at that time another source of funding will be identified to match the allowable SDC funds. This funding is set aside to support the communications for the Gateway/Beltline Project.		
12. <u>Virginia-Daisy Bicycle Boulevard</u>	SDC Transportation Reimbursement Fund TOTAL	\$25,000 <hr/> \$25,000
Description: 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). In 2015, the City received \$700k in a State grant to implement this project.		
13. <u>Virginia-Daisy Preservation</u>	SDC Transportation Reimbursement Fund TOTAL	\$60,000 <hr/> \$60,000
Description: Surface preservation project from 32nd Street east to Bob Straub Parkway		
14. <u>South Bank Viaduct Extension</u>	Street Capital Fund SDC Transportation Improvement Fund TOTAL	\$13,587 <hr/> \$24,839 <hr/> \$38,426
Description: The Glenwood Connector Path Extension (GCPE) is located along the south bank of the Willamette River between the Oldham property on the north side of Franklin Boulevard and the Glenwood Blvd. intersection. The Glenwood Connector Path Extension temporarily connects the Glenwood Connector Path to Franklin Blvd., until the planned Glenwood Riverfront Path is constructed.		

CITY OF SPRINGFIELD

2016 - 2017 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>AMOUNT</u>
15. <u>S. 42nd Street & Jasper Roundabout</u>	Street Capital Fund	\$170,000
	SDC Transportation Reimbursement Fund	\$80,000
	TOTAL	<hr style="width: 100%; border: 0.5px solid black;"/> \$250,000
<p>Description: Funding set aside from the State deposit for jurisdictional transfer will be utilized to implement this project. This money is set aside for future preservation activities on S. 42nd Street. A surface preservation project will remove some of the existing asphalt surface in the roundabout and pave back with Portland Cement Concrete (PCC).</p>		
16. <u>ADA Transition Projects</u>	Street Capital Fund	\$72,990
	TOTAL	<hr style="width: 100%; border: 0.5px solid black;"/> \$72,990
<p>Description: 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, up to the newly adopted standards. 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.</p>		
Total Transportation and Street Improvements		<hr style="width: 100%; border: 0.5px solid black;"/> \$3,720,664

Building and Facilities Capital Improvements

1. <u>Building Preservation</u>	Building Preservation Fund	\$196,470
	TOTAL	<hr style="width: 100%; border: 0.5px solid black;"/> \$196,470
<p>Description: Perform preservation, maintenance and repair projects on City-owned buildings, including City Hall, Fire Stations, Museum, Justice Center, and Maintenance Facilities. Projects can include the repair, renovation or replacement of structural, mechanical, electrical, and plumbing systems. Other projects can include painting, roofing, lighting, alarm and elevator projects as well as repair and/or upgrades to aesthetic and architectural elements.</p>		
2. <u>Regional Fuel Facility Upgrade</u>	Drainage Capital Fund	\$25,000
	TOTAL	<hr style="width: 100%; border: 0.5px solid black;"/> \$25,000
<p>Description: Review and upgrade as necessary the stormwater and wastewater system for the regional fuel facility to meet regulatory compliance.</p>		
3. <u>Booth Kelly Roof Repair</u>	Booth Kelly Fund	\$100,000
	TOTAL	<hr style="width: 100%; border: 0.5px solid black;"/> \$100,000
<p>Description: Structural repair and improvements to the Booth-Kelly Center buildings.</p>		
4. <u>Booth Kelly Building Repair</u>	Booth Kelly Fund	\$40,000
	TOTAL	<hr style="width: 100%; border: 0.5px solid black;"/> \$40,000
<p>Description: Repair a small building at the Booth Kelly site. This project is related to the Mill Race Restoration Project.</p>		

CITY OF SPRINGFIELD

2016 - 2017 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>AMOUNT</u>
5. <u>Firing Range Decommissioning</u>	Drainage Capital Fund	\$50,000
	TOTAL	\$50,000
Description: This project involves the clean-up of the outdoor firing range formerly used by the Police Department, including lead mining, removal of miscellaneous materials, and overall environmental assessment of the site.		
6. <u>Booth Kelly Water Isolation and Repair</u>	Booth Kelly Fund	\$6,000
	TOTAL	\$6,000
Description: This project will consist of a water isolation analysis to the Booth Kelly Complex grounds in order to locate a slow water leakage.		
7. <u>City Hall Seismic Retrofit</u>	Building Preservation Fund	\$125,000
	TOTAL	\$125,000
Description: This funding has been set aside to complete high priority seismic upgrades to City Hall. These retrofits were identified in an analysis and study prepared by a consultant in 2015.		
8. <u>Booth Kelly Facilities Assessment and Plan</u>	Booth Kelly Fund	\$30,000
	TOTAL	\$30,000
Description: Hire a consultant to do a comprehensive assessment of the Booth Kelly facilities and produce a report with necessary repair work prioritized.		
Total Building and Facilities Improvements		\$572,470

Miscellaneous Capital Improvements

1. <u>City Participation in Private Projects</u>	SDC Local Wastewater Reimbursement Fund	\$33,000
	SDC Transportation Improvement Fund	\$35,000
	SDC Local Wastewater Improvement Fund	\$34,000
	Drainage Capital Fund	\$34,000
	SDC Local Storm Improvement Fund	\$28,000
	TOTAL	\$164,000
Description: City cost participation in public improvements constructed in private developments under the City's Construction Permit process. To respond to known and potential private development projects, it is necessary to budget funding each fiscal year in each infrastructure program area, i.e. Transportation, Local Wastewater and Stormwater. Currently other programmed funds are not yet tied to specific projects.		
2. <u>Special Projects</u>	Project Development Fund	\$150,000
		\$150,000
Description: Special Projects provides funding for FY17 Economic Development and related projects in which the City may wish to participate. The City Manager manages the Special Projects budget.		

CITY OF SPRINGFIELD

2016 - 2017 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>AMOUNT</u>
3. <u>Topographic ReMapping</u>	Local Wastewater Capital Fund	\$8,800
	Drainage Capital Fund	\$8,800
	SDC Local Storm Reimbursement Fund	\$5,300
	SDC Local Storm Improvement Fund	\$5,300
	SDC Local Wastewater Improvement Fund	\$23,000
	SDC Local Wastewater Reimbursement Fund	\$8,800
	TOTAL	\$60,000
Description: Replace out-of-date topographic maps (base maps) for the entire City that were last developed in 2000. The new maps will capture the new development and other changes that have occurred over the past decade.		
4. <u>Asset Management</u>	Drainage Capital Fund	\$120,973
	Local Wastewater Capital Fund	\$120,973
	TOTAL	\$241,946
Description: Replace failing Geographic Information Systems (GIS) and Facilities Management (FM) systems that manage electronic inventories of City infrastructure and provide reliable and well integrated information for asset management and mapping functions.		
Total Miscellaneous Improvements		\$615,946

