

SPRINGFIELD

FY 16 Adopted Budget

City of Springfield, Oregon



www.springfield-or.gov

CITY OF SPRINGFIELD
Adopted Budget – FY16

Christine L. Lundberg
Mayor

Members of the Budget Committee

Council Members:	Ward	Public Members:
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Sean Van Gordon	1	Chris Stole
Hillary Wylie	2	Terry Buck
Sheri Moore	3	Nathan Mischel
Dave Ralston	4	Gabrielle Guidero
Marilee Woodrow	5	Diana Alldredge
Joe Pishioneri	6	Paul Selby

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

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 FY15 Adopted Budget Document.

Budget Review Team: Gino Grimaldi, City Manager
Jeff Towery, Asst. City Manager
Bob Duey, Finance Director
Paula Davis, Budget Officer

Preparation of the Budget Document: Paula Davis, Budget Officer

Department Budget Coordinators: Kathy Cunningham, Legal & Judicial Services
Mike Harman, Police Department
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Rhonda Rice, Development & Public Works Department
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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.



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READERS GUIDE

The Budget Document

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

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

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

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

The **Operating Budget** by Department presents the City's operating budget (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 \$99,891,651 makes up 29.33% 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 \$34,839,266 makes up 10.23% 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 \$205,880,505 makes up 60.44% 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 2016

It is my pleasure to present the city of Springfield's proposed Fiscal Year 2016 budget.

Budget Overview

The proposed Fiscal Year 2016 budget makes strategic investments that will improve service delivery to the citizens of Springfield and control costs. The preparation of this year's budget continues the use of the Priority Based Budgeting tool introduced during last year's budget review. Priority Based Budgeting is used throughout the year in an effort to continuously improve and make sure programs are provided in the most cost effective manner. Priority Based Budgeting also helps facilitate discussions regarding the shifting of resources so that programs most important to the community are provided.

In prior years, the preparation of the budget was approached from the primary perspective of the need to balance revenue with expenditures. This caused the majority of the budget preparation work to be focused on budget reductions and left little room to have conversations about what the city should be doing to meet the growing needs of the community. The need to balance revenue and expenditures has not disappeared. The local economy is slowly improving and increases in revenue have been very modest.

The starting point for the preparation of the Fiscal Year 2016 was the creation of comprehensive list of programs needing additional investments. During the Executive Team (city department heads and staff from the City Manager's Office) offsite meetings in November and December 2014 all department resource requests were reviewed. The list was prioritized and recommendations for funding were established. The complete list is presented in Exhibit A and is sorted into two sections: those requests being funded in FY16; and requests not funded. Without having the advantage of significant additional resources, improving programs had to rely on shifting resources coupled with controlling costs in order to remain fiscally stable over a three year time frame.

The result of the budget preparation efforts briefly described above is a proposed Fiscal Year 2016 budget that contains improvements in program areas related to public safety, economic development, Library, and Development and Public Works. In addition, the Fiscal Year 2016 budget contains investments in Finance and Human Resources designed to produce cost savings and/or allow for the reallocation of resources to high priority services.

The proposed Fiscal Year 2016 budget results in long range financial projections for the General Fund that are the healthiest they have been in many years. In prior years the projections showed General Fund deficits of over \$1 million in years two and three. Current projections for the General Fund project manageable deficits of \$695K for year two and \$884K for year three.

Highlights of Service Improvements and Changes

- Economic Development/City Manager's Office

The duties of the City Manager and Assistant City Manager will be shifted so that the Assistant City Manager will be able to provide increased focus on economic development activities including Glenwood and Downtown redevelopment, ongoing economic development efforts and the redevelopment of the Booth Kelly facility. The anticipated retirement of the Community Development Manager will allow for the additional realignment of duties within the City Manager's Office to provide for additional support in areas such as intergovernmental relations, involvement in state legislative issues, and support for the Mayor and City Council for major initiatives impacting the community.

- Development Review/Development and Public Works

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

The vacant position of Deputy Director of Development and Public Works is being eliminated. Duties of that position will be absorbed by other management positions within the department.

- Program Analysis/Finance

The proposed Fiscal Year 2016 budget adds an additional Management Analyst position and increases a Department Assistant by 0.2 FTE. This will provide capacity to evaluate Priority Based Budget programs as well as conduct other studies designed to continue efforts to utilize existing resources as effectively and efficiently as possible. It is anticipated that the savings realized through the various studies will exceed the cost to fund the positions.

- Fire & Life Safety

The Fire & Life Safety Department is constantly seeking ways to improve response times to fire and medical emergencies. The proposed budget includes \$30,000 for a new system to alert fire stations to calls. The existing system alerts fire stations sequentially. The proposed system will alert stations simultaneously which will reduce the time it takes to notify responders by 20 to 40 seconds depending on the type of call.

The Fire & Life Safety Department is reducing support personnel by 1.0 FTE to reduce costs. Duties will be distributed among other staff.

- Volunteer Coordination/Human Resources

The proposed Fiscal Year 2016 budget continues the limited duration Volunteer Coordinator position included in the current budget. The city utilizes 200 to 250 volunteers citywide.

- Risk Program and Claims Administration/Human Resources

During the current fiscal year the Human Resources Department, in cooperation with the Development and Public Works Department, has had a limited duration position that has been tracking Workers Compensation and Short and Long Term Disability claims. The efforts have resulted in additional wage subsidy and worksite modification funding of approximately \$44,000 in six months. The proposed budget continues the limited duration position for another six months. The position will be reevaluated at that time.

- Benefit Plan and Program Administration/Human Resources

Fiscal Year 2016 will be the first full year of staffing the Employee Wellness Clinic with a Nurse Practitioner. It was previously staffed with a Registered Nurse. This allows employees to access a higher level of care and avoid costlier visits to physicians. This reduces the city's health care costs and improves the health of city employees. In 2016 the Employee Wellness Clinic will move from its current temporary location to a portion of space currently utilized by the Fire & Life Safety Department.

- Borrower Services/Library

The Library will complete the implementation of the patron self-service checkout stations which will be faster and more cost efficient allowing the Library to address other patron service needs without increasing staff. The ability to address other patron needs will be dependent on the extent of the use of the self-service checkout stations.

The leadership structure of the Library Department continues to be fine-tuned to create a structure that meets their needs at a lower cost. The Library is proposing to use a portion of the savings to increase a library technician by 0.4 FTE to full time. This will provide additional staff support for timely material support and public desk coverage.

- Public Safety/Police

The Police Department is reorganizing its rank structure with the creation of four Lieutenants. This will improve the ability of the Police Department to respond to changing conditions in neighborhoods and the community through the creation of a special response team; to improve succession planning; improve supervision; move towards state accreditation; and to increase training opportunities for staff. The total cost to implement this change is approximately \$35,000.

The proposed Fiscal Year 2016 contains \$18,000 for a pilot project exploring the use of body cameras for the department. It is anticipated that the deployment of body cameras will be beneficial to the public and police officers.

One additional Detention Officer is included in the proposed budget. This will reduce the number of forced overtime shifts worked by Detention Officers. The Police Department will continue to use vacancy management to reduce costs.

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 2016 budget invests approximately \$38 million in these facilities. Among the major capital projects included in the Capital Budget are the following:

- Gateway Street Overlay – The city has received approximately \$1.5 million in Surface Transportation funding for pavement preservation work on Gateway Street. The project includes 0.97 miles of pavement preservation as well as accessibility and signal upgrades.
- Franklin Boulevard Sanitary Sewer Expansion – The expansion of the sewer began last fiscal year and will be completed in Fiscal Year 2016 providing the availability of sewer service the entire length of Franklin Boulevard that is within the Urban Growth Boundary. This is a critical element to the redevelopment of the Glenwood area.
- Franklin Boulevard Reconstruction – The city has received \$6 million in state funds and another \$3.5 to \$5 million in a state loan for the first phase of the reconstruction of Franklin Boulevard. The first phase will begin from the Franklin/McVay intersection and terminate in the vicinity of Mississippi Avenue. The project will create a multiway boulevard that includes access lanes and parking adjacent to the arterial.

Strategic Plan/Performance Measures

The City of Springfield Strategic Plan is a constantly evolving document aimed at quantifying progress towards the city's long-range goals and tasks in such a way as to illustrate the success of City Council Goal achievement. In 2013, the City of Springfield began the transition to a priority based budget. Since that time and continuing over the next several months, staff will work to update and align the Strategic Plan, Council Goals, and Priority Based Budget Programs. During this process, current strategic plan measures will be reviewed, refined, or removed and new strategic plan measures are likely to be identified. This rewrite is aimed at creating a logical system of measures and budget programs, all directed at achieving and illustrating achievement of Council Goal success.

Ultimately, a balanced set of measures cannot be established overnight. Most organizations with a strategic plan have performed significant revisions, and most have resulted in simplification of measurements. One of our expectations is that an updated strategic plan complete with Council Goals, priority initiatives and performance measures will be presented as an appendix to the city's budget next year and into the future.

Long-Term Fiscal Health

The city's use of the priority based budgeting tool commits us to a multi-year effort that occasionally should be reviewed and updated to keep relevant. As we approach the third year of priority based budgeting during Fiscal Year 2016, departments will review and update their current list of programs and services. They will validate their description and update their costing methodologies for all existing and new programs. Also during Fiscal Year 2016, departments will have access to additional analytical support to complete necessary program analysis to continue aligning services with Council and Community priorities. Utilizing priority based budgeting has demonstrated a commitment to long-term financial stability, brought a new perspective and understanding to the budget process, and has empowered departments to take ownership in critical funding decisions. Priority based budgeting will allow us to manage the new norm and as revenues stabilize the process can help us manage requests for new spending to ensure they support high priority programs and services.

As mentioned previously, a significant part of fully benefiting from this approach is an increased focus on the 5 and 10 year financial planning windows for the city's operating funds. Along with the use of performance measurements to ensure services are better aligned with Council goals, having the right financial policies and targets in place can help ensure that more immediate decisions and actions taken do not jeopardize the long-term strategy for achieving our community's vision. To accomplish this, time and effort needs to be spent to review the city's revenue's reliability and its expenditure trends to help create our own fiscal health models.

Having started this year and continuing into next year, management has already begun this work on four selected accounting funds. This will allow us to develop better defined longer-range fiscal policies for achieving fiscal health. These four funds are: General fund, the Street fund, the Building fund and the Ambulance fund.

Challenges

In the next several years the city of Springfield will be making some important decisions that will be important to the community and its citizens.

In May, the City Council will begin discussions regarding the renewal of the operating levy that provides funding for the staff of one fire station. Assuming the City Council decides to move forward with the renewal of the levy, in November, 2015 the voters will decide whether or not to renew the operating levy. A year from now the same process will be followed regarding the Police levy that funds the Municipal Jail, Courts, City Prosecutor and police services.

The condition of city streets continues to deteriorate due to lack of funding for maintenance and preservation. In May, Lane County voters will vote on an increase in the vehicle registration fee. Revenue from the increase in the vehicle registration fee will be shared with local governments in Lane County. Voter approval of the vehicle registration fee will generate approximately \$1 million for the city of Springfield. This would be used exclusively for preservation. Even with this additional funding, a backlog of preservation needs will remain requiring careful consideration of additional funding solutions.

There is a growing backlog of projects needed to adequately maintain city buildings and reserves are inadequate to replace building components such as heating and air-conditioning systems. As an example, the heating and air-conditioning units for City Hall are projected to cost \$1.65 million to replace. Another major unfunded project is the improvements to City Hall that will be needed to bring the building up to current seismic standards. The cost of those improvements will be known in the next several months. While the issues regarding the maintenance of city building are significant, they are not insurmountable if addressed in the next several years.

Conclusion

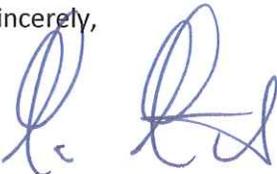
The proposed Fiscal Year 2016 budget moves the community and the city organization forward by shifting resources among programs and controlling costs. It is noteworthy that the proposed budget contains a number of service enhancements while only increasing the total number of employees by 0.60 full time equivalents. City employees continuously strive to cost effectively improve services to the citizens of Springfield. I believe the Budget Committee will see many examples of that as you review the proposed budget and listen to department presentations during your upcoming meetings.

The future definitely contains some challenges. However, the community and the city organization has a strong tradition of meeting and overcoming challenges and there is nothing to indicate a change in that tradition.

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

I formally submit the Fiscal Year 2016 proposed budget for your consideration and look forward to discussing it in greater detail with you.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Gino Grimaldi', with a stylized flourish at the end.

Gino Grimaldi
City Manager

Exhibit A Program Request

Department	Program Name	Q.	Resource Request	Funded
City Managers Office	Downtown Parking*	4	Increase operating expense for contractual services in implement Downtown Parking Program	\$40k Program Expense in Downtown Urban Renewal SEDA Funds
City Managers Office	Community Events Coordination	3	Increase program expense for increase in Community Events demand	\$16,800 was added to CMO budget in the Transient Room Tax Fund
City Managers office / Development & Public Works	Comprehensive Planning	1	Increase program expense to begin implementation of a Main Street Vision Strategies	\$100k was added to the City Manager's special projects expense in the Development Projects Fund
Finance	Budget Development & Procurement Administration	1	1.0 FTE support staff for purchasing and budget	Management Analyst FTE added to focus on PBB program analysis and efficiency projects.
Finance	Budget Development	1	Replace BRASS / Implement a new budget and forecasting tool	Initial analysis to be completed in FY16 with implementation in FY17
Fire & Life Safety	Suppression Fire Operations	1	Fire Staffing Study; BC Contract; IAFF contract; overtime	Overtime adjust were made in FY16 to reflect last year adjustments
Fire & Life Safety	Suppression Fire Operations	1	Turnouts & Fire Hose replacement	Reduction in lease payments offset increase in Equipment replacement reserves.
Fire & Life Safety	Suppression Fire Operations	1	Fire Apparatus Replacement / Apparatus Replacement Reserve	Replacement reserves were identified for future apparatus purchases
Fire & Life Safety	Dispatch and Communication	2	Dispatch Contract	Dispatch contract was increased by 5%
Fire & Life Safety	Dispatch and Communication	2	IP Alerting Equipment, implement changes to CAD system related to the alerting system used to "tone" out fire station crews.	\$30k was added to proposed budget for this project.
Human Resources	Health & Wellness Program	4	Wellness Clinic service expansion and new facility: \$300k estimate. (\$160k for service contract and up to \$100k for space remodel.)	Funded with existing insurance reserves.
Human Resources	Health & Wellness Program	4	Increase in contracted services for Wellness Clinic	Funded with existing insurance reserves.
Human Resources	Risk Administration & Programs	1	Staffing Needs, 1.00 Management Analyst Volunteer Coordinator	Approved as limited duration position.
Human Resources	Risk Administration & Programs	1	.5 FTE Admin Specialist	Approved as limited duration position.
Information Technology	Network Administration	1	Replace HVAC for computer server room and set up reserve.	Emergency funded in FY15
Library	Borrower's Services	3	Phase 2 self checkout	\$15k was added to Library's FY16 Proposed budget for Phase 2
Library	Borrower's Services	3	Borrower's Service I - FTE change from .6 to 1.0	Library Technician FTE increase completed for FY16
Police	Cahoots		Cahoots	Program was funded with grants.
Police	Patrol Emergency	1	Car video and/or body cameras	Pilot program added to FY16 Proposed budget for \$18k Federal Forfeitures
Police	K-9 Unit	2	Ongoing Drug Dog costs and permanent vehicle	Ongoing drug dog costs with vehicle purchase was added to FY16 Proposed budget in F204.
Police	Jail Management	3	Jail Staffing Levels - 1.0 FTE Detention Officer	Analysis on levy projections was completed and an additional detention officer was added to FY16 Proposed.
Police	Long Range Planning	3	Department Reorg	Department re-org was completed in SBFS in Jan 2015 and is part of the FY16 Proposed budget.

Request not funded in FY16. *Not prioritized and sorted by department.*

Department	Program Name	Q.	Resource Request
City Managers Office	Community Business Development	3	Add additional 1.0 FTE for Community Business Development
Development & Public Works	Code Enforcement	1	Add .5FTE for dedicated clerical support for the Code Enforcement program based on current workload.
Development & Public Works	Surface Drainage Vegetation Management	2	Add additional 1.0 FTE and purchase of vehicle for removal of invasive species on Mill Race corridor and bioswales.
Development & Public Works	Surface Drainage Vegetation Management	2	.2 FTE plus supplies to address homeless camps near city waterways.
Development & Public Works	Street Maintenance and Preservation	2	Street maintenance resources
Development & Public Works	Street Maintenance and Preservation	2	Purchase asphalt grinder and hire seasonal FTE to provide crack seal, pavement marking, and asphalt repair
Development & Public Works	Traffic Operations-Engineering	1	Replace traffic control and communication systems.-Intelligent Transportation System plan.
Development & Public Works	Facilities Maintenance-City*	3	Create a building systems reserve that would allow timing replacement of the systems.
Development & Public Works	Facilities Maintenance-Custodial Services*	4	FTE Request for Custodial Services
Development & Public Works	Vehicle & Equipment Preventive Maintenance and Scheduled and Unscheduled Repairs	4	1.0 FTE mechanic to provide service to Public Safety vehicles and Operation specialized equipment.
Development & Public Works	Community Development	1	.5 FTE HUD Planning Staffing
Development & Public Works	Integrated System Support	1	Acela Replacement
Development & Public Works	GIS Ad-Hoc Support	2	Asset Mgmt. Replacement Reserves
Development & Public Works	Emergency Management	2	Increase General Fund support of Emergency Manager from .02 to .25
Development & Public Works	Comprehensive Planning	1	Budget for litigation expenses and contractual services for 2030 plan.
Fire & Life Safety	Fire Inspection/Code Enforcement	2	1.0 FTE Deputy Fire Marshal
Fire & Life Safety	EMS Billing - Springfield	4	EMS 1st Response Fee (4-5year implementation)
Human Resources	Benefit Leave Administration	3	Provide employee paid short term disability in partnership with paid time off program \$154k.
Human Resources	Benefit Plan and Program Administration	2	.5 FTE Admin Specialist
Human Resources	Risk Programs and Claim Administration	1	Risk Management Information System
Human Resources	Risk Programs and Claim Administration	1	Volunteer Management System
Human Resources	Employee Training	2	Leadership Skills Training and/or diversity training
Information Technology	Customer Support	4	1.0 FTE for dedicated HELP Desk
Information Technology	Server Administration and Maintenance	1	Server Replacements: Additional funds were approved in FY15 no increase is needed at this time.
Information Technology	Network Administration	1	Develop disaster recovery plan and .25 FTE to implement disaster recovery plan

Continued Request not funded in FY16.

Department	Program Name	Q.	Resource Request
Information Technology	Application Support - Departmental Applications	2	Establish Reserve for Safety Software upgrade and/or replacement
Information Technology	Systems Security	1	1.0 FTE Limited duration then .5 FTE ongoing & contractual services to comply CJIS regulations.
Information Technology	Network Administration	1	Audit Network Infrastructure. (50k) and .5 FTE to implement audit recommendations.
Police	Financial Resource	4	Building Replacement Reserve
Police	Fleet Vehicle	3	Increased funds for vehicle replacement
Police	Animal Control	3	Veterinarian Reporting
Police	Response Team		Response Team
Police	Policy Review and Admin	2	Lexipol
Police	Training and Certifications	3	Sustainable Training Program
Police	Dispatch	2	Potential replacement of Gold Elite consoles in Dispatch - (Police requested hold on project

ADDENDUM TO THE CITY MANAGER'S BUDGET MESSAGE

Summary of Actions of the Budget Committee and City Council Adopting the FY16 City Budget June 15, 2015

A summary of the actions taken by the Budget Committee and City Council in adopting the FY16 annual budget is provided in the following addendum to the City Manager's Budget Message.

Budget Committee Action – FY16 Approved Budget

The City's Proposed Budget totaled \$340,611,422 and 408.54 FTE. At the April 28, 2015 Budget Committee meeting, the Committee approved the FY16 Proposed Budget with the specific changes identified below. These changes increased expenditures by \$5,000 with the use of reserves.

Increase to Springfield Area Chamber of Commerce

The Budget Committee approved an increase in funding to the Springfield Area Chamber of Commerce; this change will appear in the City Manager's Office budget. The source of the funds is a decrease in Transient Room Tax reserves.

Requested Action

Fund 208	Increase expenditure CMO	5,000
	Decrease Transient Room Tax Reserves	(5,000)

City Council Action – FY16 Adopted Budget

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

At the June 15, 2015 regular meeting, the City Council held a public hearing on the FY16 Approved Budget and adopted the FY16 City Budget with no further changes. The following table provides a summary of the final Adopted Budget.

Adopted FY15 Budget	
Operating Budget	99,891,651
Capital Budget	34,839,266
Non-Departmental Budget	205,880,505
Total	\$ 340,611,422

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 14, 2015	5:30 p.m. Library Meeting Room	Election of Officers Welcome from the City Manager Presentation of FY16 Proposed Budget
Tuesday April 21st	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 April 28 th	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 FY16 Approved Budget to the City Council.

June

- ♦ The City Council holds hearings and adopts the FY16 Annual Budget.

July

- ♦ The FY16 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
FY16 Adopted Budget

Total Operating Budget and Debt Service - Last Four Fiscal Years

Budget Data	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
Operating Budget - All Funds	\$ 80,299,782	\$ 84,269,317	\$ 98,104,075	\$ 99,891,651
Cost per Capita	1,338.55	1,393.57	1,609.49	1,625.81
% Change (cost per capita)		4.1%	15.5%	1.0%
Debt Service *	\$ 3,295,156	\$ 3,287,966	\$ 3,287,303	\$ 2,208,136
Cost per Capita	54.93	54.37	53.93	35.94
% Change (cost per capita)		-1.0%	-0.8%	-33.4%
Population	59,990	60,470	60,954	61,441

Total Operating Revenue by Source - Last Four Fiscal Years

Source	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
Taxes	\$ 29,215,818	\$ 30,112,033	\$ 32,041,194	\$ 31,927,321
Licenses and Permits	3,441,747	3,544,726	3,545,867	3,837,636
Intergovernmental	8,679,809	8,587,015	9,925,337	8,927,749
Charges for Service	61,734,696	67,487,566	67,643,417	70,480,338
Fines and Forfeitures	1,499,746	1,675,489	2,027,263	1,852,600
Use of Money and Property	2,587,340	2,908,764	2,426,359	2,671,422
Special Assessments	43,859	154,545	17,300	14,200
Miscellaneous Receipts	1,043,454	918,056	1,014,806	1,014,531
Other Financing Sources	43,388,402	33,078,301	34,072,174	36,537,409
Cash Carry-Over	165,975,180	170,254,884	179,195,245	183,348,216
Total	\$ 317,610,050	\$ 318,721,378	\$ 331,908,962	\$ 340,611,422

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

Source	FY13 Adopted	FY14 Adopted	FY15 Adopted	FY16 Adopted
Total Personnel (FTE)	408.49	406.69	407.94	408.54
Employees/1,000 Population	6.81	6.73	6.69	6.65
% Change in Emp/1,000 Population		-1.23%	-0.49%	-0.65%

* Amended as of June 15, 2015

TOTAL BUDGET SUMMARY - FY13 through FY16
Resources and Requirements: All Funds

Source	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
Resources: (Summary Level)				
Taxes (Current and Delinquent)	\$ 29,215,818	\$ 30,112,033	\$ 32,041,194	\$ 31,927,321
Licenses, Permits and Fees	3,441,747	3,544,726	3,545,867	3,837,636
Intergovernmental	8,679,809	8,587,015	9,925,337	8,927,749
Charges for Service	61,734,696	67,487,566	67,643,417	70,480,338
Fines and Forfeitures	1,499,746	1,675,489	2,027,263	1,852,600
Use of Money and Property	2,587,340	2,908,764	2,426,359	2,671,422
Special Assessments	43,859	154,545	17,300	14,200
Miscellaneous Receipts	1,043,454	918,056	1,014,806	1,014,531
Other Financing Sources	43,388,402	33,078,301	34,072,174	36,537,409
Total Current Revenues	\$ 151,634,870	\$ 148,466,494	\$ 152,713,717	\$ 157,263,206
Cash Carryover	165,975,180	170,254,884	179,195,245	183,348,216
Total Resources	\$ 317,610,050	\$ 318,721,378	\$ 331,908,962	\$ 340,611,422
	-	-	-	-
Requirements:				
Operating Budget				
City Manager's Office	\$ 1,514,795	\$ 1,390,436	\$ 1,541,065	\$ 1,546,948
Development & Public Works		\$ 33,257,329	\$ 41,809,414	\$ 41,006,028
Development Services	3,481,724	-	-	-
Finance	1,146,238	1,141,398	1,285,022	1,424,901
Fire and Life Safety	16,475,958	17,619,955	17,768,685	18,676,645
Human Resources	3,764,588	6,960,745	9,677,127	10,178,153
Information Technology	1,487,246	1,520,787	1,735,817	2,742,213
Legal and Judicial Services	1,770,486	1,707,038	1,971,412	2,025,449
Library	1,457,971	1,440,631	1,764,565	1,695,968
Police	18,500,535	19,230,998	20,550,968	20,595,346
Public Works	30,700,241	-	-	-
Total Operating Budget	\$ 80,299,782	\$ 84,269,317	\$ 98,104,075	\$ 99,891,651
Total Capital Budget	11,727,537	7,001,018	33,624,908	34,839,266
Total Non-Departmental Budget	55,327,846	48,320,699	200,179,979	205,880,505
Total Requirements	\$ 147,355,165	\$ 139,591,034	\$ 331,908,962	\$ 340,611,422
	-	-	-	-

* Amended as of June 15, 2015

TOTAL BUDGET SUMMARY - FY13 through FY16
Resources and Requirements: General Fund

Source	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
Resources: (Summary Level)				
Taxes (Current and Delinquent)	\$ 18,141,402	\$ 18,355,980	\$ 19,427,022	\$ 19,875,826
Licenses, Permits and Fees	2,271,576	2,398,017	2,312,097	2,580,436
Intergovernmental	4,161,177	3,844,641	4,038,417	4,098,000
Charges for Service	2,867,845	2,919,870	3,103,345	3,053,326
Fines and Forfeitures	1,418,423	1,585,514	2,026,663	1,852,000
Use of Money and Property	54,406	57,139	72,500	95,000
Miscellaneous Receipts	201,699	383,717	228,776	250,000
Other Financing Sources	3,505,966	3,372,279	3,467,117	3,599,458
Total Current Revenues	\$ 32,622,492	\$ 32,917,157	\$ 34,675,937	\$ 35,404,046
Cash Carryover	7,754,752	8,268,084	8,428,315	8,672,450
Total Resources	\$ 40,377,244	\$ 41,185,241	\$ 43,104,252	\$ 44,076,496
Requirements:				
Operating Budget				
City Manager's Office	\$ 1,238,724	\$ 1,200,841	\$ 1,314,335	\$ 1,312,493
Development & Public Works		2,145,954	2,399,777	2,431,747
Development Services	1,112,960	-	-	-
Finance	852,975	877,933	986,339	1,118,869
Fire and Life Safety	9,651,508	9,970,790	10,153,433	10,479,400
Human Resources	398,744	363,443	464,778	444,636
Information Technology	1,390,837	1,343,620	1,478,817	1,549,830
Legal and Judicial Services	1,374,233	1,303,310	1,480,816	1,533,447
Library	1,342,895	1,357,587	1,589,261	1,580,952
Police	12,803,458	13,211,827	13,916,034	14,156,571
Public Works	941,604	-	-	-
Total Operating Budget	\$ 31,107,938	\$ 31,775,305	\$ 33,783,590	\$ 34,607,945
Total Capital Budget	-	-	-	-
Total Non-Departmental Budget	1,001,222	981,620	9,320,662	9,468,551
Total Requirements	\$ 32,109,160	\$ 32,756,925	\$ 43,104,252	\$ 44,076,496

* Amended as of June 15, 2015

TOTAL BUDGET SUMMARY - FY13 through FY16 Requirements Only - All Funds

Expenditures by Department	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
City Manager's Office	\$ 1,539,795	\$ 1,420,436	\$ 1,591,065	\$ 1,696,948
Development & Public Works		40,228,347	75,384,322	75,423,348
Development Services	3,481,724	-	-	-
Finance	1,146,238	1,141,398	1,285,022	1,424,901
Fire and Life Safety	16,475,958	17,619,955	17,768,685	18,676,645
Human Resources	3,764,588	6,960,745	9,677,127	10,178,153
Information Technology	1,487,246	1,520,787	1,735,817	3,014,159
Legal and Judicial Services	1,770,486	1,707,038	1,971,412	2,025,449
Library	1,457,971	1,440,631	1,764,565	1,695,968
Police	18,500,535	19,230,998	20,550,968	20,595,346
Public Works	42,402,778	-	-	-
Non-Departmental	55,327,846	48,320,699	200,179,979	205,880,505
Total	\$ 147,355,165	\$ 139,591,034	\$ 331,908,962	\$ 340,611,422
	-	-	-	-
Expenditures by Fund	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
General - Fund 100	\$ 32,109,160	\$ 32,756,925	\$ 43,104,252	\$ 44,076,496
Street - Fund 201	5,056,747	5,546,584	6,340,741	6,466,549
Jail Operations - Fund 202	2,667,973	2,803,675	2,933,396	3,181,942
Special Revenue - Fund 204	817,557	672,944	1,633,478	1,326,173
Transient Room Tax - Fund 208	923,169	939,240	1,600,392	1,929,200
Community Development - Fund 210	813,552	726,078	1,340,690	925,641
Building Fund - Fund 224	864,647	792,465	905,570	1,097,691
Fire Local Option Levy - Fund 235	1,538,828	1,472,140	1,955,295	1,966,703
Police Local Option Levy - Fund 236	4,547,866	4,660,509	6,843,102	7,316,909
Bancroft Redemption - Fund 305	19,289	46,995	129,360	130,427
Bond Sinking - Fund 306	3,295,156	3,287,966	3,785,588	2,563,440
Regional Wastewater Debt Service - Fund 312	7,710,025	7,711,425	7,706,702	7,709,628
Sewer Capital Projects - Fund 409	7,226,264	2,696,066	12,975,384	12,456,585
Regional WW Rev. Bond Cap. Proj. - Fund 412	5,242,580	2,216,439	19,406,866	16,213,286
Development Assessment Capital - Fund 419	114,025	99,231	1,073,938	1,010,505
Development Projects - Fund 420	639,706	949,446	4,218,304	4,264,006
Drainage Capital - Fund 425	765,715	742,681	15,768,780	16,042,900
Police Building Bond Capital Project - Fund 428	24,075	94,378	37,240	-