Regional Wastewater Program

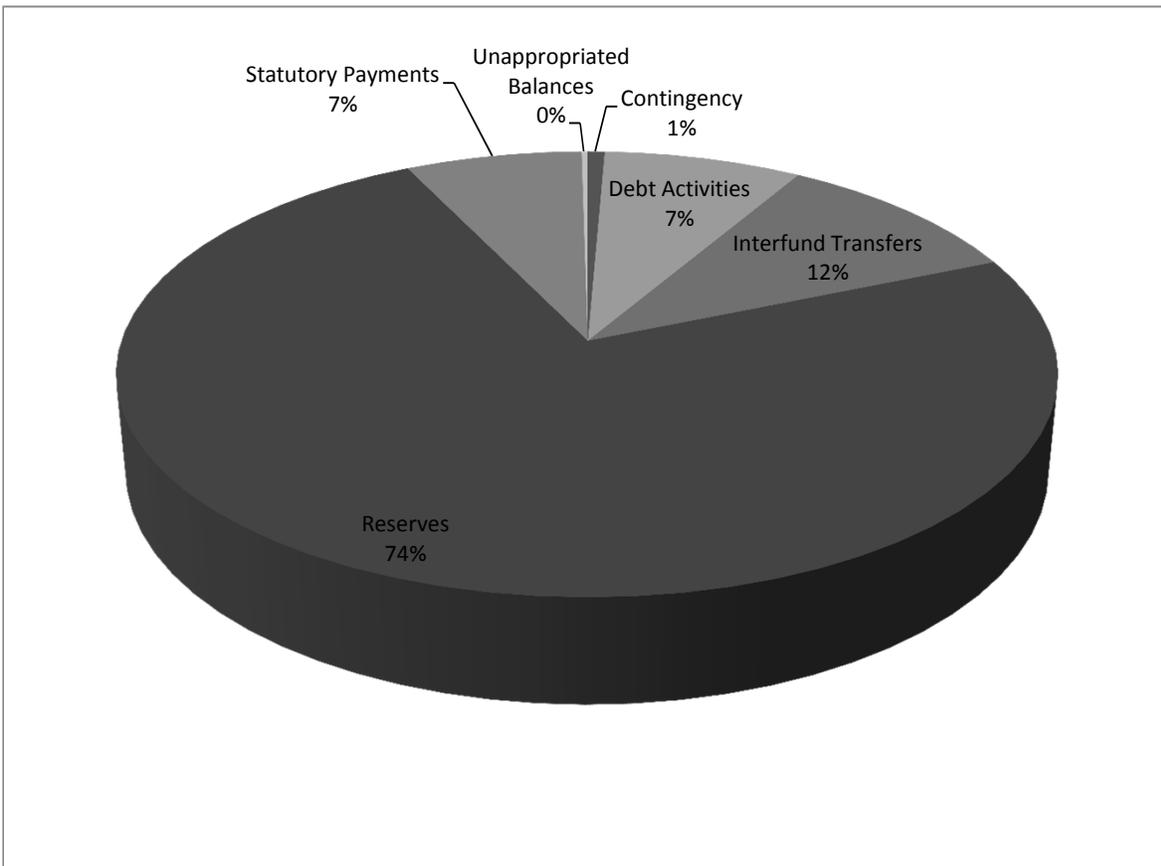
1. <u>Facilities Plan Engineering Services</u>	Regional Wastewater Capital Bond Fund	\$99,600
	TOTAL	\$99,600
Description: Engineering services for analysis, interpretation, cost estimating and assistance related to the 2004 MWMC Facilities Plan..		
2. <u>Poplar Harvest Management Services</u>	Regional Wastewater Capital Fund	\$772,000
	TOTAL	\$772,000
Description: This project provides for the initial harvest of the Biocycle Farm poplar plantation. Phase 1 trees planted within management unit 1 (MU1) will be harvested by the end of 2015 to meet the 12-year rotation limit. This project involves a trial harvest of the first one-third (52 acres) of MU1 trees in 2013 to test the contractor's harvesting approach and the Biocycle Farm poplar product market acceptance.		
3. <u>Digestion Capacity Increase</u>	Regional Wastewater Capital Bond Fund	\$9,285,794
	Regional Wastewater Capital Fund	\$5,434,206
	TOTAL	\$14,720,000
Description: Installation of a fourth conventional high rate digester for continued and expanded production of Class B biosolids.		
4. <u>Capacity Management Operation and Maintenance (CMOM)</u>	Regional Wastewater Capital Fund	\$30,000
	TOTAL	\$30,000
Description: This project (formerly identified as the WWFMP Update project) supports and guides ongoing collection system capacity management, operations and maintenance (CMOM) programs to address Inflow and Infiltration (I/I) and sanitary sewer overflows (SSO's).		

CITY OF SPRINGFIELD

2016 - 2017 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>AMOUNT</u>
5. <u>Thermal Load Mitigation: Pre-Implementation</u>	Regional Wastewater Capital Fund	\$244,000
	TOTAL	\$244,000
Description: This project includes the phased recycled water planning effort and feasibility studies, study and planning of associated thermal load mitigation measures such as riparian shading and water quality trading credit activities, and permit negotiation and legal strategy related to the temperature TMDL and NPDES permit renewal.		
6. <u>Thermal Load Mitigation: Implementation 1</u>	Regional Wastewater Capital Bond Fund	\$131,000
	TOTAL	\$131,000
Description: This project implements thermal load mitigation projects strategized for regulatory compliance and additional environmental and community benefits. The projects will include recycled water use expansion at MWMC and/or community partner facilities, riparian shade projects (initially being implemented on Cedar Creek and Springfield Mill Race), and potentially water quality trading credit strategies through shade credit investments and collaborative partnerships for permit compliance.		
7. <u>Operations Building Improvement</u>	Regional Wastewater Capital Bond Fund	\$670,000
	Regional Wastewater Capital Fund	\$13,300,000
	TOTAL	\$13,970,000
Description: This project will update and expand the Operations and Maintenance (O&M) Support Facilities at the Water Pollution Control Facility.		
8. <u>WPCF Lagoon Removal/Decommissioning</u>	Regional Wastewater Capital Bond Fund	\$390,000
	TOTAL	\$390,000
Description: This project decommissions the existing biosolids lagoon at the Water Pollution Control Facility (WPCF) and adds solids handling facilities to manage biosolids during digester cleaning events.		
Total Regional Wastewater Program		\$30,356,600
Total City of Springfield Capital Budget		\$48,710,360
SEDA Program		
1. <u>Franklin Phase 1 Reconstruction</u>	SEDA Capital	\$0
	TOTAL	\$0
Description: Complete project refinement, including National Environmental Policy Act (NEPA) documentation for future improvements to Franklin Boulevard, the Franklin/Glenwood and Franklin/McVay intersections to support Glenwood redevelopment and regional mobility for transit, bicycles/pedestrians, and autos. Contribute to the required local match for any federal funding received.		
2. <u>SEDA Property Purchases</u>		\$0
	TOTAL	\$0
Description: Funding for property purchases within the Downtown Urban Renewal District.		
Total SEDA Program		\$0
TOTAL CAPITAL BUDGET WITH SEDA		\$48,710,360
TOTAL DEDICATED RESERVES		\$2,049,176
TOTAL		\$50,759,536

FY17 Proposed Non-Departmental Budget
All Non-Departmental Categories:



FY17 Non-Departmental		
Expenditure Category	Proposed	Percentage
Contingency	\$ 1,000,000	1%
Debt Activities	11,730,990	8%
Interfund Transfers	15,257,425	10%
Reserves	110,323,452	74%
Statutory Payments	10,429,297	7%
Unappropriated Balances	356,000	0%
Total	\$ 149,097,164	100%

NON-DEPARTMENTAL Contingency

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

Financial Summary - by Fund	FY17 Proposed
General Fund	\$ 1,000,000
Total Contingency	\$ 1,000,000

NON-DEPARTMENTAL Debt Activities

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

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

Debt Payments	FY17 Proposed
Bond Sinking Fund	\$ 2,205,610
Booth-Kelly Fund	835,025
General Fund	532,740
Regional Wastewater Debt Service Fund	-
Regional Wastewater Fung	5,504,462
Storm Drainage Operations Fund	704,152
Sewer Operations Fund	1,709,133
Vehicle & Equipment Fund	239,868
Total Debt Payments - Principal and Interest	<u>\$ 11,730,990</u>

NON-DEPARTMENTAL Interfund Transfers and Loans

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

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

Financial Summary of Transfers and Loans - All Funds

From General Fund		
To Steet Fund	\$ 411,300	
Subtotal	\$ 411,300	\$ 411,300
From Transient Room Tax Fund		
To General Fund	\$ 675,000	
Subtotal	\$ 675,000	\$ 675,000
From Development Assessment Capital Fund		
To General Fund	\$ 165,712	
To Bancroft Redemption	18,854	
Subtotal	\$ 184,566	\$ 184,566
From Development Projects Fund		
To General Fund	\$ 78,336	
Subtotal	\$ 78,336	\$ 78,336
From Regional Wastewater Capital Fund		
To Regional Wastewater Fund	\$ 2,020,191	
Subtotal	\$ 2,020,191	\$ 2,020,191
From Regional Wastewater Fund		
To Regional Wastewater Capital Fund	\$ 11,550,000	
Subtotal	\$ 11,550,000	\$ 11,550,000
From Insurance Fund		
To General Fund	\$ 223,032	
To Development Projects Fund	\$ 115,000	
Subtotal	\$ 338,032	\$ 338,032
Total Interfund Transfers and Loans**		\$ 15,257,425