Expenditures by Fund - Continued	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
Regional Wastewater Capital - Fund 433	3,255,308	1,005,428	73,764,817	80,711,437
Street Capital - Fund 434	38,082	192,859	1,318,193	4,017,691
SDC Storm Improvement - Fund 440	80,499	390,318	1,483,033	1,414,189
SDC Storm Drainage Reimb Fund - Fund 441	22,994	32,741	153,310	179,912
SDC Sanitary Reimbursement - Fund 442	135,888	152,966	1,570,786	1,617,803
SDC Sanitary Improvement - Fund 443	129,344	121,129	439,718	417,168
SDC Regional Wastewater Reimb. - Fund 444	16,691	17,676	504,836	594,746
SDC Regional Wastewater Improv. - Fund 445	1,202,116	1,401,961	4,005,028	3,961,028
SDC Transportation Reimbursement - Fund 446	154,259	53,212	377,065	412,013
SDC Transportation Improvement - Fund 447	337,116	189,946	1,610,481	1,706,507
Sewer Operations - Fund 611	8,251,002	7,069,017	11,521,260	11,937,192
Regional Wastewater - Fund 612	28,428,685	28,590,684	46,509,123	48,652,319
Ambulance - Fund 615	5,045,597	5,340,476	6,339,946	6,978,384
Drainage Operating - Fund 617	5,640,353	6,268,617	10,028,891	10,054,972
Booth-Kelly - Fund 618	1,443,643	1,456,754	2,366,989	2,325,966
Regional Fiber Consortium - Fund 629	40,610	43,551	267,696	279,378
Insurance - Fund 707	15,927,258	16,018,430	26,389,478	26,354,620
Vehicle and Equipment - Fund 713	2,371,917	2,515,133	10,683,999	9,554,167
SDC Administration - Fund 719	457,470	514,948	815,235	763,849
Total	\$ 147,355,165	\$ 139,591,034	\$ 331,908,962	\$ 340,611,422
	-	-	-	-
Expenditures by Category	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
Personal Services	\$ 44,981,648	\$ 46,226,778	\$ 49,154,613	\$ 50,687,719
Materials and Services	32,691,888	36,237,232	43,644,593	44,231,466
Capital Outlay	2,626,246	1,805,307	5,304,869	4,972,466
Capital Projects	11,727,537	7,001,018	33,624,908	34,839,266
Non-Departmental	55,327,846	48,320,699	200,179,979	205,880,505
Total	\$ 147,355,165	\$ 139,591,034	\$ 331,908,962	\$ 340,611,422
Expenditure Summary	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
Operating	\$ 80,299,782	\$ 84,269,317	\$ 98,104,075	\$ 99,891,651
Capital Projects	11,727,537	7,001,018	33,624,908	34,839,266
Non Departmental	55,327,846	48,320,699	200,179,979	205,880,505
Total	\$ 147,355,165	\$ 139,591,034	\$ 331,908,962	\$ 340,611,422

* Amended as of June 15, 2015

Note: Department totals include Capital Projects and Capital Outlay

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**OPERATING BUDGET SUMMARY - FY13 through FY16
Requirements Only - All Funds**

Expenditures by Department	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
City Manager's Office	\$ 1,514,795	\$ 1,390,436	\$ 1,541,065	\$ 1,546,948
Development & Public Works		33,257,329	41,809,414	41,006,028
Development Services	3,481,724	-	-	-
Finance	1,146,238	1,141,398	1,285,022	1,424,901
Fire and Life Safety	16,475,958	17,619,955	17,768,685	18,676,645
Human Resources	3,764,588	6,960,745	9,677,127	10,178,153
Information Technology	1,487,246	1,520,787	1,735,817	2,742,213
Legal and Judicial Services	1,770,486	1,707,038	1,971,412	2,025,449
Library	1,457,971	1,440,631	1,764,565	1,695,968
Police	18,500,535	19,230,998	20,550,968	20,595,346
Public Works	30,700,241	-	-	-
Total	\$ 80,299,782	\$ 84,269,317	\$ 98,104,075	\$ 99,891,651
Expenditures by Fund	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
General - Fund 100	\$ 31,107,938	\$ 31,775,305	\$ 33,783,590	\$ 34,607,945
Street - Fund 201	4,956,747	5,446,584	5,416,211	5,518,041
Jail Operations - Fund 202	2,667,973	2,803,675	2,924,126	3,181,942
Special Revenue - Fund 204	727,316	660,647	930,304	595,338
Transient Room Tax - Fund 208	406,169	345,448	378,916	381,874
Community Development - Fund 210	813,552	726,078	1,340,690	925,641
Building Code - Fund 224	864,647	792,465	870,248	939,953
Fire Local Option Levy - Fund 235	1,538,828	1,472,140	1,633,670	1,683,096
Police Local Option Levy - Fund 236	2,724,560	2,820,465	3,005,649	3,076,835
Bancroft Redemption - Fund 305	15,885	16,995	17,394	17,966
Development Assessment Capital - Fund 419	98,140	75,359	85,789	88,155
Regional Wastewater Capital - Fund 433	1,282,560	492,653	2,469,028	3,864,600
SDC Storm Improvement - Fund 440	33,553	56,356	33,289	36,470
SDC Sanitary Reimbursement - Fund 442	126,363	152,966	147,484	159,255
SDC Storm Drainage Reimb Fund - Fund 441	22,994	32,203	22,900	25,087
SDC Sanitary Improvement - Fund 443	83,682	75,467	71,359	76,259
SDC Regional Wastewater Reimb. - Fund 444	167	156	2,000	2,000
SDC Regional Wastewater Improve. - Fund 445	2,116	1,961	3,000	2,000
SDC Transportation Reimb. - Fund 446	44,457	39,169	36,632	38,514
SDC Transportation Improvement - Fund 447	137,999	144,092	163,347	139,415
Sewer Operations - Fund 611	3,268,253	3,292,138	3,664,630	3,638,814
Regional Wastewater - Fund 612	14,123,208	14,145,014	16,434,885	17,344,272

Operating Budget Summary - Continued

Expenditures by Fund	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Proposed
Ambulance - Fund 615	5,045,597	5,340,476	5,669,282	5,951,849
Drainage Operating - Fund 617	3,999,228	4,023,242	5,000,269	4,965,906
Booth-Kelly - Fund 618	524,270	537,413	611,892	527,530
Regional Fiber Consortium - Fund 629	40,610	43,551	128,900	127,900
Insurance - Fund 707	3,355,999	6,596,424	9,203,123	9,728,517
Vehicle and Equipment - Fund 713	1,831,312	1,845,926	3,471,089	1,707,466
SDC Administration - Fund 719	455,660	514,948	584,379	539,011
Total	\$ 80,299,782	\$ 84,269,317	\$ 98,104,075	\$ 99,891,651
	-	-	-	-

Expenditures by Category	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Proposed
Personal Services	\$ 44,981,648	\$ 46,226,778	\$ 49,154,613	\$ 50,687,719
Materials and Services	32,691,888	36,237,232	43,644,593	44,231,466
Capital Outlay	2,626,246	1,805,307	5,304,869	4,972,466
Total	\$ 80,299,782	\$ 84,269,317	\$ 98,104,075	\$ 99,891,651

* Amended as of June 15, 2015

FY16 OPERATING BUDGET

All Funds: \$ 99,891,651

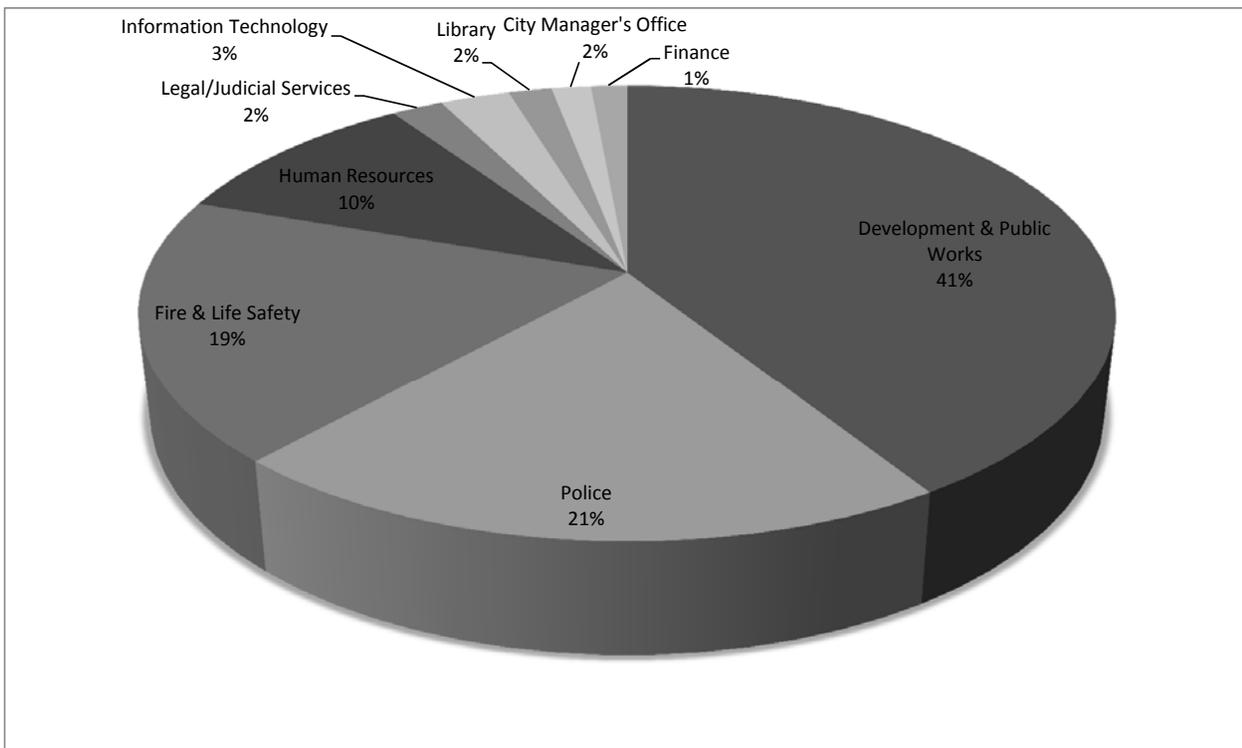
By Department

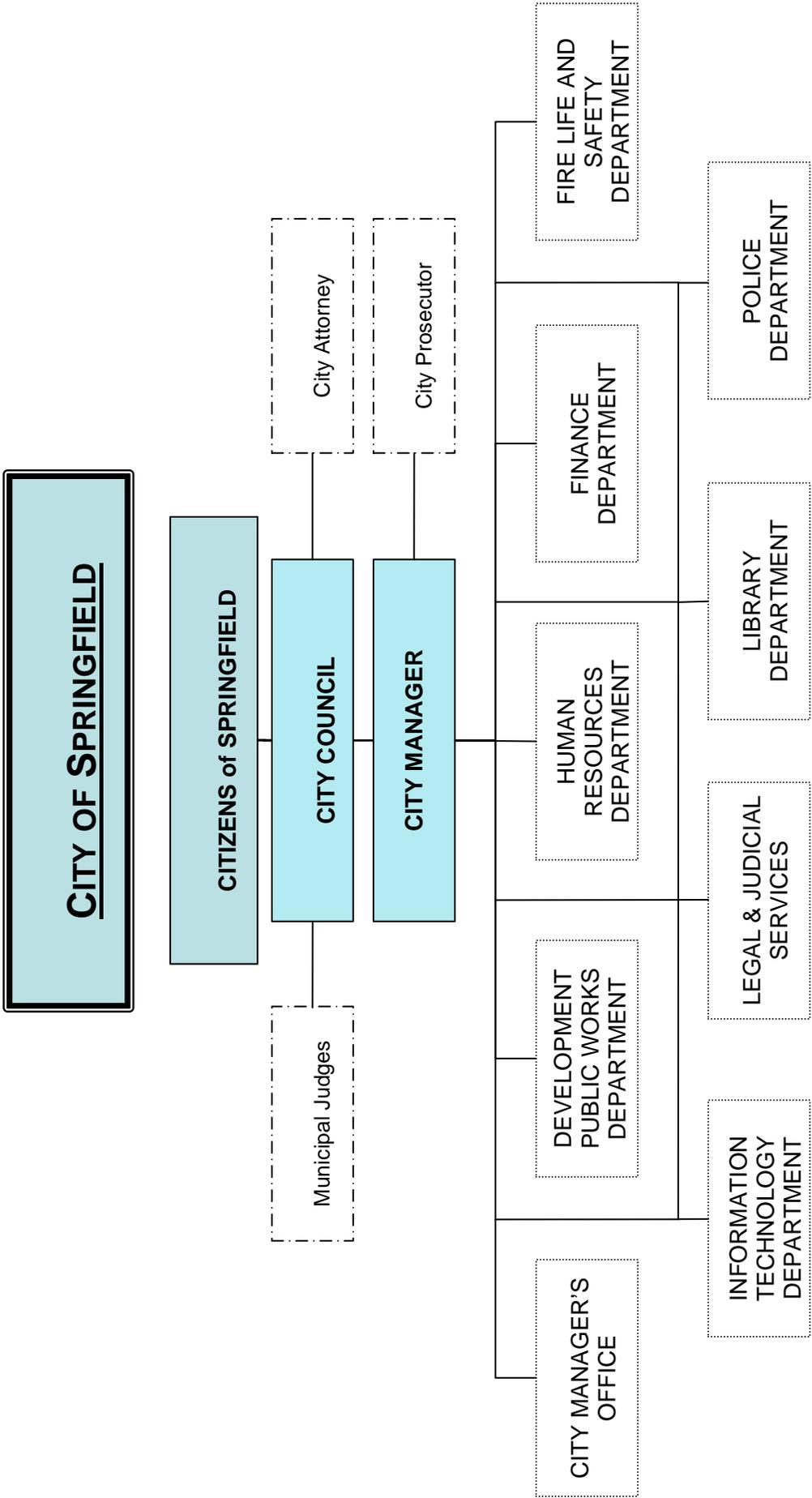
	Amount	%
City Manager's Office	\$ 1,546,948	2%
Development & Public Works	41,006,028	41%
Finance	1,424,901	1%
Fire & Life Safety	18,676,645	19%
Human Resources	10,178,153	10%
Information Technology	2,742,213	3%
Legal/Judicial Services	2,025,449	2%
Library	1,695,968	2%
Police	20,595,346	21%
Total	\$ 99,891,651	100%

By Category

	Amount	%
Personal Services	\$ 50,687,719	51%
Materials and Services	44,231,466	44%
Capital Outlay	4,972,466	5%
Total	\$ 99,891,651	100%

By Department





City Manager's Office

Departmental Programs

- Administration
- Economic Development
- Communications
- Mayor and Council

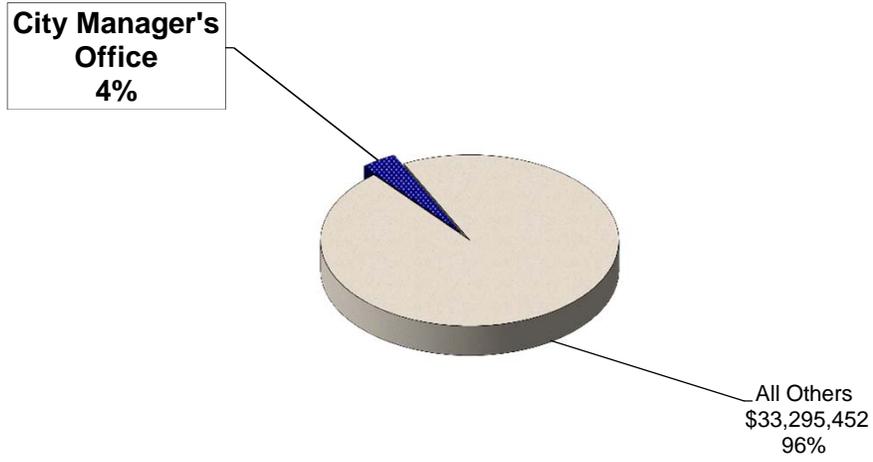
Department Description

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.

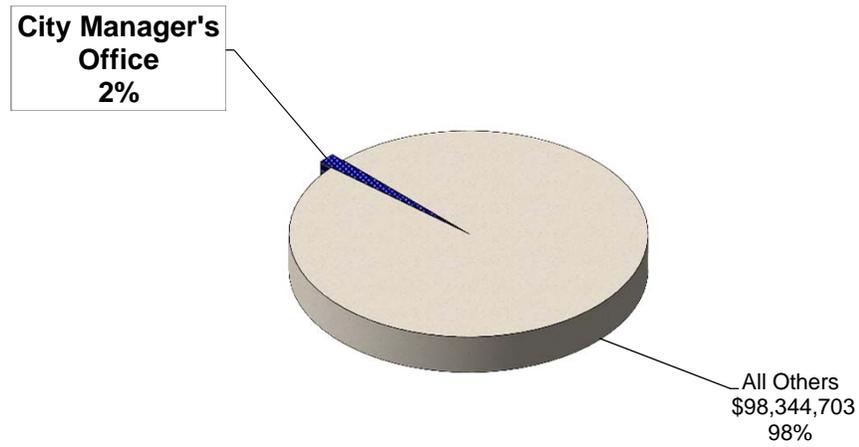
Mission

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. 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.

FY16 OPERATING BUDGET - General Fund		\$ 34,607,945
City Manager's Office:	\$ 1,312,493	



FY16 OPERATING BUDGET - All Funds		\$ 99,891,651
City Manager's Office:	\$ 1,546,948	



City Manager's Office

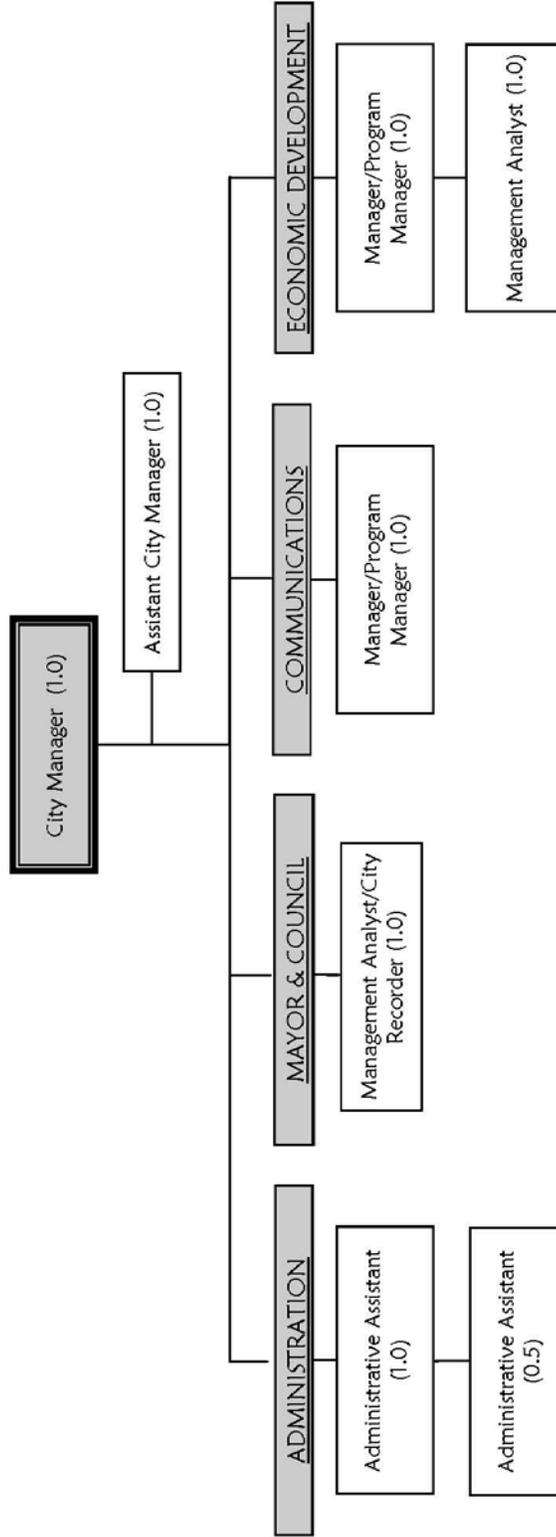
Financial Summary

	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
Expenditures by Category:				
Personal Services	\$ 936,221	\$ 948,179	\$ 970,204	\$ 1,006,115
Materials and Services	578,575	442,257	570,861	540,833
Total	\$ 1,514,795	\$ 1,390,436	\$ 1,541,065	\$ 1,546,948
Expenditures by Fund:				
General	\$ 1,238,724	\$ 1,200,841	\$ 1,314,335	\$ 1,312,493
Special Revenue	35,873	6,169	26,952	20,730
Transient Room Tax	240,199	182,703	197,378	211,325
Vehicle and Equipment	-	723	2,400	2,400
Total	\$ 1,514,795	\$ 1,390,436	\$ 1,541,065	\$ 1,546,948
Expenditures by Sub-Program:				
Administration	\$ 761,779	\$ 762,642	\$ 626,427	\$ 601,801
City Council	31,499	33,954	134,849	140,818
Communications	17,561	12,018	178,663	193,353
Economic Development	321,715	248,189	256,605	239,466
Intergovernmental	382,242	333,632	344,521	371,510
Total	\$ 1,514,795	\$ 1,390,436	\$ 1,541,065	\$ 1,546,948

* Amended as of June 15, 2015

City Manager's Office

Total FTE: 7.5



City Manager's Office

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY13	Adopted FY14	Adopted FY15	Adopted FY16
General	6.40	6.40	6.90	6.90
Transient Room Tax	0.60	0.60	0.60	0.60
Total Full-Time Equivalents	7.00	7.00	7.50	7.50

Position Summary

Job Title/Classification:	Adopted FY13	Adopted FY14	Adopted FY15	Adopted FY16
Administrative Aide/City Recorder	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.00	1.50	1.50
Administrative Coordinator	1.00	1.00	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	1.00
Community Relations Manager	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00
Total Full-Time Equivalents	7.00	7.00	7.50	7.50

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City Manager's Office

Program: Administration

Program Description:

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

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, L-COG, 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 2016 limits expenditures to the required activities. Additional funds have been requested to provide annual support to the South Willamette Economic Development Corporation, a newly formed (January 2015), and City Council supported, organization focused on regional business recruitment, retention, and expansion. These funds are identified within the Intergovernmental Agreement budget.

Administration Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY14 Actual	FY15 Actual	FY16 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>Number of City Employees per 1000 Population</p>	<p>6.68</p>	<p>6.41</p>	<p>8.00</p>
	<p>Retain community support by informing the community regarding services provided on a monthly basis through media advisories, print and news stories.</p>				
	<p>Update Council/Budget Committee regarding financial forecast related to annual FTE by reporting annually, at the mid-year budget meeting.</p>				

City Manager's Office

Program: 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 to provide a minimum level of training and development for both elected officials and the City Recorder. This training is vital to building relationships and knowledge which creates opportunities for innovation and partnerships at a regional, state, and national level, as well as keeping up on current laws and requirements.

Service Level Changes:

Material & Service targets for FY 2016 limits expenditures to the required activities and does not request any significant budget changes from FY 2015.

Mayor and Council Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY14 Actual	FY15 Actual	FY16 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)	N/A	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 Ken Kesey themed mural, generating community pride and bringing visitors to Springfield.

Service Level Changes:

Material & Service targets for FY 2016 limits expenditures to the required activities. An increase in Transient Room Tax funds specific to the Ken Kesey mural is requested. 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	FY14 Actual	FY15 Actual	FY16 Target
To Preserve the Hometown Feel, Livability and Environmental Quality	Residents Perception of Springfield is Positive	Community Survey Approval Rating is Good	N/A	Average+/- Good	Good

City Manager's Office

Program: Economic Development

Program Description:

The Economic Development Program is staffed by 2.0 fte, a Community Development 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 local businesses with site development and infrastructure, overseeing the Enterprise Zone program and accessing other incentive programs. The staff provides services designed to facilitate economic growth, tourism, redevelopment and neighborhood 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, and the coordination of special projects and community development partnership initiatives like the Discover Downtown Springfield program partnership.

Budget Highlights:

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

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

Service Level Changes: None

Economic Development Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY14 Actual	FY15 Actual	FY16 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)	-1.2%	0.08%	5%
	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)	2.5%	8%	5%
	Monitor number of public/private investments enabled through the Downtown Urban Renewal for planning and infrastructure.				

Development and Public Works Department

Departmental Programs

- Administration
- Building Safety and Inspection Services
- Community Development Block Grant (CDBG) and HOME Investment Partnerships (HOME)
- Community Events
- Comprehensive Planning
- Development Review and Code Enforcement
- Drainage/Stormwater
- Emergency Management
- Facilities Maintenance
- Regional/Local Wastewater
- Streets
- Survey
- Transportation
- Vehicles & Equipment Maintenance

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 and construction of public improvements, establishing and operating an efficient and safe multi-modal transportation system, 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.

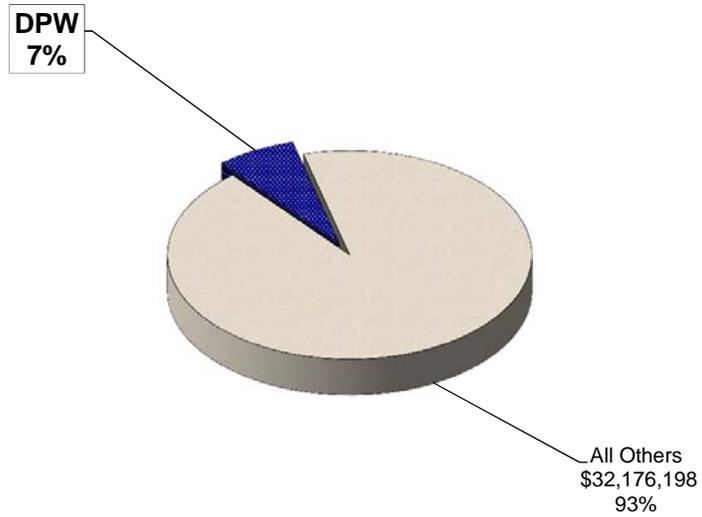
The Environmental Services Division provides administration, management and capital improvements planning and construction services for the Metropolitan Wastewater Management Commission; manages the Industrial Pretreatment Program, local wastewater and drainage rates, and customer service; and coordinates 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 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.

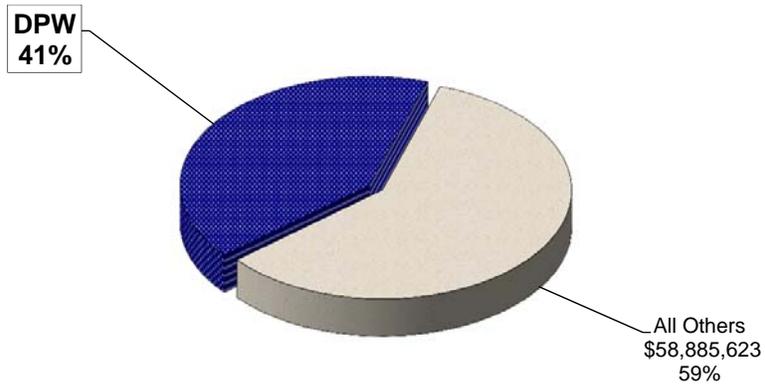
Mission

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; plan and design, construct, operate and maintain infrastructure to promote economic vitality and public safety using the design standards, building codes and the City's municipal code to sustain Springfield's livability.

FY16 OPERATING BUDGET - General Fund	\$ 34,607,945
Development & Public Works:	\$ 2,431,747



FY16 OPERATING BUDGET - All Funds	\$ 99,891,651
Development & Public Works:	\$ 41,006,028



Development & Public Works Department

Financial Summary

	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
Expenditures by Category:				
Personal Services	\$ 11,910,956	\$ 12,166,346	\$ 13,224,167	\$ 12,897,574
Materials and Services	20,616,219	20,573,651	24,516,541	24,153,088
Capital Outlay	1,654,790	517,332	4,038,234	3,955,366
Total	\$ 34,181,965	\$ 33,257,329	\$ 41,778,942	\$ 41,006,028
Expenditures by Fund:				
General	\$ 2,054,564	\$ 2,145,954	\$ 2,399,777	\$ 2,431,747
Building	864,647	792,465	870,248	939,953
Booth-Kelly	524,270	537,413	611,892	527,530
Community Development Fund	790,720	702,955	1,317,151	902,157
Storm Drainage Operations	3,987,891	4,011,361	4,987,553	4,704,581
Regional Fiber Consortium	40,610	43,551	128,900	127,900
Regional Wastewater	14,017,575	14,039,729	16,311,183	17,214,205
Regional Wastewater Capital	1,282,560	492,653	2,469,028	3,864,600
SDC Administration	438,379	496,008	565,152	437,023
SDC Local Storm Improvement	33,553	56,356	33,289	36,470
SDC Storm Drainage Reimbursement	22,994	32,203	22,900	25,087
SDC Local Wastewater Improvement	83,682	75,467	71,359	76,259
SDC Local Wastewater Reimbursement	126,363	152,966	147,484	159,255
SDC Regional Wastewater Improvement	2,116	1,961	3,000	2,000
SDC Regional Wastewater Reimburse.	167	156	2,000	2,000
SDC Transportation Improvement	137,999	144,092	163,347	139,415
SDC Transportation Reimbursement	44,457	39,169	36,632	38,514
Sanitary Sewer Operations	3,256,916	3,280,257	3,651,914	3,311,365
Special Revenue	71,497	20,541	197,654	10,000
Street	4,956,747	5,446,584	5,416,211	5,177,060
Transient Room Tax	109,906	105,548	114,097	118,141
Vehicle and Equipment	1,334,352	639,940	2,288,643	760,766
Total	\$ 34,181,965	\$ 33,257,329	\$ 41,809,414	\$ 41,006,028

	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
Continued				
Expenditures by Department:				
Development Services	\$ 3,481,724			
Public Works	\$ 30,700,241			
Expenditures by Division:				
Office of the Director		\$ 2,217,103	\$ 2,958,312	\$ 2,456,466
Technical Services		1,275,475	1,478,335	443,914
Operations		7,460,458	10,635,088	9,509,487
Current Development		3,132,007	3,978,549	3,717,377
ESD		15,785,241	20,166,882	22,480,075
Community Development	-	3,387,046	2,592,248	2,398,709
Total	\$ 34,181,965	\$ 33,257,329	\$ 41,809,414	\$ 41,006,028

* Amended as of June 15, 2015

Development and Public Works Department

Total FTE 123.0

OFFICE OF THE DIRECTOR
Development and Public Works Director (1.0)

11.0 FTE

- Office Supervisor (1.0)
- Management Support Specialist-Annexations (1.0)
- Permit Technician I (1.0)
- Permit Technician II (1.0)
- Property Management Specialist (1.0)
- Administrative Specialist (1.0)
- Sr. Management Analyst (1.0)
- Public Information & Education Specialist (2.0)
- City Engineer (.50)
- Emergency Manager (.50)
- Survey Section
City Surveyor (1.0)
- 3.0 FTE
- Surveyor (1.0)
- Survey Party Chief (1.0)

COMMUNITY DEVELOPMENT DIVISION
Community Development Manager (1.0)