**Includes operating transfers

**NON-DEPARTMENTAL
Miscellaneous Fiscal Transactions**

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

Financial Summary of Miscellaneous Fiscal Transactions	FY17 Proposed
Regional Wastewater Revenue Bond Capital Project Fund	
Miscellaneous Fiscal Transactions	\$ -
Total Miscellaneous Fiscal Transactions	\$ -

NON-DEPARTMENTAL Reserves: Non-Dedicated and Dedicated Budgets

Reserves - Non-Dedicated Balance accounts represent the estimated resources which remain undesignated for current or future appropriation. These accounts provide for cash flow requirements during the fiscal year. This estimate appears in the budget for balancing purposes only. These funds cannot be expended without specific authorization by the City Council.

Reserves - Dedicated Balance accounts represent the estimated resources which have been established as the result of contributions to the specific reserve for future appropriation needs. Dedicated reserves provides for cash flow requirements during the fiscal year. This estimate appears in the budget for balancing purposes only. These funds can only be transferred for expenditure based on authorization by the City Council.

Financial Summary of Reserves - All Funds

General Fund			
Non-Dedicated	\$	6,586,219	
Dedicated			
Technology Fee Reserve		204,224	
Subtotal			\$ 6,790,443
Street Fund			
Non-Dedicated	\$	513,947	
Subtotal			\$ 513,947
Special Revenue Fund			
Dedicated			
Reserve	\$	119,686	
Police Forfeit Reserve		360,118	
Gifts & Memory Reserve		116,859	
Police Forefeits Post 1/1/02 Reserve		63,237	
Subtotal			\$ 659,900
Transient Room Tax Fund			
Dedicated			
Tourism Promotion Reserve	\$	1,021,931	
Subtotal			\$ 1,021,931
Building Code Fund			
Dedicated			
Operating Reserve	\$	2,231,217	
Subtotal			\$ 2,231,217
Fire Local Option Levy			
Dedicated			
Operating Reserve	\$	19,028	
Subtotal			\$ 19,028

Financial Summary of Reserves - Continued
--

Police and Court Local Option Levy		
Dedicated		
Operating Reserve	\$ 1,309,061	
Subtotal		\$ 1,309,061
 Bancroft Redemption Fund		
Non-Dedicated	\$ 53,636	
Subtotal		\$ 53,636
 Development Assessment Capital Fund		
Dedicated		
Assessment Service Reserve	\$ 31,136	
Assessments Finance Reserve	495,193	
Subtotal		\$ 526,329
 Development Projects Fund		
Non-Dedicated	\$ 3,143,836	
Dedicated		
Corporate Way Pond Rehab Reserve	35,200	
Subtotal		\$ 3,179,036
 Regional Wastewater Capital Fund		
Dedicated		
Equipment Replacement Reserve	\$ 11,746,948	
Capital Reserve	21,820,739	
SDC Reserve-Improvement	1,970,341	
SDC Reserve-Reimbursement	720,522	
Subtotal		\$ 36,258,550
 Street Capital Fund		
Non-Dedicated	\$ 64,143	
Dedicated		
Franklin Improvement Reserve	3,200,000	
SDC Reserve-Improvement	1,433,703	
SDC Reserve-Reimbursement	143,295	
Subtotal		\$ 4,841,141
 Sewer Operations Fund		
Non-Dedicated	\$ 2,427,734	
Dedicated		
Sanitary/Storm Capital Reserve	9,771,132	
SDC Reserve-Reimbursement	1,318,882	
SDC Reserve-Improvement	484,224	
Local Wastewater 2009 Bond Reserve	1,713,531	
Subtotal		\$ 15,715,503

Financial Summary of Reserves - Continued
--

Regional Wastewater Fund		
Non-Dedicated	\$	9,238,506
Dedicated		
SRF Loan Reserve		670,908
Insurance Reserve		515,000
MWMC 06 Bond Reserve		-
Subtotal		\$ 10,424,414
Ambulance Fund		
Non-Dedicated	\$	1,698,936
Subtotal		\$ 1,698,936
Drainage Operating Fund		
Non-Dedicated	\$	6,159,683
Dedicated		
SDC Reserve-Reimbursement		3,773
SDC Reserve-Improvement		630,733
Storm Bond Reserve 2011		708,050
Gray Creek Reserve		149,176
Lower Millrace Reserve		900,000
Jasper-Natron Reserve		500,000
Cedar Creek Reserve		500,000
Subtotal		\$ 9,551,415
Booth-Kelly Fund		
Non-Dedicated	\$	542,942
Subtotal		\$ 542,942
Regional Fiber Consortium Fund		
Non-Dedicated	\$	166,060
Subtotal		\$ 166,060
Insurance Fund		
Dedicated		
Self Funded Insurance Reserve	\$	4,180,317
Insurance Reserve		1,595,446
Benefits Reserve		124,744
Workers Compensation Reserve		1,285,920
Subtotal		\$ 7,186,427
Vehicle and Equipment Fund		
Dedicated		
Lease Payments		31
Fuel Reserve		22,627
MS Enterprise Charge Reserve		190,119
Telephone Lease Reserve		156,920
Computer Equipment Reserves:		931,728
Vehicle and Equipment Reserves:		5,915,056
Subtotal		\$ 7,216,481

Financial Summary of Reserves - Continued

SDC Administration Fund		
Dedicated	\$ 417,055	
Subtotal		\$ 417,055
Total Reserves		<u>110,323,452</u>
Summary by Type of Reserve:		
Non-Dedicated	\$ 30,595,642	
Dedicated	<u>79,727,810</u>	
Total Reserves *		<u>110,323,452</u>

NON-DEPARTMENTAL Statutory Payments

Statutory Payments represents payments required by State law or contract, and are of two types:

Contractual Payments are insurance premiums based on the number and type of FTE in each fund, and are transferred from those funds to the Insurance Fund on a monthly basis. Premium payments are then made from the Insurance Fund when due.

Pass-Through Payments are insurance premiums or other payments that are associated with particular individuals, and are collected through the payroll process. For ease of record-keeping, withholdings are collected from each fund via the payroll process and are accumulated in the Insurance Fund; payments are then made from the Insurance Fund when due.

Financial Summary of Statutory Payments - All Funds	FY17 Proposed
Insurance Fund	
Contractual	
Property/Casualty Premium	\$ 630,000
Workers' Compensation Premium	210,000
Premium Taxes	56,700
Workers' Compensation Claims	493,000
Subtotal	\$ 1,389,700
Pass -Through	
Dental Premium	\$ -
Disability Premium	154,954
FICA Payments	2,512,101
Wells Fargo Police Retirement	1,902,596
Pre-Retirement Life Premium	11,814
Mandatory Life	2,028
PERS Pension Expenditure	4,394,001
Basic Life	62,103
Subtotal	\$ 9,039,597
Total Insurance Fund Statutory Payments	\$ 10,429,297

NON-DEPARTMENTAL Unappropriated Balances

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

Financial Summary of Unappropriated Balances - All Funds	FY17 Proposed
Bond Sinking Fund	
Unappropriated Balance	\$ 356,000
Total Unappropriated Balance	\$ 356,000

This page left intentionally blank.