15.50 FTE

- Planning, Project Development & Delivery Managing Civil Eng. (1.0)
- Senior Planner (1.0)
- Sr. Infra. Planner (1.0)
- Civil Engineer (2.0)
- Construction Insp. 2 (2.0)
- Engineering Tech 4 (1.0)
- Engineering Support Specialist (1.0)
- Management Analyst (0.5)
- Principal Planner (1.0)
- Principal Engineer (1.0)
- Sr. Transportation Planner (1.0)
- Community Development Analyst (1.0)
- Housing Program Asst. (1.0)
- CDBG/HOME Program

CURRENT DEVELOPMENT DIVISION
Current Development Manager (1.0)

19.50 FTE

Management Analyst (0.5)

- Land Development & Building Code Section Program Manager (1.0)
- Civil Engineer (2.0)
- Construction Insp. 1 (1.0)
- Engineering Tech 4 (1.0)
- Engineering Tech 3 (1.0)
- Building Official (1.0)
- Plans Examiner (1.0)
- Building Inspector 3 (3.0)
- Development Review/Code Enforcement Planning Supervisor (1.0)
- Senior Planner (2.0)
- Planner (2.0)
- Code Enforcement Officer (2.0)

ENVIRONMENTAL SERVICES DIVISION
Environmental Services Manager (1.0)

20.0 FTE*

- Financial Services Env. Services Program Manager (1.0)
- Regional Policy Support and CIP Program Managing Civil Eng. (2.0)
- Design/Construction Coordinator (2.0)
- Civil Engineer (1.0)
- Environmental Management Analyst (1.0)
- Engineering Asst. (1.0)
- Administrative Specialist (1.0)
- Water Quality Program ESD Water Resources/Pretreatment Programs Env. Services Program Manager (1.0)
- Pretreatment Program Coordinator (1.0)
- Environmental Svs Tech 2 (1.0)
- Environmental Svs Tech 1 (0.5)
- Administrative Specialist (1.0)
- Stormwater Program Coordinator (1.0)
- Environmental Svs Tech 2 (2.0)
- Environmental Svs Tech 1 (0.5)
- Administrative Specialist (1.0)

OPERATIONS DIVISION
Operations Manager (1.0)

54.0 FTE

- Streets, Landscape and Surface Drainage Programs Operations Supervisor (1.0)
- Maintenance Crew Chiefs (2.0)
- Maintenance Technician Journey (10.0)
- Vehicles & Equipment Operations Supervisor (1.0)
- Data Management Tech (1.0)
- Infrastructure System Tech (1.0)
- Wastewater & Subsurface Stormwater Programs Operations Supervisor (1.0)
- Maintenance Crew Chief (1.0)
- Maintenance Technician Journey (7.0)
- Facilities Maintenance Program Associate Project Mgr (1.0)
- Blgd Maintenance Worker (2.0)
- Maintenance Technician Journey (1.0)
- Apprenticeship & CMOM Programs Operations Supervisor (1.0)
- Infrastructure Systems Spec. (1.0)
- Mechanic 2 (1.0)
- Mechanic Journey (1.0)
- Administrative Specialists (2.0)
- Custodian 2 (1.0)
- Custodian 1 (1.0)
- Security Attendant (1.0)
- Traffic/Transportation City Traffic Engineer (1.0)
- Civil Engineer (2.0)
- Traffic Signal Electrician (1.0)
- Traffic Tech 4 (1.0)
- Traffic Maintenance Tech (2.0)

Development & Public Works Department

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY13	Adopted FY14	Adopted FY15	Adopted FY16
General	20.07	19.61	20.36	20.26
Booth-Kelly	0.90	1.53	1.53	1.59
Building Code	6.90	5.85	5.85	6.43
Community Development Fund	3.16	2.36	2.36	2.10
Regional Wastewater	14.95	15.01	15.01	14.93
Sanitary Sewer Operations	19.62	20.30	19.95	17.59
SDC Administration	3.47	3.28	3.23	2.52
Storm Drainage Operations	30.88	30.89	30.69	28.71
Street	29.75	30.07	30.17	28.02
Transient Room Tax	0.85	0.85	0.85	0.85
Total Full-Time Equivalents	130.55	129.75	130.00	123.00

Position Summary

Job Title/Classification:	Adopted FY13	Adopted FY14	Adopted FY15	Adopted FY16
Admin Specialist-Annexation	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	0.00	0.00
Administrative Specialist	5.40	8.00	7.00	5.00
Assistant Project Coordinator	0.00	1.00	1.00	1.00
Assistant Project Manager	1.00	0.00	0.00	0.00
Associate Community Svcs Mgr	0.80	0.00	0.00	0.00
Associate Project Manager	1.00	1.00	1.00	1.00
Asst ESD/MWMC Manager	1.00	0.00	0.00	0.00
Asst Public Works Director	1.00	0.00	0.00	0.00
Bldg Maint Worker	2.00	2.00	2.00	2.00
Building Inspector 3	2.40	3.00	3.00	3.00
Building Official	0.00	0.00	1.00	1.00
Building Permit Review Tech.	0.80	1.00	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	10.00	7.00	7.00	7.00
Civil Engineer, Managing	2.00	4.00	4.00	3.00
Civil Engineer, Supervising	2.00	0.00	0.00	0.00
Clerk 3	2.00	0.00	0.00	0.00
Code Enforcement Analyst	0.00	0.00	1.00	1.00
Code Enforce Officer	1.00	2.00	1.00	1.00
Construction Inspector 1	1.00	1.00	1.00	1.00
Construction Inspector 2	3.00	3.00	3.00	2.00
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	1.00	0.00	0.00
Deputy Director	0.00	1.00	1.00	0.00
Design & Construction Coord	2.00	2.00	2.00	2.00
DPW Director	0.00	1.00	1.00	1.00
Engineering & Trans. Manager	1.00	1.00	1.00	0.00
Engineering Assistant	3.00	3.00	3.00	1.00
Engineering Support Specialist	0.00	0.00	0.00	1.00
Engineering Technician 3	1.00	1.00	1.00	1.00
Engineering Technician 4	2.00	2.00	2.00	2.00
Environ Svcs Super	2.00	0.00	0.00	0.00
Environ Services Program Mng	0.00	1.00	1.00	2.00
Environmental Services Tech	0.00	1.00	1.00	1.00
Environmental Services Tech 2	3.00	3.00	3.00	3.00
Environmental Services Tech Sr	2.00	0.00	0.00	0.00
Environmental Svcs Mgr	1.00	1.00	1.00	1.00

Job Title/Classification Cont. :	Adopted FY13	Adopted FY14	Adopted FY15	Adopted FY16
GIS Analyst	2.00	2.00	2.00	0.00
GIS Database Administrator	1.00	2.00	2.00	0.00
GIS Technician	1.00	0.00	0.00	0.00
Housing Programs Assistant	1.00	1.00	1.00	1.00
Housing Programs Specialist	1.00	1.00	1.00	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	3.00	5.00	6.00	4.00
Maint Tech, Journey	23.00	21.00	20.00	22.00
Maintenance Manager	1.00	1.00	1.00	0.00
Maintenance Supervisor	4.00	4.00	4.00	4.00
Management Analyst 1	0.80	0.00	0.00	2.00
Management Analyst 2	1.00	0.00	0.00	1.00
Management Analyst, Senior	2.00	3.00	3.00	2.00
Manager/Program Manager	0.00	0.00	0.00	1.00
Mechanic	0.00	0.00	2.00	2.00
Mechanic 2	1.00	1.00	0.00	0.00
Mechanic, Journey	1.00	1.00	0.00	0.00
Office Supervisor	0.00	0.00	1.00	1.00
Permit Technician	0.00	0.00	0.00	2.00
Planner 1	0.75	0.75	1.00	1.00
Planner 2/3	4.00	0.00	0.00	0.00
Planner, Senior	0.00	5.00	6.00	6.00
Planning Manager	1.00	1.00	1.00	1.00
Planning Supervisor	2.00	1.00	1.00	1.00
Plans Examiner	1.60	1.00	1.00	1.00
Principal Engineer	0.00	1.00	1.00	1.00
Principal Planner	0.00	1.00	1.00	1.00
Program Coordinator	0.00	2.00	2.00	2.00
Program Technician	1.00	1.00	1.00	0.00
Property Management Specialist	0.00	0.00	1.00	1.00
Public Info & Education Spclst	1.00	2.00	2.00	2.00
Public Works Director	1.00	0.00	0.00	0.00
Security Attendant	1.00	1.00	1.00	1.00
Senior Manager/Program Manager	0.00	0.00	0.00	2.00
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	1.00	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	130.55	129.75	130.00	123.00

Development and Public Works Department

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, City Engineer services, financial management, long term strategic initiatives, public outreach and media relations, coordinating a variety of program and services delivery with Team Springfield as well as with our regional partners Eugene and Lane County; and policy support for the City Council.

DPW's Financial Management program supports the City by forecasting and monitoring key revenue sources that impact the General Fund; assisting with budget compliance; and preparing semi-annual updates of the City's fee schedule. The Licensing and Fees program 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; and the Business License registration program. The Real Property Management program provides leasing services for city-owned property.

The DPW Administration program supports the coordination of broader activities with City-wide impact such as Front Counter customer services; the City's legislative agenda at the state and federal levels; new and updated policy initiatives of the Council; and administers the City's Management Agreement with the Springfield Museum Board. The Office of the Director also provides public information, education and outreach through a variety of media 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 budget has decreased 10.5 percent or \$288,000 largely due to the elimination of the Deputy Director position, an administrative support position and a decrease in internal insurance charges. Specifically the Property and Auto components of the internal insurance charges have decreased due to a decline in claims. There is a slight rise in software licensing expenditures due to the annual increase for the Accela (building permits) software and Business Licensing hosting and maintenance.

Service Level Changes:

This fiscal year there is a decrease of 1.34 FTE as a result of reductions in administrative support staff and the elimination of the Deputy Director position. The Office of the Director's Priority Based Budget programs included adjustments to job duties of existing staff in order to minimize program level service impacts caused by these reductions.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY14 Actual	FY15 Target	FY16 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%	Streets 75% Wastewater 100% Stormwater 100%	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%	15%	N/A Measure Under Review and Substantial Re-Write

Development and Public Works Department

Program: Building Safety and Inspection Services

Program Description:

This major element of the Current Development Division provides services that promote and facilitate City Council goals for economic prosperity and neighborhood livability; promotes and enhances 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 FY16 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 a modest increasing trend the past year, principally from new residential development, but also as a result of three larger scale commercial redevelopments. Although there are indicators of several larger projects on the horizon, as a conservative measure the FY16 proposed budget assumes the current trend will continue in the upcoming years with the potential for a few spikes in activity for large projects. These projected slight increases in building activity coupled with a potential inflationary increase in building permit fees results 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 development of an automated inspection request line, a service identified by members of the building community as a highly desirable customer service. 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	FY14 Actual	FY15 Target	FY16 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

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

Program Description:

This program, which resides in the Community Development Division, administers the CDBG and HOME funded programs and projects for the benefit of the Springfield community, in compliance with federal regulations. Staff prepare and implement plans to address community needs for affordable housing, removal of slum and blight conditions, job creation, public safety, and contributing to the delivery of social services through agency and non-profit providers. The program assists low-income Springfield residents with housing rehabilitation loans, grants, neighborhood improvements, social services, access to housing, and provides 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 FY16 Springfield and Eugene will change the way the HOME program is delivered in the metro area, with Eugene taking on all program administration. This will reduce the amount of federal funding available for city staff time costs and require 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 \$466,694 in CDBG funds in FY16, compared to \$451,142 in CDBG in FY15. For the HOME program there are no anticipated funds for FY16, compared with \$299,575 in HOME funding in FY15.

The programs will assist approximately 14,000 low-income persons with social services in part by providing approximately \$67,000 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 and Catholic Community Services. Funds will also be used to provide down payment assistance for low-income homebuyers, and emergency repair assistance to low-income 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.

Due to the shift in the HOME program, specific CDBG funding allocations to non-profit partners will not be available until summer 2015.

Service Level Changes:

As overall funding decreases in FY16, the City has moved certain staff costs that do not directly administer the federal programs out of the Program. In spite of this program-specific allocation, it is anticipated that the 2017 Program budget will need general fund support to continue to operate.

Program Performance Indicator:

Council Goal	Key Processes	Measurement Methods	FY14 Actual	FY15 Target	FY16 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	15 homes are purchased

Development and Public Works Department

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 FY16. 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	FY14 Actual	FY15 Target	FY16 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	383 Cars averaging 0.22 tons (439 lbs.) each	420 Cars averaging 0.23 tons (469 lbs.) each	456 Cars averaging 0.21 tons (463 lbs.) each

Development and Public Works Department

Program: Comprehensive Planning

Program Description:

The Comprehensive Planning Program, administered by the Community Development Division, is tasked with the preparation, update and technical assistance in the implementation of the Metro Plan, Springfield 2030 Comprehensive Plan, neighborhood level refinement plans, special projects, and federal and state mandates; 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, TransPlan, and the Public Facilities and Services Plan.

Budget Highlights:

The Comprehensive Planning Program will continue to make progress toward completing the Springfield 2030 Comprehensive Plan while working with Metro planning partners to revise the Metro Plan in response to the presence of separate municipal UGBs, and acknowledge the emergence of greater jurisdictional planning autonomy as a direct result of these separate UGBs.

In FY15 staff continued to work on the Springfield 2030 Plan Urbanization Element. In FY16 decision packages will be forwarded to the elected officials for adoption of both the Economic and Urbanization Elements of the Plan. 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 FY16, the City will decide how to begin to implement the Main Street Corridor Vision Plan that was funded by the Oregon Department of Transportation. The Comprehensive Planning program will continue to provide coordination for Downtown Revitalization, potentially undertaking an update to the Downtown Refinement Plan, and completing amendments to the Springfield Development Code to implement new development standards downtown. The Downtown Citizen Advisory Committee will be reconvened to participate in the plan update and code amendments that support Downtown redevelopment. Staff will continue to provide liaison support for the Neighborhood Economic Development Corporation (NEDCO) initiated Main Street Program committees.

Service Level Changes:

In FY15 Comprehensive Planning was budgeted at 2.0 FTE, although the majority of 1.0 FTE was assigned to support review of current development activities after significant cuts in that program. In The FY16 budget will remain at 2.0 FTE, but it is intended that all of this resource will be dedicated to comprehensive planning as the Development Review program staff levels have stabilized. Comprehensive planning project timelines will continue to be adjusted as funding and council priorities are set.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY14 Actual	FY15 Target	FY16 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>1 of 8 Plans</p>	<p>2 of 8 Plans</p>

Development and Public Works Department

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 FY16 Development Review program workload of 10,000 front counter and phone service requests and approximately 325 development review applications. This compares to 9000 service requests and 300 applications estimated actual for FY15. These projections are based on a steadily increasing trend of development and pre-development inquiries in FY15 that exceeds the volumes of similar activities in the preceding years and corresponds to economic trends state wide. Staff believes that 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, the Swanson saw mill re-build, and the McKenzie Willamette Hospital expansion are all indicators of a strong belief in the future of 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 and Ministerial Review 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, but annually about 5% of the case work 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. FY16 activity levels are projected to remain at 2,500 investigations provided jurisdictional service boundaries are not expanded to include the urban transition area between the city limits and urban growth boundary.

Service Level Changes:

FY16 FTE for the Current Development Division are the same as the FY15 Adopted Budget. The FY16 staff levels are sufficient to staff the economic turnaround indicators of FY15 and should sustain the performance benchmarks established in the Strategic Plan, and endorsed by the City Council as the city standard, for all but the most unexpected circumstances of development application volume. In the event that actual development activity or other demands for program services exceed budgeted projections, some minor but temporary adjustments to staff assignments elsewhere within the Department may be necessary to effectively accommodate this temporary change in circumstances.

Code enforcement staffing will remain at 2.0 FTE for FY16; however, limited administrative assistance for the program highlights the need for better document management technology to ensure staff time is effectively used for investigation and follow up to citizen requests/inquiries.

Land Drainage Alteration (LDAP) and Encroachment Permit staffing for FY16 will remain at FY15 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	FY14 Actual	FY15 Target	FY16 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%	90%	75%
	Recognize and prioritize time value of private investment	Development Applications processed in a timely manner	87%	80%	90%
	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%	100%	100%

Development and Public Works Department

Program: Drainage/Stormwater

Program Description:

The Drainage/Stormwater program consists of subprograms that maintain, enhance and improve surface and subsurface drainage, implement State and Federal water quality standards and regulations for urban 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, and functional maintenance of water quality facilities and bioswales. Drainage engineering activities include design and construction of new and existing drainage facilities to City standards, and oversight for private construction of public facilities.

Budget Highlights:

In FY16, the 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 FY16 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 begin annual maintenance and operation activities of the newly completed 2.5 mile channel. The positive bidding environment resulting from the recession has permitted the City to fund capital activities in FY16 in the face of weak Systems Development Charge revenues. Projects in FY16 will include design of the Over-Under Channel Pipe Replacement, design and 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.

In FY16 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. City staff have been in conversations with DEQ regarding issues and concerns with the City's draft renewal Phase II NPDES permit. As a result, DEQ has agreed to revise their permitting approach from an individual permit basis to a general permit template for all Oregon Phase II communities. 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 late FY16 or 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 system, 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 addresses compliance with the NPDES Permit. Funding for seasonal temporary employees and 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:

Regulatory drivers and capital projects will place significant demands on existing staffing, which was reduced in FY11 as cost savings measures to minimize increases in the Stormwater user fees and to reduce Street fund expenditures. In FY16, a portion of the dedicated capital funding has been 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 late FY16), 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	FY14 Actual	FY15 Target	FY16 Target
Encourage Economic Development and Revitalization through Community Partnerships	Plans are Current and Relevant to Market & Community Conditions	Comprehensive (Refinement) 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

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.

Budget Highlights:

The Emergency Management Program was new to the Department budget in FY14 and continues as a budgeted program in FY16 at FY14 funding levels for Materials and Services. 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. Another SHSG application has been submitted for an additional \$159,000 in FY16 to complete this effort.

Service Level Changes:

The Department will continue to dedicate 0.5 FTE of the City Engineer to the Emergency Management Program for FY16. 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.

The major initiative for the Program in FY16 is preparing for and participating in the Cascadia Rising Functional Exercise in June, 2016. This exercise will test numerous functions of the Emergency Operations Plans of federal, state, county, local, and tribal agencies in Oregon, Washington, and northern California in response to a simulated Magnitude 9.0 Cascadia Subduction Zone earthquake.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY14 Actual	FY15 Target	FY16 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

Programs: 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. 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:

In FY08 the Facilities Maintenance programs budgeted \$300K per year to provide annual funding for priority building preservation projects identified in the 5-Year Building and Facilities Work Plan. The City Council and Budget Committee also approved an additional \$500K to begin addressing the building projects backlog referenced in the 2007 Building Condition Report prepared by DLR Group Consulting. Unfortunately, since the 2009 recession the City has reduced 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 to the new buildings brought into the purview of this program, the City 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 will be factored into the priority list of building preservation projects for FY16.

The Building Preservation program proposed FY16 budget is \$270,000 and predominately generated through an internal charge to all City funds, a 0% increase over FY15. 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 FY16 include planning for seismic upgrades, HVAC replacements, elevator safety upgrades, and plumbing repair and upgrade projects across all buildings owned by the City.

The Building Maintenance program proposed FY16 budget is funded 83% by an internal charge from all City non-General Fund departments, 10% from the Booth-Kelly Fund and the remaining 7% from the General Fund. FY16 proposed has an increase of 3.3% or \$26,755 over FY15 Adopted. This increase is proposed to be evenly distributed among each of these revenue sources.

Service Level Changes:

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

Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY14 Actual	FY15 Target	FY16 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 Substantial Re-Write

Development and Public Works Department

Program: Regional/Local Wastewater

Program Description:

The Regional/Local Wastewater program consists of sub-programs that design, construct, maintain, operate, and administer the local and regional wastewater (sanitary sewer) systems. Sewer 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 engineering services design and construct new and expanded publicly developed wastewater facilities and oversee development of privately constructed public wastewater facilities to City's standards. Local wastewater services also provide administrative functions, such as customer service, and setting rates and charges, maintaining financial plans, and building and tracking budgets. Industrial Pretreatment activities manage industrial wastewater discharges to the system and implement pollution management programs necessary to comply with State and Federal regulations.

Regional Wastewater Program administration supports the Metropolitan Wastewater Management Commission (MWMC) in carrying out its purpose to protect public health and safety and the environment by providing high quality wastewater management services to the Eugene-Springfield metropolitan area. The Regional Wastewater program provides: 1) interagency coordination in support of the regional partners; 2) financial management activities including budgeting, rate setting, and financial planning; 3) planning, design, and construction of new capital assets; and, 4) regulatory and permit programs to meet State and Federal wastewater quality requirements. The regional 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 FY16, 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. Fortunately, due to the successful project management and a favorable bidding climate, a projected borrowing of \$20 million, originally anticipated for FY11, will continue to be deferred.

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 will address 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. Working with RWP staff, both Eugene and Springfield have performed gap analyses to inform them on how best to develop their respective local CMOM implementation plans. Now both partner agencies are engaged in the development of these local implementation plans. Once implemented, these programs will meet the general requirements as outlined in Environmental Protection Agency's Guide for Evaluating Capacity, Management, Operation and Maintenance for sanitary sewer collection systems and address any specific requirements of the

Department of Environmental Quality including those associated with wet weather flow management. The local CMOM programs, now under development, will ultimately 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. The City's CMOM program gap-analysis identified work activities that need to be implemented or improved to more effectively manage our assets. This analysis was completed in FY15 and will be used by staff and a consultant to develop the plan.

Temperature Standard

Regulatory uncertainty remains high for determining how the regional Water Pollution Control Facility (WPCF) will meet the Willamette Basin Total Maximum Daily Load for temperature due to recent legal action challenging Oregon's temperature standard. A case filed in the United States District Court by Northwest Environmental Advocates against the United States Environmental Protection Agency has dramatically affected the legal landscape in Oregon with respect to the Willamette Total Maximum Daily Load for temperature. In the spring of 2013, a Federal Court issued an Order, vacating and remanding to the Environmental Protection Agency its previous approvals of a portion of the temperature standard. As a result the status of the temperature Total Maximum Daily Load is now uncertain. It is unclear at this time what the discharge standards for temperature will be for the WPCF, however, it is likely the future standard will be more restrictive than the current limits listed in the administratively extended permit. The uncertainty surrounding the temperature Total Maximum Daily Load litigation is challenging the MWMC capital planning process and implementation schedule of the recycle water plan as the temperature standard remains in flux. However, the Oregon Department of Environmental Quality has indicated they may be ready to renew the MWMC's National Pollutant Discharge Elimination (NPDES) Permit, which would include new thermal load limits, as early as 2017. 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, FY16 activities will focus on implementation of the remaining rehabilitation and system upgrade work identified in the Wastewater Master Plan. Major wastewater projects in the FY16 Capital Budget include: evaluation and design of necessary upgrades to the Hayden Lo and River Glen Pump stations to avoid future sanitary sewer overflows; and completing construction of the Franklin Boulevard trunk sewer extension. The completion of this project will allow the annexation and development of more than 150 acres of land recently re-designated in the Glenwood Refinement Plan for mixed use employment and mixed use commercial, adding considerable value to the City's tax base and hundreds of new family wage jobs. Constructions of the first two phases of the Jasper Trunk Sewer Extension have been completed and work to obtain easements for phase three continues. Construction of phase three is deferred until service is needed by future development in the Jasper Natron area. As a result, the city will continue to defer further revenue bond sales. In addition to the capital construction activities, it is anticipated that an update to the Wastewater Master Plan will be initiated mid-year.

In FY16, Operations will develop a 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 FY16 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	FY14 Actual	FY15 Target	FY16 Target
Encourage Economic Development and Revitalization through Community Partnerships	Plans are Current and Relevant to Market & Community Conditions	Comprehensive (Refinement) 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	85	70	141

Development and Public Works Department

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 the private construction of public street improvements in compliance with City standards. 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 \$4.2 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.

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 and preservation. Staff estimates a \$4.5 million annual unfunded need to effectively support the City's transportation system operations and preservation objectives, in addition to an approximate \$27 million backlog of more comprehensive street rehabilitation projects.

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

In FY15 one-time savings from other programs were used to pay for two residential crack and slurry seal projects.

Service Level Changes:

Service levels will remain essentially unchanged in FY16. 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 FY16 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.

Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY14 Actual	FY15 Target	FY16 Target
Maintain and Improve Infrastructure and Facilities	Preventative Maintenance Activities Performed	Miles of streets crack-sealed annually	3.8	0.6	16.2
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	3470	3887	3880

Development and Public Works Department

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:

With the move of the GIS section from the Technical Services Division of Development and Public Works (DPW) to the IT department, the Technical Services Division will no longer exist, and therefore Survey will be incorporated into another division of DPW. This incorporation will not cause any budget changes for Survey, and it is anticipated that Survey's budget will just be incorporated in its entirety and singularity into Survey's assigned division's budget. For FY16, the Survey budget has decreased 3% or \$12,500 which is due to decreases in the internal charges, including insurance, vehicle maintenance, 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, as the Survey section is incorporated into another division of DPW, as predicated by the Technical Services dissolution.

Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY14 Actual	FY15 Target	FY16 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

Development and Public Works Department

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 provide trip making choices to citizens and visitors and improve community livability. 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. This program also operates and maintains traffic control devices and street lights to maximize transportation safety and efficiency. Traffic control maintenance and construction activities provide traffic control devices such as traffic signals, pedestrian signals, 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; stagnate 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 FY16. 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. This includes maintenance of 38 City-owned traffic signals, and 34 signals by contract. Thirty (30) 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 final design for the Franklin Boulevard upgrade project using federal funds, and begin right-of-way acquisition for Phase 1 construction using local funds.
- 6) Construct the South Bank multi-use path extension, connecting the now completed path viaduct under the new I-5 Willamette River Bridge to the Franklin Boulevard/Glenwood Boulevard intersection with federal and local funds.
- 7) Continue to construct pedestrian crossing improvements as identified in the Main Street Pedestrian Study and funded by ODOT.
- 8) Begin federal environmental documentation and preliminary design on the Glenwood Riverfront Path with federal funds.
- 9) Complete street light wood pole testing and replace poles as necessary.
- 10) Complete Americans with Disabilities ACT (ADA) Transition Plan for accessible facilities within street rights of way.
- 11) 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.
- 12) Continue to implement 2009's Manual of Uniform Traffic Control Devices (MUTCD) and Oregon Supplements to the MUTCD requirements.
- 13)

Service Level Changes:

As a result of the merging of Traffic Engineering with Traffic Operations sections under the Operations Division existing staffing levels were reduced by 1.0 FTE for the program. 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, cleaning intersection vision obstructions, and addressing substandard street light conditions will be addressed on a priority basis. Some services (e.g., curb painting, and detection device replacement) will be deferred.

Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY14 Actual	FY15 Target	FY16 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	0	3

Development and Public Works Department

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 Operations Division 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. Currently, the Operations Division operates two systems; an antiquated VHF system and the Springfield Police Department's old system. The City was successful in obtaining a Homeland Security Grant in FY15 that secured partial funding (\$159K) for updating the radio system. This funding will help secure approximately half of the City's radio needs. An additional Homeland Security Grant has been applied for with the funding outcome to be determined in FY16. The annual funding to upgrade to the regional trunked radio system used by Police services will be partially met with the discontinuance of the Operations Divisions annual repeater costs of \$12K. The Department will continue to research the remaining funding for the annual maintenance/hosting costs.

The Vehicles and Equipment program has a proposed FY16 increase of \$3,527.

The Fuel Facility program has a budget decrease in proposed FY16 of \$176,200 or 21.5% due to balancing the actual expenditure needs with the proposed budget.

In FY15 and completing in FY16, the Operations Division will populate and begin using the Fleet Module of the InFor Asset Management software. Computerized record keeping of all City-owned vehicles will be beneficial in tracking costs and report generation. The goal is to be able to tie the fuel transactions (from Regional Fuel Facility software) to vehicles and equipment and run one costing report instead of multiple reports. This implementation will also assist Risk Management in time saving and accuracy of the insurance renewal process; assist in tracking of repairs/replacements due to accidents; and assist in 3rd-party claims for recovery of loss funds.

Service Level Changes:

There are no service level changes forecasted in this program in FY16.

Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY14 Actual	FY15 Target	FY16 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