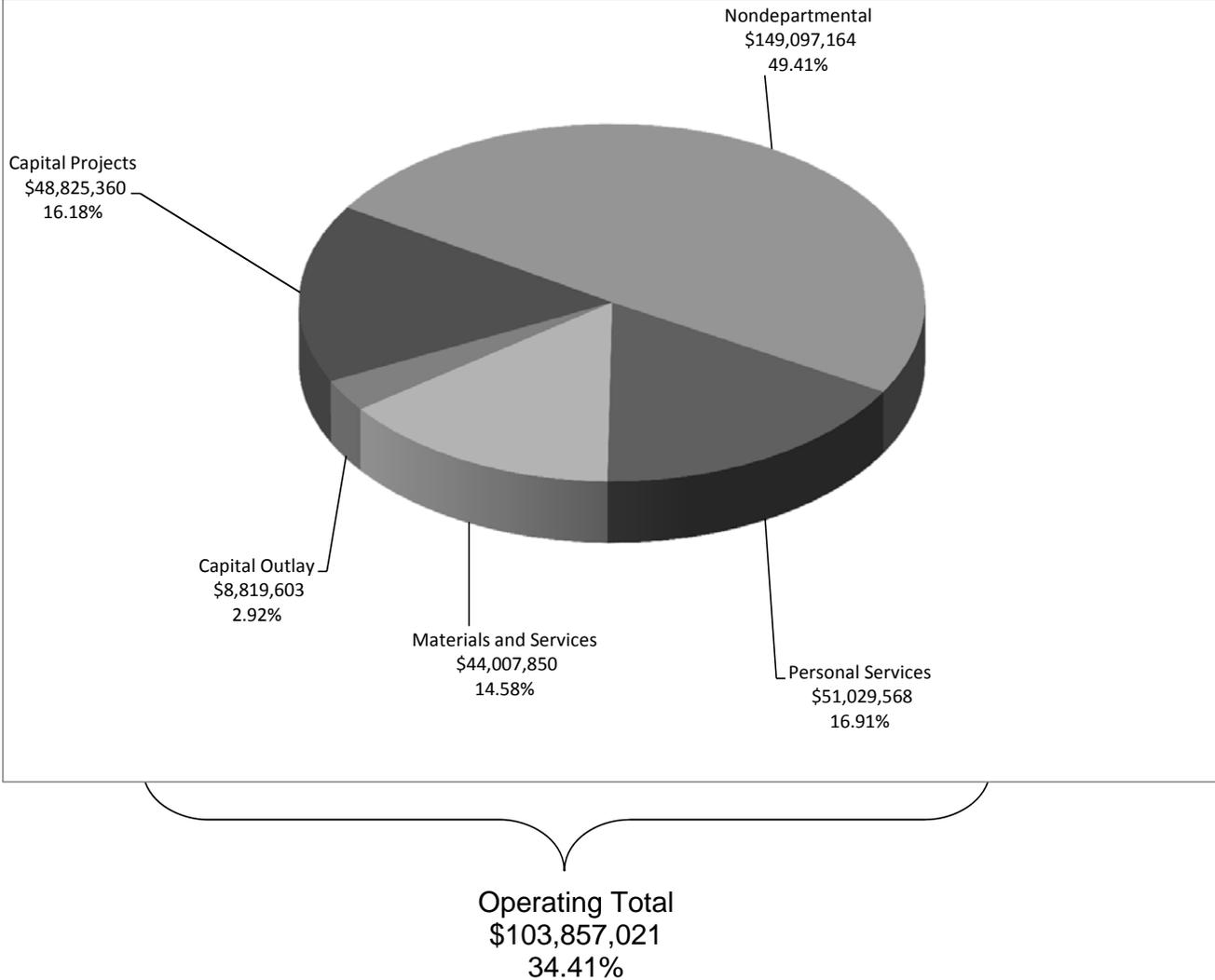


FY17 Proposed Budget - By Fund Type Resources and Requirements Summary

Fund	FTE	Resources	Department Operating	Capital Projects	Non-Departmental
General Fund					
Total General Fund	212.38	\$ 44,201,023	\$ 35,466,540	\$ -	\$ 8,734,483
Special Revenue Funds					
Street Fund	29.64	\$ 6,112,589	\$ 5,598,642	\$ -	\$ 513,947
Special Revenue Fund	2.00	1,381,380	721,480	-	659,900
Transient Room Tax Fund	2.32	2,115,471	418,540	-	1,696,931
Community Development Fund	6.43	900,918	900,918	-	-
Building Fund Fund	9.00	3,161,067	929,850	-	2,231,217
Fire Local Option Levy Fund	41.33	1,729,208	1,710,180	-	19,028
Police Local Option Levy Fund	0.13	7,334,458	6,025,397	-	1,309,061
Total Special Revenue Funds	90.85	\$ 22,735,091	\$ 16,305,007	\$ -	\$ 6,430,084
Debt Service Funds					
Bancroft Redemption Fund	-	\$ 72,490	\$ 18,854	\$ -	\$ 53,636
Bond Sinking Fund	-	2,561,610	-	-	2,561,610
Regional Wastewater Debt Service Fund	-	-	-	-	-
Total Debt Service Funds	-	\$ 2,634,100	\$ 18,854	\$ -	\$ 2,615,246
Capital Projects Funds					
Reg. Wastewater Rev. Bond Cap. Proj. Fund	-	10,576,394	-	10,576,394	-
Development Assessment Fund	0.67	803,491	92,596	-	710,895
Development Projects Fund	-	3,906,290	-	648,918	3,257,372
Regional Wastewater Capital Fund	-	64,647,947	6,589,000	19,780,206	38,278,741
Street Capital Fund	-	6,747,817	201,012	1,705,664	4,841,141
Total Capital Projects Funds	0.67	\$ 86,681,939	\$ 6,882,608	\$ 32,711,182	\$ 47,088,149
Enterprise Funds					
Sewer Fund	19.36	\$ 25,735,710	\$ 3,869,086	\$ 4,441,988	\$ 17,424,636
Regional Wastewater Fund	15.46	45,175,506	17,696,630	-	27,478,876
Ambulance Fund	30.75	7,559,145	5,860,209	-	1,698,936
Drainage Fund	30.54	26,844,169	5,192,412	11,396,190	10,255,567
Booth-Kelly Fund	2.08	2,296,411	642,444	276,000	1,377,967
Regional Fiber Consortium Fund	-	295,510	129,450	-	166,060
Total Enterprise Funds	98.19	\$ 107,906,451	\$ 33,390,231	\$ 16,114,178	\$ 58,402,042
Internal Service Funds					
Insurance Fund	4.10	\$ 26,960,448	\$ 9,006,692	\$ -	\$ 17,953,756
Vehicle and Equipment Fund	-	9,743,402	2,287,053	-	7,456,349
SDC Administration Fund	2.85	917,091	500,036	-	417,055
Total Internal Service Funds	6.95	\$ 37,620,941	\$ 11,793,781	\$ -	\$ 25,827,160
Total Amount of Budget	409.04	\$ 301,779,545	\$ 103,857,021	\$ 48,825,360	\$ 149,097,164

**FY17 Proposed Budget
Summary—Total Requirements:**

\$301,779,545



Requirements Category	FY17 Proposed	Percentage of Total
Operating:		
Personal Services	\$ 51,029,568	16.91%
Materials and Services	44,007,850	14.58%
Capital Outlay	8,819,603	2.92%
Total Operating	\$ 103,857,021	34.41%
Capital Projects	\$ 48,825,360	16.18%
Nondepartmental	149,097,164	49.41%
Total	\$ 301,779,545	100.00%