Finance Department

Departmental Programs

- **Financial Management**

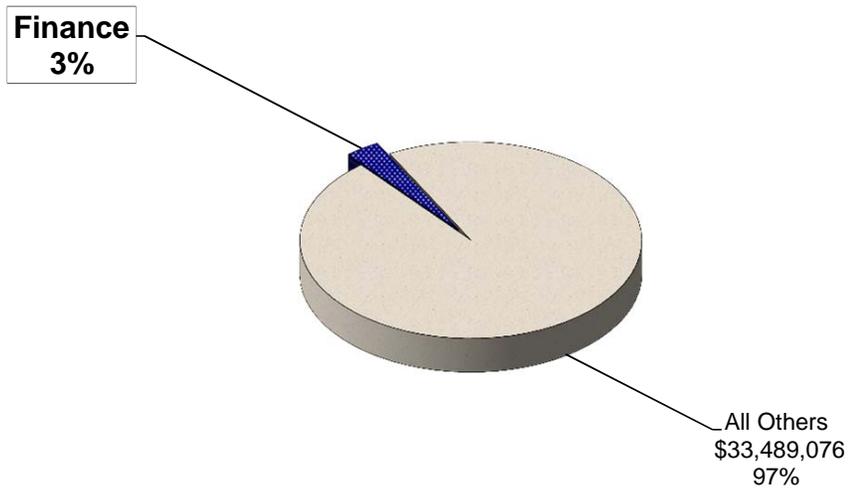
Department Description

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

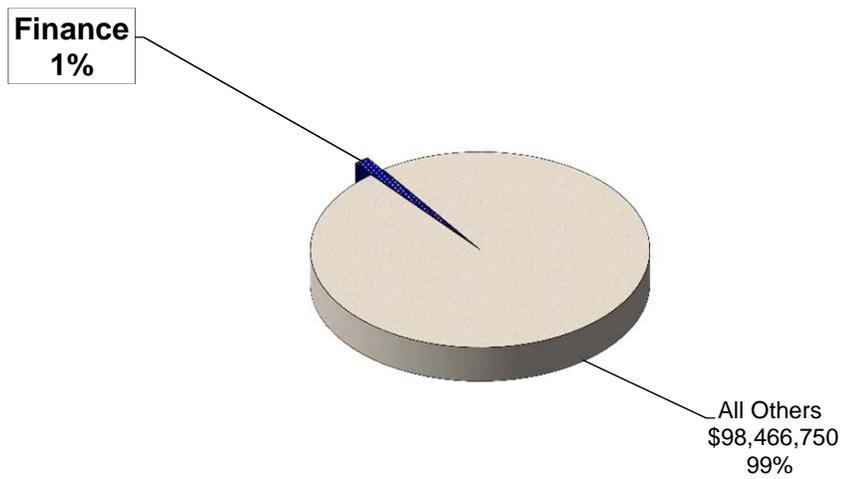
Mission

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

FY16 OPERATING BUDGET - General Fund		\$ 34,607,945
Finance:	\$ 1,118,869	



FY16 OPERATING BUDGET - All Funds		\$ 99,891,651
Finance:	\$ 1,424,901	



Finance Department

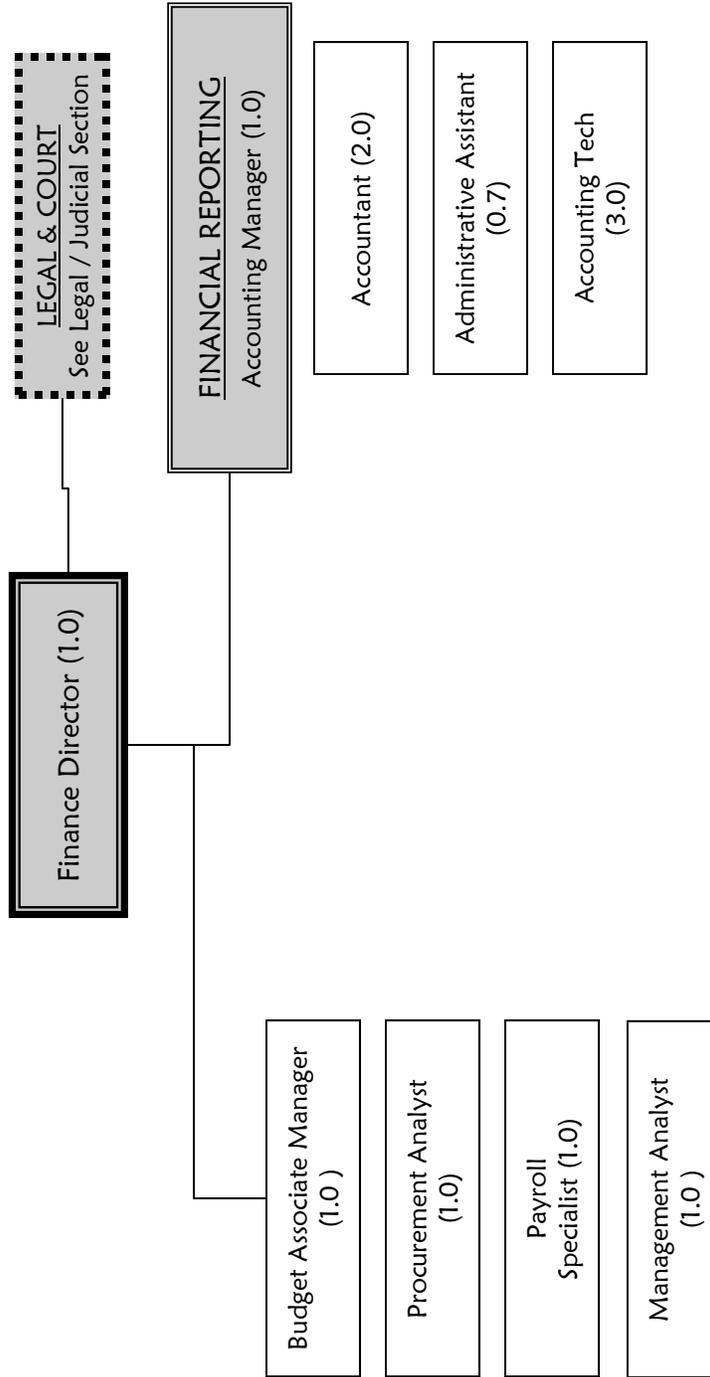
Financial Summary

	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
Expenditures by Category:				
Personal Services	\$ 914,582	\$ 921,972	\$ 1,041,675	\$ 1,194,700
Materials and Services	231,656	219,426	243,347	230,201
Total	<u>\$ 1,146,238</u>	<u>\$ 1,141,398</u>	<u>\$ 1,285,022</u>	<u>\$ 1,424,901</u>
Expenditures by Fund:				
General	\$ 852,975	\$ 877,933	\$ 986,339	\$ 1,118,869
Bancroft Redemption	15,885	16,995	17,394	17,966
Community Devel. Block Grant	22,832	23,123	23,539	23,484
Development Assessment	98,140	75,359	85,789	88,155
Storm Drainage Operations	11,337	11,881	12,716	13,009
Sanitary Sewer Operations	11,337	11,881	12,716	13,009
Regional Wastewater	105,632	105,286	123,702	130,067
SDC Administration	17,281	18,939	19,227	20,342
Vehicle and Equipment	10,820	-	3,600	-
Total	<u>\$ 1,146,238</u>	<u>\$ 1,141,398</u>	<u>\$ 1,285,022</u>	<u>\$ 1,424,901</u>
Expenditures by Sub-Program:				
Administration	\$ 1,146,238	\$ 1,141,398	\$ 1,285,022	\$ 1,424,901
Total	<u>\$ 1,146,238</u>	<u>\$ 1,141,398</u>	<u>\$ 1,285,022</u>	<u>\$ 1,424,901</u>

* Amended as of June 15, 2015

Finance Department

Total FTE: 11.7



Finance Department

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY13	Adopted FY14	Adopted FY15	Adopted FY16
General	7.27	7.27	7.27	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	9.80	9.50	9.50	11.70

Position Summary

Job Title/Classification:	Adopted FY13	Adopted FY14	Adopted FY15	Adopted FY16
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	2.00	3.00
Administrative Assistant	0.50	0.50	0.50	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	0.00	1.00
Total Full-Time Equivalents	9.80	9.50	9.50	11.70

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Finance Department

Program: Financial Management

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

Budget Highlights:

The Finance Department will be project driven in FY2015-2016, with projects ranging from the use of additional technology to improve processes to the next step of Priority Based Budgeting. During FY15, the department implemented a centralized paperless accounts payable process. While meeting our expectation in the first year with reduced workloads and better information access, we continue to see more opportunities to streamline the process. Early in FY16, we will review Priority Based Budgeting and provide the opportunity for departments to review their current description of programs, services, and costing methodologies. Additional FTE has been added to the Finance Department to ensure that all departments city-wide have access to analytical support skills to complete the necessary PBB program analysis for aligning services with Council and Community priorities. In addition to these projects, the Finance Department will look at ways to consolidate Accounts Receivable, improve journal entry work flow, and implement contract work flow with the use of technology as well as replace the BRASS/SBFS budgeting software.

Service Level Changes:

The department has several significant projects scheduled for next year that will have an impact on services provided next year and beyond. With the consolidation of Accounts Receivable, we anticipate a reduction of workloads and better access to information internal and externally. With the addition of a management analyst, the department will be assisting other departments with analytical support to bring the PBB process into the City's decisions. The department will also be implementing a contract development work flow module within our financial system that can be utilized city-wide for the drafting and reviewing of contracts. Lastly, The City's budget software is nearing the end of its useful life, and during FY16, the department will focus on system replacement needs with the implementation beginning early FY17.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 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	175	175
		% of reconciliations completed by adopted schedule date	100%	86%	100%
		% of monthly reports posted by the 8th working day of following month	100%	100%	100%
		% of employees with direct deposit	96%	97%	97%
		% of Employees Receiving Pay Advices electronically	96%	98%	NA
		% 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 Payroll Vendors paid by ACH	16	11	11
		% of AP Payments ≥ \$100k issued as ACH	>50%	61%	>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%	NA	80%
		Operating reserves in the General Fund is no less than 15% of operating expenses	>20%	23.2%	>20%
		Revenue forecast are within 2%	2%	1.5%	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

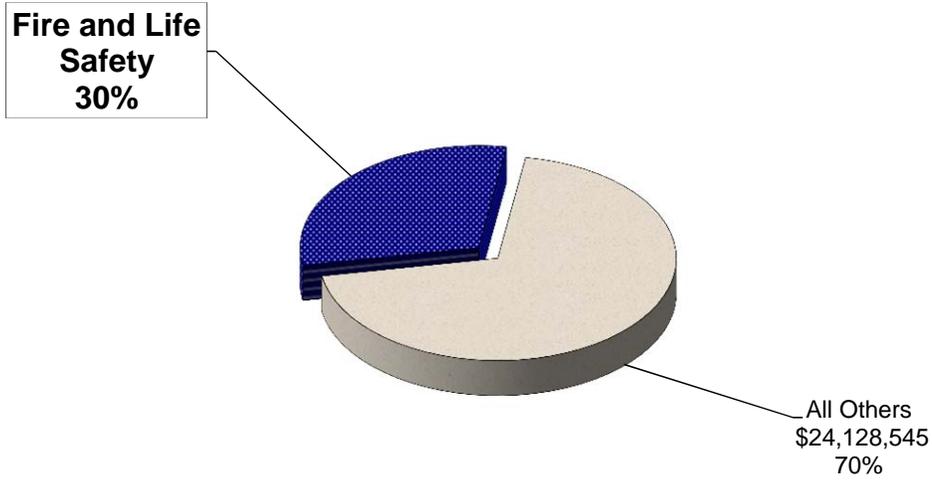
The Fire Department provides services that prevent the loss of life and property, and protect the environment. Administrative responsibilities include planning, supporting and controlling a diversified service delivery system for the City, the urban growth boundary, and East Lane Ambulance Service areas. 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.

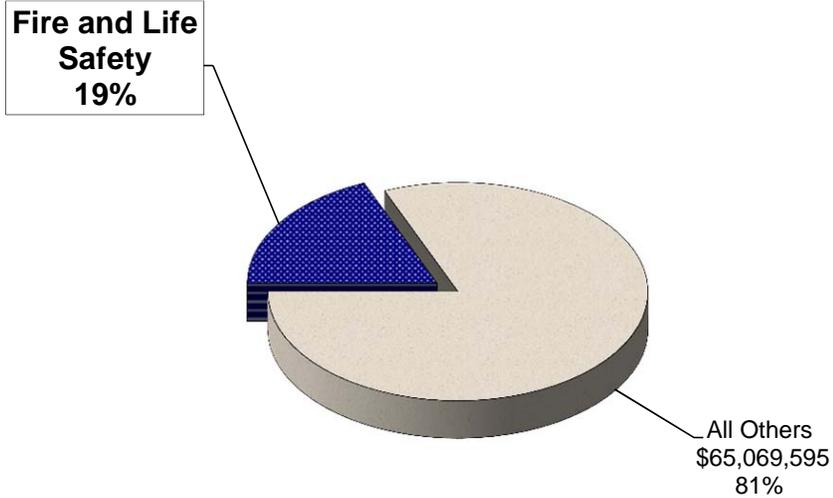
Mission

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

FY16 OPERATING BUDGET - General Fund		\$ 34,607,945
Fire and Life Safety:	\$ 10,479,400	



FY16 OPERATING BUDGET - All Funds		\$ 99,891,651
Fire and Life Safety:	\$ 18,676,645	



Fire and Life Safety Department

Financial Summary

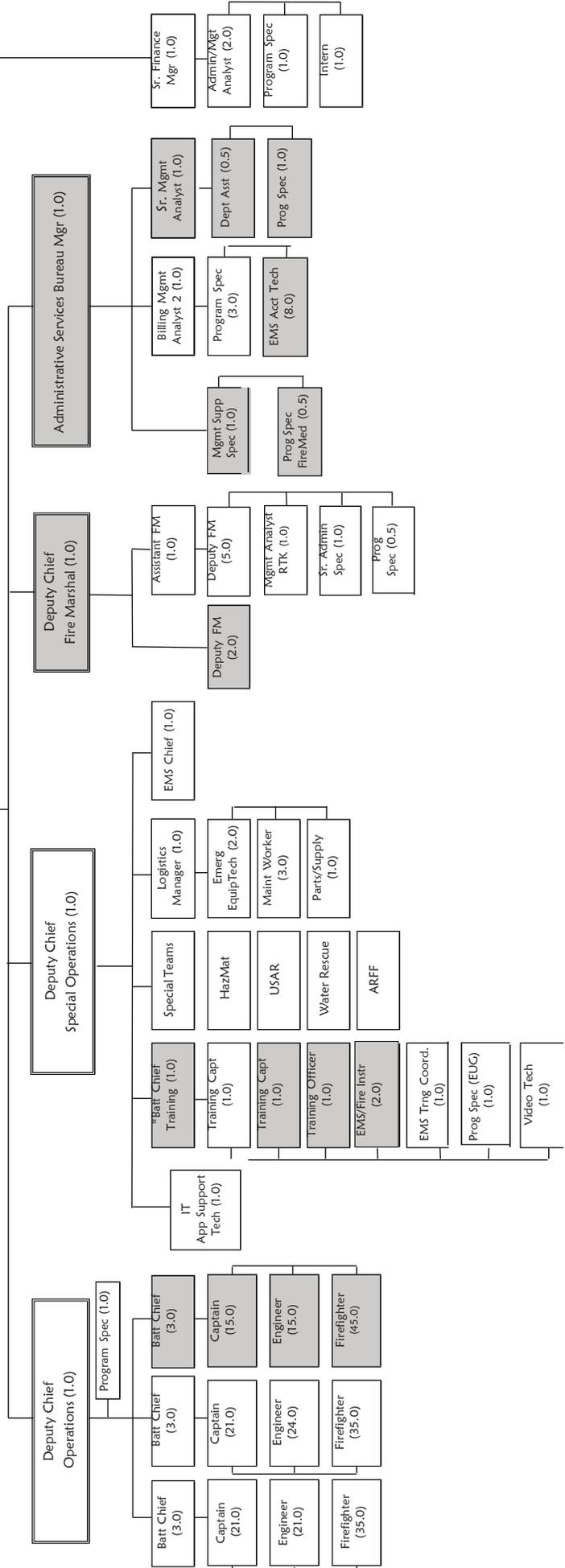
	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
Expenditures by Category:				
Personal Services	\$ 12,754,060	\$ 13,086,376	\$ 13,511,036	\$ 14,124,673
Materials and Services	3,449,024	3,769,392	3,935,349	3,980,172
Capital Outlay	272,873	764,187	322,300	571,800
Total	<u>\$ 16,475,958</u>	<u>\$ 17,619,955</u>	<u>\$ 17,768,685</u>	<u>\$ 18,676,645</u>
Expenditures by Fund:				
General	\$ 9,651,508	\$ 9,970,790	\$ 10,153,433	\$ 10,479,400
Ambulance	5,045,597	5,340,476	5,669,282	5,951,849
Fire Local Option Levy	1,538,828	1,472,140	1,633,670	1,683,096
Special Revenue Fund	44,000	80,878	-	-
Vehicle and Equipment	196,025	755,672	312,300	562,300
Total	<u>\$ 16,475,958</u>	<u>\$ 17,619,955</u>	<u>\$ 17,768,685</u>	<u>\$ 18,676,645</u>
Expenditures by Sub-Program:				
Administrative Services Bureau	599,487	522,688	520,430	471,797
Emergency Medical Services				
Emergency Medical Services	3,414,621	4,041,787	4,106,591	4,405,309
EMS Account Services	870,144	841,457	894,905	930,225
FireMed	494,077	518,114	498,588	517,959
FireMed Enterprise	27,118	25,138	31,530	31,778
Fire Marshal				
Fire Prevention	574,172	529,609	501,329	494,763
Haz-Mat	150,574	46,577	55,806	54,471
Fire Operations				
Fire Operations	9,857,541	10,611,859	10,739,331	11,061,080
Fire and Life Safety Training	488,223	482,727	420,175	709,263
Total	<u>\$ 16,475,958</u>	<u>\$ 17,619,955</u>	<u>\$ 17,768,685</u>	<u>\$ 18,676,645</u>

* Amended as of June 15, 2015

Eugene Springfield Fire Department IGA Organizational Chart

SELS FY16 FTE: 99 (BOLD & SHADED)
 EUGENE FY16 FTE: 205

Office of the Chief (1.0)



* Currently serving as a BC in Operations

Updated Apr 1, 2015

Fire and Life Safety Department

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY13	Adopted FY14	Adopted FY15	Adopted FY16
General	59.95	58.95	57.95	56.75
Ambulance	32.05	32.05	33.05	33.25
Fire Local Option Levy	9.00	9.00	9.00	9.00
Total Full-Time Equivalents	103.00	101.00	100.00	99.00

Position Summary

Job Title/Classification:	Adopted FY13	Adopted FY14	Adopted FY15	Adopted FY16
Battalion Chief - Operations	3.00	3.00	4.00	4.00
Battalion Chief - Training	1.00	1.00	0.00	0.00
Department Assistant	1.00	1.00	1.00	0.50
Deputy Chief - Fire Marshal/HazMat	1.00	1.00	1.00	1.00
Deputy Fire Marshal 1	1.00	0.00	0.00	0.00
Deputy Fire Marshal 2	3.00	3.00	3.00	2.00
EMS Account Services Supervisor	1.00	1.00	0.00	0.00
EMS Accounting Technician	6.00	6.00	7.00	8.00
EMS Fire Instructor	0.00	0.00	0.00	2.00
EMS Program Officer	1.00	1.00	1.00	0.00
Fire Captain	16.00	16.00	15.00	15.00
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	0.00	1.00
Program Technician	4.00	4.00	4.00	0.00
Program Specialist	0.00	0.00	0.00	1.50
Service Bureau Manager	1.00	1.00	1.00	1.00
Training Officer	1.00	1.00	2.00	2.00
Total Full-Time Equivalents	103.00	101.00	100.00	99.00

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Fire and Life Safety Department

Program: Office of the Chief

Program Description:

The Office of the Chief ensures that City Council goals and targets are met, represents the Department in community, interagency, and media relations and provides management direction and support of the entire Department in order to maintain a high level of community fire, 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 FY16, 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	FY15 Target	FY15 Actual	FY16 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 FY15 saw flat revenues for FY15, but a decrease in actual number of memberships of -1.92%. FireMed is transitioning to a year-around membership enrollment period rather than pro-rating member fees under a July 1st to June 30th membership year. This will allow 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. FY15 collection percentages held constant, while overall revenue gained slightly, allowing an increase in Ambulance Fund reserves for the fiscal year.