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

Fund Number	Fund Name	Adopted FY16	Proposed FY17	Change
100	General Fund	210.97	212.38	1.41
201	Street Fund	29.53	29.64	0.11
202	Jail Operations Fund	19.10	0.00	-19.10
208	Transient Room Tax Fund	1.95	2.00	0.05
210	Community Development Fund	2.32	2.32	0.00
224	Building Fund	6.43	6.43	0.00
235	Fire Local Option Levy Fund	9.00	9.00	0.00
236	Police Local Option Levy Fund	22.23	41.33	19.10
305	Bancroft Redemption Fund	0.13	0.13	0.00
419	Development Assessment Capital Fund	0.67	0.67	0.00
611	Sewer Operations Fund	19.25	19.36	0.11
612	Regional Wastewater Fund	15.81	15.46	-0.35
615	Ambulance Fund	33.25	30.75	-2.50
617	Drainage Operating Fund	30.06	30.54	0.48
618	Booth-Kelly Fund	1.59	2.08	0.49
707	Insurance Fund	3.15	4.10	0.95
719	SDC Administration	3.10	2.85	-0.25
Total Full-Time Equivalents		408.54	409.04	0.50

**TOTAL CITY EMPLOYEES - FY14 through FY17
Full-Time Equivalents (FTE) by Department All Funds**

Total FTE by Department	Adopted FY14	Adopted FY15	Adopted FY16	Proposed FY17	Change
City Manager's Office	7.00	7.50	7.50	7.50	0.00
Development & Public Works	129.75	130.00	123.00	123.00	0.00
Finance	9.50	9.50	11.70	11.70	0.00
Fire and Life Safety	100.00	100.00	99.00	97.50	-1.50
Human Resources	6.00	6.00	6.00	8.00	2.00
Information Technology	10.00	10.00	15.00	15.00	0.00
Legal/Judicial Services	8.84	8.84	8.84	8.84	0.00
Library	12.60	13.10	13.50	13.50	0.00
Police	123.00	123.00	124.00	124.00	0.00
Total Full-Time Equivalents	406.69	407.94	408.54	409.04	0.50

**TOTAL CITY EMPLOYEES - FY14 through FY17
Full-Time Equivalents (FTE) by Department General Func**

Total FTE by Department	Adopted FY14	Adopted FY15	Adopted FY16	Proposed FY17	Change
City Manager's Office	6.40	6.90	6.90	6.85	-0.05
Development & Public Works	19.61	20.36	20.26	19.54	-0.72
Finance	7.27	7.27	9.47	9.47	0.00
Fire and Life Safety	58.95	57.95	56.75	57.75	1.00
Human Resources	2.85	3.25	2.85	3.90	1.05
Information Technology	10.00	10.00	10.23	10.36	0.13
Legal/Judicial Services	6.61	6.61	6.61	6.61	0.00
Library	11.90	12.60	13.00	13.00	0.00
Police	84.90	84.90	84.90	84.90	0.00
Total Full-Time Equivalents	208.49	209.84	210.97	212.38	1.41

**TOTAL BUDGET SUMMARY — FY14 through FY17
Resources Only**

Resources, All Fund Types	FY14 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
Revenues, Summary Level				
Taxes (Current and Delinquent)	\$ 30,112,033	\$ 31,849,783	\$ 31,927,321	\$ 32,353,181
Licenses, Permits and Fees	3,544,726	3,910,721	3,837,636	4,504,458
Intergovernmental	8,587,015	12,622,351	9,197,518	9,000,283
Charges for Service	67,487,566	70,218,497	72,134,835	72,738,276
Fines and Forfeitures	1,675,489	1,689,751	1,852,600	1,783,100
Use of Money and Property	2,908,764	744,333	938,025	678,850
Special Assessments	154,545	45,618	14,200	20,200
Miscellaneous Receipts	918,056	1,175,797	1,159,611	1,129,500
Other Financing Sources	33,078,301	33,495,200	41,832,411	26,936,818
Total Current Revenues	\$ 148,466,494	\$ 155,752,051	\$ 162,894,157	\$ 149,144,666
Beginning Cash	\$ 170,254,884	\$ 179,130,344	\$ 191,244,651	\$ 152,634,879
Total Resources, All Sources	\$ 318,721,378	\$ 334,882,395	\$ 354,138,808	\$ 301,779,545

* Amended as of March 7, 2016

GENERAL FUND REVENUE DETAIL - FY14 through FY17

Revenue - All Sources, By Revenue Type and Account	FY14 Actual	FY15 Actual	FY16 * Amended	FY17 Proposed
Taxes				
Current Taxes	\$ 17,811,356	\$ 19,231,050	\$ 19,280,826	\$ 19,696,870
Delinquent Taxes	533,986	493,336	525,000	525,000
Total Taxes	\$ 18,345,342	\$ 19,724,386	\$ 19,805,826	\$ 20,221,870
Licenses and Permits				
Sanipac Franchise	\$ 360,833	\$ 413,794	\$ 390,000	\$ 435,000
Telecom Business Tax	10,638	58,076	70,000	52,000
Comcast Franchise	633,189	648,241	635,000	660,000
Qwest Franchise	121,334	206,471	170,000	200,000
NW Natural Gas	370,833	347,704	371,000	350,000
Spring Franchise	32,636	32,366	32,636	33,388
ROW Fee Revenue	-	-	-	-
ATG Right of Way	18,438	1,124	2,500	1,000
EPUD Right-of-Way Fees	12,958	13,282	13,000	13,000
Library Receipts	28,750	32,242	30,000	31,250
Library Photocopy Charges	1,513	1,207	1,500	1,850
Animal Licenses/Impound	28,800	52,471	60,000	52,000
Police Impound Fees	24,630	18,955	22,000	16,000
Offense Surcharge	15,852	17,879	-	-
Fire Code Permits	160,685	158,064	145,000	155,000
FLS Safety Systems Plan Review	14,728	23,270	15,000	20,000
FLS New Construction Sq Ft Fee	23,192	15,947	20,000	20,000
Planning Fees	354,849	350,811	500,000	477,405
DSD Postage Fees	9,410	8,114	7,800	8,755
Technology Fee	53,784	68,727	50,000	106,000
Code Requirement Fees	131,604	37,525	115,000	130,000
Total Licenses and Permits	\$ 2,408,655	\$ 2,506,271	\$ 2,650,436	\$ 2,762,648
Intergovernmental				
Team Spgfld Bicycle Patrol	\$ -	\$ 9,999	\$ 10,000	\$ 10,000
Liquor Apportionment	839,397	864,995	907,500	995,277
Cigarette Apportionment	80,625	80,139	72,500	64,870
State Revenue Sharing	464,348	630,052	575,000	646,000
State Conflagration Funds	6,401	36,377	7,000	7,000
District 19 School Resource	66,246	166,655	120,000	130,000
SUB in-Lieu-of-Tax	1,797,923	1,797,683	1,800,000	1,725,360
EWEB in-Lieu-of-Tax	564,459	583,728	565,000	575,000
Electric Co-Ops in-Lieu-of-Tax	25,241	20,128	26,000	26,000
EMSO IGA	-	13,658	-	-
Willamalane Bicycle Patrol	-	-	15,000	15,000
Total Intergovernmental	\$ 3,844,641	\$ 4,203,413	\$ 4,098,000	\$ 4,194,507

GENERAL FUND REVENUE DETAIL - Continued

Revenue - All Sources, By Revenue Type and Account	FY14 Actual	FY15 Actual	FY15 * Amended	FY17 Proposed
Charges for Service				
Internal Facility Rental	240,578	238,544	236,286	282,384
Internal Building Maintenance Chgs	289,243	287,895	296,749	288,360
Internal Vehicle Maintenance Chgs	189,787	192,946	189,613	190,128
ROW Fee Sanitary Sewer	206,711	207,549	215,500	217,300
ROW Fee Storm Drainage	175,352	182,692	182,366	194,000
Police Services U of O	27,428	24,096	24,000	24,000
Special Events Services	1,250	2,025	-	-
Police Alarm Monitoring	-	-	-	-
Rainbow Fire Protection	1,074,644	1,115,241	1,160,500	1,204,937
Glenwood Fire Protection	141,410	147,637	148,500	152,000
Willakenzie Fire Protection	328,533	337,801	350,000	344,743
MVA First Response	10,565	5,021	10,000	5,000
Fire License Facility Inspection	5,537	6,110	4,000	6,000
Willamalane Collection Fee	12,658	9,371	13,000	13,000
Library Automation Fee	46,530	66,082	58,000	62,000
Internal Engineering Fee	30,777	-	-	-
Staff Reimbursement	138,867	147,108	164,812	183,300
Prior Year Engineering Services	-	26	-	-
Total Charges for Service	\$ 2,919,870	\$ 2,970,145	\$ 3,053,326	\$ 3,167,152
Fines and Forfeitures				
Municipal Court Revenues	\$ 1,543,667	\$ 1,571,655	\$ 1,825,000	\$ 1,755,000
Library Fines	25,944	25,951	26,000	26,500
Restitution	325	1,480	1,000	1,000
Unclaimed/Forfeited Property	15,578	9,658	-	-
Total Fines and Forfeitures	\$ 1,585,514	\$ 1,608,744	\$ 1,852,000	\$ 1,782,500
Use of Money and Property				
Interest Income	\$ 87,846	\$ 23,677	\$ 123,000	\$ 85,000
Variance in FMV of Investments	(26,832)	26,169	-	-
Unsegregated Tax Interest	(10,975)	(15,748)	-	-
County Assess Interest	7,101	6,250	7,000	7,000
W.C. Wage Reimbursements	-	2,043	-	-
Total Use of Money and Property	\$ 57,139	\$ 42,392	\$ 130,000	\$ 92,000
Miscellaneous Receipts				
Cash Over/Short	245	777	-	-
Miscellaneous Receipts	204,104	58,552	100,000	60,000
Testing	7,230	7,665	-	-
Claims Recovery	-	-	9,780	-
Muni. Court Interest on Delinquencies	172,138	153,065	150,000	175,000
Total Miscellaneous Receipts	\$ 383,717	\$ 220,059	\$ 259,780	\$ 235,000

GENERAL FUND REVENUE DETAIL - Continued

Revenue - All Sources, By Revenue Type and Account	FY14 Actual	FY15 Actual	FY16* Amended	FY17 Proposed
Indirect Charges				
Indirect Charges Fund 201	\$ 443,314	\$ 479,382	\$ 470,454	\$ 477,348
Indirect Charges Fund 202	267,808	283,014	283,012	-
Indirect Charges Fund 224	81,920	92,507	101,442	103,560
Indirect Charges Fund 305	1,923	2,033	2,033	2,100
Indirect Charges Fund 419	9,913	10,476	10,476	10,788
Indirect Charges Fund 611	300,917	319,405	307,679	311,784
Indirect Charges Fund 612	306,318	330,824	289,618	291,636
Indirect Charges Fund 615	474,212	501,138	501,134	511,320
Indirect Charges Fund 617	456,030	489,241	479,010	491,844
Indirect Charges Fund 618	16,218	24,194	25,836	33,504
Indirect Charges Fund 719	51,902	53,901	52,843	45,912
Total Indirect Charges	\$ 2,410,476	\$ 2,586,115	\$ 2,523,537	\$ 2,279,796
Interfund Transfers				
Transfer From Fund 204	12,297	-	5,658	-
Transfer From Fund 208	593,791	658,344	652,000	675,000
Transfer From Fund 713	80,000	-	-	-
Transfer From Fund 419	-	-	174,344	165,712
Transfer From Fund 420	25,000	33,000	74,199	78,336
Transfer From Fund 434	20,000	-	-	-
Transfer From Fund 618	-	-	100,000	-
Transfer From Fund 707	230,715	226,896	249,722	233,032
Total Interfund Transfers	\$ 961,803	\$ 918,240	\$ 1,255,923	\$ 1,152,080
Beginning Cash Balance				
Beginning Cash Balance	\$ 8,268,084	\$ 8,428,315	\$ 9,280,895	\$ 8,313,470
Total Beginning Cash Balance	\$ 8,268,084	\$ 8,428,315	\$ 9,280,895	\$ 8,313,470
GRAND TOTAL	\$ 41,185,241	\$ 43,208,081	\$ 44,909,723	\$ 44,201,023

* Amended as of March 7, 2016

FY17 - ASSESSED VALUATION, LEVY & TAX REVENUE INFORMATION

	Rate Per \$1,000	Assessed Valuation	Levy	Net Tax Revenue
<u>General Fund</u>				
FY16 Assessed Valuation		\$4,339,850,283		
Plus: 3.0% Increase from Added Value		130,195,508		
Est. Assessed Value FY16 Pre UR		4,470,045,791		
Less: Urban Renewal Excess (estimated)		(84,616,004)		
Total Estimated Assessed Valuation net of Urban Renewal		\$4,385,429,787		
City of Springfield Permanent Rate Levy	\$4.7403			
Estimated Taxes Raised for FY17 (rate x AV/1,000)			\$20,788,253	
Less Allowances for Discounts, Delinquencies*:			(1,091,383)	
Total Available General Fund Tax Revenue for Appropriation				\$19,696,870
<u>Fire Local Option Levy Fund</u>				
City of Springfield Five-Year Tax Rate (FY17 – FY21)	\$0.3600			
Estimated Taxes Raised for FY17 (rate x AV/1,000)			\$1,609,216	
Less Allowances for Discounts, Delinquencies & Compression*:			(132,970)	
Total Available Tax Revenue for Appropriation				\$1,476,246
<u>Police Local Option Levy Fund</u>				
City of Springfield Five-Year Tax Rate (FY14 - FY18)	\$1.2800			
Estimated Taxes Raised for FY17 (rate x AV/1000)			\$5,721,659	
Less Allowances for Discounts, Delinquencies & Compression*:			(472,784)	
Total Available Tax Revenue for Appropriation				\$5,248,875
<u>Bond Sinking Fund</u>				
Levy Required for General Obligation Bonds			\$2,247,166	
Estimated Tax Rate (Levy/AV)	\$0.5027			
Less Allowances for Discounts, Delinquencies*:			(117,976)	
Total Available Bond Sinking Fund Tax Revenue for Appropriation				\$2,129,190
Est. Total Tax Rate and Tax Revenue Collection	\$6.8830			

* Current allowance for Discounts and Delinquencies: 5.25%

FY16 ASSESSED VALUATION

Levy and Tax Revenue Information

The City has historically levied a local property tax each year to fund that portion of its operating budget not supported by other revenue sources. Since the General Fund is the general operating fund of the City, all property taxes collected for general governmental operating purposes are accounted for in the City's General Fund. As with other jurisdictions throughout Oregon, the City of Springfield's property tax is a primary source of revenue for City general operations. Current property taxes provide 55% of the funding for the City's General Fund operating activities.

General Operations include the following:

- ◆ City Council and City Administration
- ◆ Legal services, Municipal Court and Judicial services
- ◆ Basic Police services
- ◆ Fire First Response, Suppression and Fire Marshal services
- ◆ Development and Land Use Planning services
- ◆ Building and Structure Maintenance services
- ◆ Finance, Information Technology, and Human Resource services

Two Local Option Levies to Provide Dedicated Funding for Fire and Police Enhanced Services

In November, 2002, City of Springfield voters passed two public safety measures – one for Fire Services and one for Police and Court Services. In 2006, the Fire Services Levy was renewed for four years (FY08-FY11), 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 and again in 2012 for five years (FY14-FY18). For the Police Levy there was a one-year separation (FY08) between the expiration of the old levy and the beginning of the new levy. The taxation information on the two levies is provided in this section of the budget document. For more detail on specific funding, see the Fire & Life Safety, Police, and Legal/Judicial Services pages in this budget document. Overall, funding from the two levies provided the following:

Local Option Levies	Amount	FTE
Fire Services operating costs	\$1,710,180	9.0 FTE
Fire levy dedicated reserve	19,028	
Fire Services Local Option Levy Funding	\$1,729,208	
Police and Jail Services operating costs	\$5,505,817	39.10 FTE
Legal and Judicial Services operating costs	519,580	
Public Safety Services Operating Costs	\$6,025,397	
Public Safety levy dedicated reserve	1,309,061	2.23 FTE
Police Services Local Option Levy Funding	\$7,334,458	
Total Funding Provided by Levies	\$9,063,666	50.33 FTE
Detail by Type of Costs Funded:		
Departmental Operating costs	\$7,735,577	50.33 FTE
Inter-fund Transfers	0	
Dedicated Reserves	1,328,089	
Total Funding Provided by Levies	\$9,063,666	50.33 FTE

Property Tax History

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

Overall City Levy Information: Historical and Current

The following are the actual levies (all funds) by the City of Springfield over the past five years, the FY16 revised estimate, and the estimated levy for FY17.

	Fiscal Year						
	Actual FY11	Actual FY12	Actual FY13	Actual FY14	Actual FY15	Estimated FY16	Projected FY17
Tax Base/Rate Levy*	\$ 16,616,637	\$ 17,301,094	\$ 17,626,068	\$ 17,811,355	\$ 19,231,050	\$ 19,073,000	\$ 19,696,870
Fire Local Option	1,408,752	1,319,613	1,351,668	1,296,106	1,379,406	1,403,400	1,476,246
Police Local Option	<u>3,838,848</u>	<u>3,995,493</u>	<u>4,092,550</u>	<u>4,608,378</u>	<u>4,904,555</u>	<u>5,050,000</u>	<u>5,246,875</u>
Subtotal	\$ 21,864,237	\$ 22,616,200	\$ 23,070,286	\$ 23,715,831	\$ 25,515,011	\$ 25,526,400	\$ 26,419,991
Bonds	<u>3,036,915</u>	<u>3,061,863</u>	<u>3,068,311</u>	<u>3,194,202</u>	<u>2,956,077</u>	<u>2,020,055</u>	<u>2,129,190</u>
Total	\$ 24,901,152	\$ 25,678,063	\$ 26,138,597	\$ 26,910,033	\$ 28,471,088	\$ 27,546,455	\$ 28,549,181
Assessed Value**	\$3,726,631,985	\$3,883,712,564	\$3,998,513,269	\$4,043,528,204	4,253,901,084	\$4,439,850,283	\$4,470,045,791
Rate for Operations	\$ 6.2303	\$ 6.2303	\$ 6.1903	\$ 6.4877	\$ 6.3803	\$ 6.3803	\$ 6.3803
Bonds	<u>.8645</u>	<u>.8372</u>	<u>.8158</u>	<u>.8382</u>	<u>.7415</u>	<u>.4925</u>	<u>0.5027</u>
Total Rate	\$ 7.0948	\$ 7.0675	\$ 7.0162	\$ 7.3259	\$ 7.1218	\$ 6.8728	\$ 6.8830

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

** not adjusted to remove Urban Renewal

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

	Assessed Valuation
FY16 Assessed Valuation (AV)	\$4,339,850,283
Add Estimated 3.0% Increase in Value Plus Correction	130,195,508
Total City Assessed Valuation for all Levies	\$4,470,045,791
Less: Urban Renewal Growth	\$(84,616,004)
Total City AV for Permanent Rate net of UR	\$4,385,429,787

The following is a detailed explanation of how the individual levy revenues were calculated and the calculation for net tax revenues recorded in the FY17 Proposed Budget.

Existing Tax Base/Rate Levy for General Operations

General Fund—100 General Operations	Rate Per Thousand	Levy	Net Tax Revenue
City of Springfield Permanent Tax Rate	\$4.7403		
Estimated Taxes Raised for FY17 (rate x AV/1000)		\$20,788,253	
Less Allowances for Discounts, Delinquencies: 5.25%		<u>(1,091,383)</u>	
Total Available General Fund Tax Revenue for Appropriation			<u>\$19,696,870</u>

Local Option Levies Provided by Voter Approved Measures

Fire and Life Safety Local Option Levy	Rate Per Thousand	Levy	Net Tax Revenue
City of Springfield Four Year Tax Rate (FY17 – FY21)	\$0.3600		
Estimated Taxes Raised for FY17 (rate x AV/1000)		\$1,609,216	
Less Allowances for Discounts, Delinquencies: 5.25% & Compression Loss		<u>(132,970)</u>	
Total Available Tax Revenue for Appropriation			<u>\$ 1,476,246</u>
Police Services Local Option Levy	Rate Per Thousand	Levy	Net Tax Revenue
City of Springfield Four Year Tax Rate (FY14 – FY18)	\$1.2800		
Estimated Taxes Raised for FY17 (rate x AV/1000)		\$5,721,659	
Less Allowances for Discounts, Delinquencies: 5.25% & Compression Loss		<u>(472,784)</u>	
Total Available Tax Revenue for Appropriation			<u>\$5,248,875</u>

Bond Sinking Fund

Bond Sinking Fund	Rate	Tax Levy
Levy Required for General Obligation Bonds FY17		\$ 2,247,166
Estimated Tax Rate (Levy/AV)	\$0.5027	
Less Allowances for Discounts, Delinquencies: 5.25%		<u>(117,796)</u>
Total Available Bond Sinking Fund Tax Revenue for Appropriation		\$ 2,129,190

Summation of Tax Revenues FY17

General Operations	\$19,686,870
Fire Services	1,476,246
Police Services	<u>5,248,875</u>
Total Tax Revenues for Operations	\$26,421,991
Bond Sinking Fund	<u>2,129,190</u>
Total Collections	<u>\$28,551,181</u>

* Represents current tax rate for operations and does not include prior year discounts or delinquencies collected (\$808,000) nor any other taxation revenue source (such as Fuel Taxes, Transient Room Tax or 911 taxes totaling \$6,460,000). All General Fund tax sources total \$19,805,826).

FY17 Tax Rates

The City of Springfield's revised property tax rate per thousand is \$6.8830, consisting of the following funding sources. (See above for details on the Bond Sinking Fund rate.)

Tax Levy for Operations:	
General Fund	\$4.7403
Fire Local Option Levy Fund	0.3600
Police Local Option Levy Fund	<u>1.2800</u>
Rate for Operations	\$6.3803
Bond Sinking Fund (Est.)	<u>\$0.5027</u>
Total City Rate	<u>\$6.8830</u>

TAX AND ASSESSED VALUATION HISTORY By Budgeted Fiscal Year

Fiscal Year	Tax Rate	Assessed Value
FY17	\$6.8330	\$4,470,045,791
FY16	6.8770	4,304,155,855
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: FY17 begins July 1, 2016 and ends June 30, 2017.

This page left intentionally blank.



City Fund Types

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

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

Funds are further categorized into six generic fund types:

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

Governmental Fund Category

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

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

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

- **General Fund**

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

General Fund

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

- **Special Revenue Funds**

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

Building Code Fund

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

Community Development Block Grant Fund (CDBG)

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

Fire Local Option Levy Fund

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

Jail Operations Fund

Established in FY08, the fund accounts for revenues and expenditures associated with the operations of the Springfield Jail. This fund was eliminated in FY17 and operating budget was combined with the Police Local Option Levy Fund 236.

Police Local Option Levy Fund

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

Riverbend Development Fund

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

Special Revenue Fund

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

Street Fund

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

Transient Room Tax Fund

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

- **Debt Service Funds**

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

Bancroft Redemption Fund

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

Bond Sinking Fund

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

Regional Wastewater Debt Service Fund

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

- **Capital Project Funds**

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

Development Assessment Fund

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

Development Projects Fund

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

Drainage Capital Project Fund

Accounts for storm sewer (drainage) capital improvement costs supported by drainage system connection fees and by storm sewer user fees through transfers from the Drainage Operating Fund. This fund was eliminated in FY17.

G. O. Bond Capital Projects Fund

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

Police Building Bond Capital Project Fund

To account for costs to construct a new municipal building to house the Police Department, Municipal Court, City Prosecutor and a city jail. Financing will be provided by issuance of debt. This fund was eliminated in FY17.

Regional Wastewater Revenue Bond Capital Projects Fund

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

Regional Wastewater Capital Fund

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

SDC Local Storm Improvement Fund

Established in July, 2005 (FY06), this fund accounts for capacity-increasing public storm drainage improvements supported by system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law. This fund was eliminated in FY17.

SDC Local Wastewater Improvement Fund

Established in July, 2005 (FY06), this fund accounts for local capacity-increasing public sanitary sewer improvements supported by system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law. This fund was eliminated in FY17.

SDC Local Wastewater Reimbursement Fund

Established in July, 2005 (FY06), this fund accounts for public sanitary sewer improvements supported by reimbursement system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law. This fund was eliminated in FY17.

SDC Regional Wastewater Improvement Fund

Established in July, 2005 (FY06), this fund accounts for regional (MWMC) capacity-increasing public sanitary sewer improvements supported by system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law. This fund was eliminated in FY17.

SDC Regional Wastewater Reimbursement Fund

Established in July, 2005 (FY06), this fund accounts for regional (MWMC) public sanitary sewer improvements supported by reimbursement system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law. This fund was eliminated in FY17.

SDC Transportation Improvement Fund

Established in July, 2005 (FY06), this fund accounts for local capacity-increasing public transportation improvements supported by system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law. This fund was eliminated in FY17.

SDC Transportation Reimbursement Fund

Established in July, 2005 (FY06), this fund accounts for public transportation improvements supported by reimbursement system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law. This fund was eliminated in FY17.

Sewer Capital Projects Fund

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

Street Capital Fund

Established as of July, 2002 (FY03), this fund accounts for transportation capital improvement costs. Costs are supported by transfers from the Street Operating Fund. This fund was eliminated in FY17.

Proprietary Fund Category

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

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

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

- **Enterprise Funds**

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

Ambulance Fund (formerly Emergency Medical Service Fund)

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

Booth-Kelly Fund

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

Drainage Operating Fund

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

Regional Fiber Consortium Fund

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

Regional Wastewater Fund

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

Sewer Operations Fund

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

- **Internal Service Funds**

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

Insurance Fund

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

Vehicle and Equipment Fund

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

SDC Administration Fund

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

DESCRIPTION OF FUNDS

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

Ambulance Fund (615):

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

Bancroft Redemption Fund (305):

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

Bond Sinking Fund (306):

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

Booth-Kelly Fund (618):

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

Building Code Fund (224):

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

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

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

Development Assessment Fund (419):

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

Development Projects Fund (420):

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

Drainage Capital Projects Fund (425):

Accounts for storm sewer (drainage) capital improvement costs supported by stormsewer connection fees and by storm sewer user fees through transfers from the Drainage Operating Fund. This fund was eliminated in FY17.

Drainage Operating Fund (617):

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

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

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

General Fund (100):

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

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

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

Insurance Fund (707):

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

Jail Operations Fund (202):

Established in FY08, this fund accounts for revenues and expenditures associated with the operations of the Springfield Jail. This fund was eliminated in FY17.

Police Building Bond Capital Project Fund (428):

The fund is used to account for costs of constructing a Justice Center. Financing consists of bond proceeds. This fund was eliminated in FY17.

Police Local Option Levy Fund (236):

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

Regional Fiber Consortium Fund (629):

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

Regional Wastewater Fund (612):

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

Regional Wastewater Capital Fund (433):

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

Regional Wastewater Debt Service Fund (312):

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

Regional Wastewater Revenue Bond Capital Projects Fund (412):

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

SDC Administration Fund (719):

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

SDC Local Storm Improvement Fund (440):

Established in July, 2005 (FY06), this fund accounts for capacity-increasing public storm drainage improvements supported by system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law. This fund was eliminated in FY17.

SDC Storm Drainage Reimbursement Fund (441):

Established in July, 2009 (FY10), this fund accounts for public storm drainage improvements supported by reimbursement system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law. This fund was eliminated in FY17.

SDC Local Wastewater Reimbursement Fund (442):

Established in July, 2005 (FY06), this fund accounts for public sanitary sewer improvements supported by reimbursement system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law. This fund was eliminated in FY17.

SDC Local Wastewater Improvement Fund (443):

Established in July, 2005 (FY06), this fund accounts for local capacity-increasing public sanitary sewer improvements supported by system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law. This fund was eliminated in FY17.

SDC Regional Wastewater Reimbursement Fund (444):

Established in July, 2005 (FY06), this fund accounts for regional (MWMC) public sanitary sewer improvements supported by reimbursement system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law. This fund was eliminated in FY17.

SDC Regional Wastewater Improvement Fund (445):

Established in July, 2005 (FY06), this fund accounts for regional (MWMC) capacity-increasing public sanitary sewer improvements supported by system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law. This fund was eliminated in FY17.

SDC Transportation Reimbursement Fund (446):

Established in July, 2005 (FY06), this fund accounts for public transportation improvements supported by reimbursement system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law. This fund was eliminated in FY17.

SDC Transportation Improvement Fund (447):

Established in July, 2005 (FY06), this fund accounts for local capacity-increasing public transportation improvements supported by system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law. This fund was eliminated in FY17.

Sewer Capital Projects Fund (409):

Accounts for sanitary sewer capital improvement costs supported by sanitary sewer connection fees and by sanitary sewer user fees through transfers from the Sewer Operations Fund. This fund was eliminated in FY17.

Sewer Operations Fund (611):

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

Special Revenue Fund (204):

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

Street Fund (201):

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

Street Capital Fund (434):

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

Transient Room Tax Fund (208):

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

Vehicle and Equipment Fund (713):

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

DESCRIPTIONS OF BUDGET TERMS

Ad Valorem Tax

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

Adopted Budget

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

Appropriation

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

Assessed Valuation (AV)

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

Assessment

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

Assets

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

Beginning Cash Balance

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

Bond or Bond Issue

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

Budget Committee

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

Budget Document

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

Budget Message

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

Budget Officer

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

Budget Review Team

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

Capital Budget

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

Capital Improvement

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

Capital Improvement Program (CIP)

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

Capital Outlay

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

Capital Projects

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

Cash Basis

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

Cash Carryover

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

Charges for Service

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

Comprehensive Annual Financial Report (CAFR)

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

Contingency

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

Debt Service

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

Electors

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

Encumbrance

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

Encumbrance Cash Balance

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

Ending Working Capital

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

Enterprise Funds

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

Executive Team

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

Fines and Forfeitures Revenue

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

Fiscal Year

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

Fixed Assets

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

Full time Equivalent (FTE)

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

Fund

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

Fund Balance

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

Generally Accepted Accounting Procedures (GAAP)

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

General Government Tax Rate

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

General Obligation Bonds

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

Governing Body

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

HOME

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

Impact Fees

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

Infrastructure

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

Indirect Charges

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

Interfund Transfers

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

Intergovernmental Revenue

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

Issue Papers

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

Levy

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

Licenses and Permits Revenue

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

Line Item Budget

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

Long Range Financial Projections

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

Limited Tax General Obligation Bond

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

Local Budget Law

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

Local Option Levy

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

Materials and Services

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

Measure 5

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

Measure 50

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

Millage

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

Miscellaneous Receipts

- Includes the total revenue from assessments.

Miscellaneous Revenue

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

Modified Accrual

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

Non-Department Budget

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

Non-Department Expenditure

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

Non-Operating Budget

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

Objective

- The course of action to obtain a stated goal.

Operating Budget

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

Overlapping Tax Rate

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

Permanent Tax Rate

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

Personal Services

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

Property Tax

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

Proposed Budget

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

Real Market Value

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

Reserves

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

Resolution

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

Revenue

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

Special Assessment

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

Special Assessment Bond

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

Supplemental Budget

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

System Development Charge (SDC)

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

Tax

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

Tax Levy

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

Tax Rate

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

Tax Revenue

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

Tax Roll

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

Unappropriated Balance

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

Use of Money and Property Revenue

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

User Fees

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

BUDGET ACRONYMS AND ABBREVIATIONS

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

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

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

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

This page left intentionally blank.