Service Level Changes:

All ambulance billing functions are in their second year under one roof, with one supervisor. The ambulance billing databases of Eugene and Springfield have been fully integrated. Outsourcing of certain tasks has improved efficiency and reduced costs. In FY16, the consolidated work unit will use Continuous Process Improvement (CPI), Benchmarking, and Best Practices to gain further efficiencies and increase revenues.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
Financially Sound and Stable Government Services	Manage Financial Resources: Obtain Funding	Net Enterprise Contribution to Ambulance Fund (\$1000)	360	296	360
		Ambulance - Net Collection % (Spfld only)	80%	82.4%	80%
		Ambulance Bills - Net # days in accounts receivable (Spfld only)	55	69.5	55
		FireMed - Market share (eligible households in Springfield)	29.0%	27.5%	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 FY16 are expected to reduce costs and improve overall division performance.

Two new ambulances are planned for FY16. The smaller, lighter ambulances currently being purchased by Eugene Springfield Fire incorporate a smoother ride, additional safety features, and are a major upgrade to the ambulance fleet throughout the 3-Battalion system.

The Emergency Medical Services Officer retired in FY15. This position was reclassified to a new position of EMS/ Fire Instructor. This position is assigned to the Training Division and will provide 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 FY16.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
Preserve Public Safety	Maintain Public Works and Core Services	% emergency ambulance response within 8 minutes	90%	78.1%	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. 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:

The division has been providing the program functions that relate to the City of Springfield's partial exemption status and will maintain that status in FY16. The FMO is tasked with ensuring that buildings are maintained as designed and approved during construction by the Building Official. Deputy Fire Marshals respond and conduct fire investigations and assist in the prosecution of arsonists with Springfield Police and the Lane County District Attorney.

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

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

Service Level Changes:

Integration of the workforce of the two fire departments will continue in FY16. The joint Fire Marshal's office completed a strategic planning process in FY15 and is implementing that plan in FY16, prioritizing tasks and responsibilities throughout the metro area. The FMO had one Springfield Deputy Fire Marshal position held vacant in FY15. That position will continue to be vacant in FY16 due to budget constraints. Significant work has been transferred from the Springfield FM Office to the Eugene Office due to the budget cuts. New software

implementation has resulted in increased efficiency in some programs but complete reporting has lagged due to delays in program build-out as a result of staff reductions.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
Preserve Public Safety	Secure Property and Personal Safety	Dollar loss per fire - <u>Business</u> (perform better than 50% of similar cities)	100%	*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	**25%	***65%	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.

** Low compliance due to loss of 1 FTE DFM

***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 citizen 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:

August 4, 2014 Eugene and Springfield Firefighters began working together in both cities. In addition, both Springfield and Eugene IAFF Locals have merged and now operate as one Local known as the "Lane Professional Firefighters Association, Local 851".

These efforts continue to improve processes and gain efficiencies in both systems and will be further enhanced in FY16.

Eugene and Springfield Fire Battalion Chiefs have joined IAFF 851 and negotiated a labor agreement covering their positions.

Most Logistics functions are being provided by Eugene to Springfield via an IGA. It is anticipated that in FY16 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 FY16.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
Preserve Public Safety	Secure Property and Personal Safety	% of fire responses within 5 minutes	80%	50% (Average response time to structure fires is 4:53)	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. Cost savings have been realized through a combined recruitment and hiring process, a combined Recruit Academy, combined career development programs, and combined promotional testing processes. 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 FY16.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
Preserve Public Safety	Secure Property and Personal Safety	% Line employees meeting ISO requirements for training & drills	75%	75%	75%

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Human Resources Department

Departmental Programs

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

Department Description

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

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

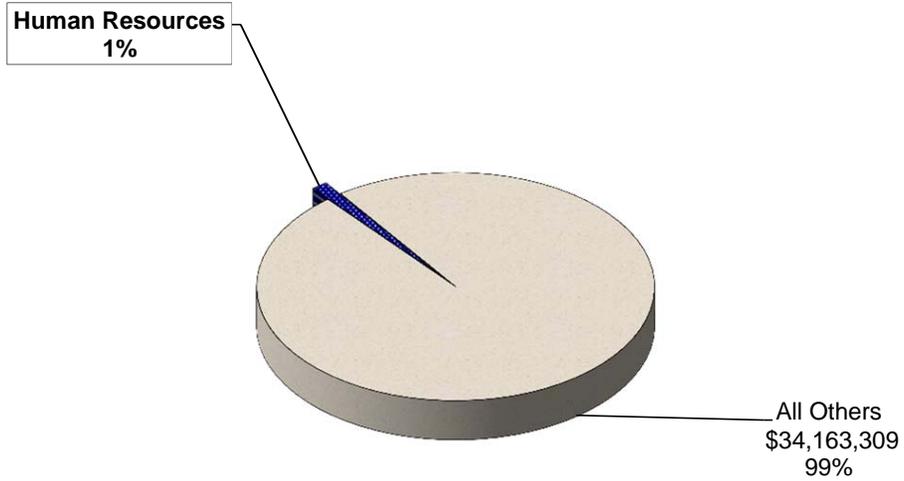
The City's Employee Benefits program includes: health, life, and disability insurance, employee leave administration, retirement, and employee wellness. The key component in our wellness program is our Springwell Employee Clinic, staffed by a Family Nurse Practitioner. The Department is also responsible 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.

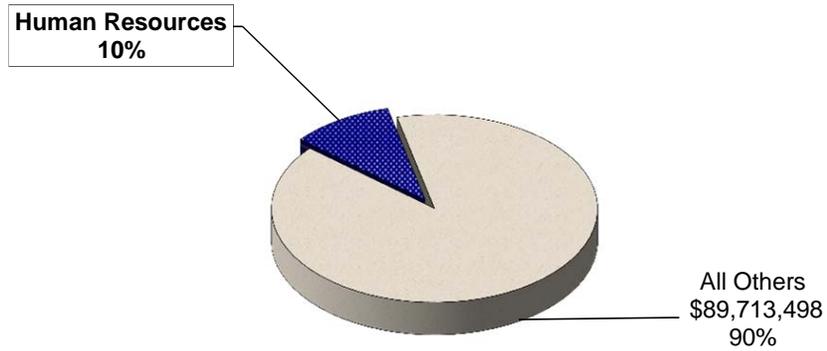
Mission

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.

FY16 OPERATING BUDGET - General Fund	\$ 34,607,945
Human Resources:	\$ 444,636



FY16 OPERATING BUDGET - All Funds	\$ 99,891,651
Human Resources:	\$ 10,178,153



Human Resources Department

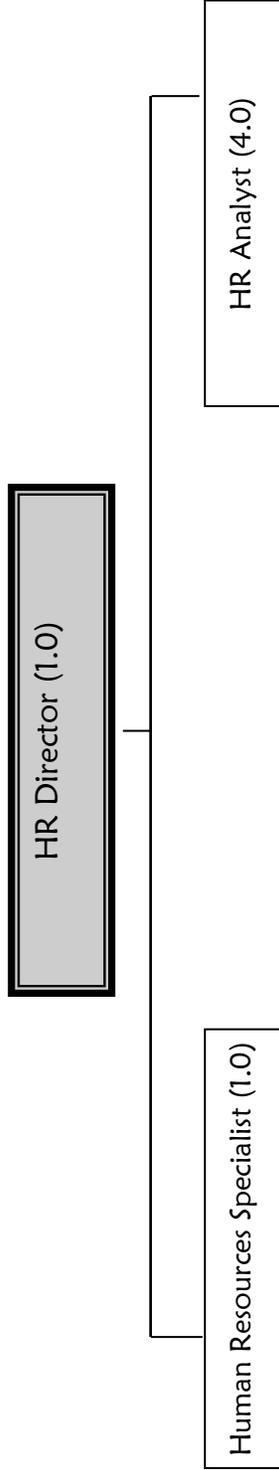
Financial Summary

	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
Expenditures by Category:				
Personal Services	\$ 597,751	\$ 603,985	\$ 747,814	\$ 739,312
Materials and Services	3,161,427	6,356,760	8,929,313	9,438,841
Total	<u>\$ 3,759,177</u>	<u>\$ 6,960,745</u>	<u>\$ 9,677,127</u>	<u>\$ 10,178,153</u>
Expenditures by Fund:				
General	\$ 398,744	\$ 363,443	\$ 464,778	\$ 444,636
Insurance	3,355,999	6,596,424	9,203,123	9,728,517
Vehicle and Equipment	9,845	878	9,226	5,000
Total	<u>\$ 3,764,588</u>	<u>\$ 6,960,745</u>	<u>\$ 9,677,127</u>	<u>\$ 10,178,153</u>
Expenditures by Sub-Program:				
Personnel Administration	\$ 358,975	\$ 364,948	\$ 449,093	\$ 410,418
Support Services	24,235	10,679	18,371	17,678
Citywide Training	25,379	14,126	21,540	21,540
Employee Benefits	354,534	331,729	484,836	480,827
Risk Management	226,381	225,154	423,903	280,896
Workers Compensation	94,604	83,108	158,671	119,772
Wellness Clinic	-	-	-	190,900
Self Funded Insurance	2,680,480	5,931,000	8,120,713	8,656,122
Total	<u>\$ 3,764,588</u>	<u>\$ 6,960,745</u>	<u>\$ 9,677,127</u>	<u>\$ 10,178,153</u>

* Amended as of June 15, 2015

Human Resources Department

Total FTE: 6.0



Human Resources Department

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY13	Adopted FY14	Adopted FY15	Adopted FY16
General	2.85	2.85	2.85	2.85
Insurance	3.15	3.15	3.15	3.15
Total Full-Time Equivalents	6.00	6.00	6.00	6.00

Position Summary

Job Title/Classification:	Adopted FY13	Adopted FY14	Adopted FY15	Adopted FY16
Department Assistant	1.00	0.00	0.00	0.00
Human Resource Analyst	4.00	4.00	4.00	3.00
Human Resource Director	1.00	1.00	1.00	1.00
Human Resource Specialist	0.00	1.00	1.00	1.00
Supervisor/Associate Manager	0.00	0.00	0.00	1.00
Total Full-Time Equivalents	5.00	6.00	6.00	6.00

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Human Resources Department

Program: Recruitment, Selection, & Retention

Program Description:

This program serves internal and external customers and clients through:

- Citywide recruitment and selection activities, which include strategic planning to meet Citywide staffing needs and applicant pool development, oversight of applicant screening and selection, successor planning, affirmative action and Equal Employment Opportunity oversight, 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 and captain recruitment processes in supporting merged Eugene-Springfield Fire Department.
- Joined national testing program to help decrease testing costs for firefighter/paramedic and Police recruitments.
- Increased department involvement overall in recruitment and selection process through materials scoring and interview panel trainings.
- Expanded use of video based testing to successfully select higher quality applicants in all departments.
- Expanded efforts to actively and personally recruit for Police Officer applicants
- Contracted with National Compensation Consultant to update compensation plans in accord with market changes.
- Launched volunteer coordination program to bring new faces into the organization and held first volunteer recognition celebration.

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	FY15 Target	FY15 Actual	FY16 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.	16%	19% as of 3/2/15	20%
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%	84% as of 3/3/15	90%

**As of March 2, 2015 in the 2015 Fiscal Budget we had 926 Applicants; of those applicants 19% were non-Caucasian:

- 23 American Indian/Alaskan Native
- 23 Asian
- 16 Black
- 70 Hispanic
- 35 Multi-Racial
- 10 Native Hawaiian Pacific Islander

**As of March 3 in the 2015 Fiscal Budget the City had 18 new hires, 3 were hired over mid-point

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.
- Bargained a new separate contract covering the recently organized battalion chief positions with the International Association of Firefighters (IAFF 851).
- Hosted a regional training in conjunction with the Oregon Employers Labor Association to strategize how management might respond to a legislative effort to allow supervisors to unionize..

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	FY15 Target	FY15 Actual	FY16 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	5	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. Required City trainings include:

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

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

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	FY15 Target	FY15 Actual	FY16 Target
Offer Financially Responsible and Stable Government Services	Provide mandated employment-related training to all employees.	Percent of employees who complete mandates in FY	N/A	N/A	90%

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 Volunteer Coordinator Program to reduce risk exposure.
- 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	FY15 Target	FY15 Actual	FY16 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	1.04	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 (Counseling Services).
- Employee Leave benefits, including Federal- and State-mandated benefits such as family medical leave, Americans with Disabilities Act, military leave, and crime victims leave.

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

- Providing on-site employee health clinic services (Wellness 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 second full year of self-funding resulted in our total costs being up 4%, exactly even with national trends. The implementation of the Affordable Care Act has resulted in lower premium costs nationally.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
Offer Financially Responsible and Stable Government Services	Maintain health insurance premium costs at trend or below through wellness initiatives and plan design.	Percent differential between trend and our rate of premium cost increase or decrease.	8%	4%	2%

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Information Technology Department

Departmental Programs

- **Information Technology (IT)**
- **Geographic Information Systems (GIS)**

Department Description

The Information Technology (IT) Department helps other City Departments develop innovative and efficient IT solutions through a series of services that includes implementing and integrating computer systems, coordinating and providing training, negotiating and managing information technology-related contracts, performing application development, and technology assistance and support.

Current Program

IT Program – Traditionally the IT Department included loosely defined programs, the network solutions team and the central service (or application) solutions team. Combined these teams represented the IT Program that creates the technology environment that enables City employees to quickly access vital information using the most efficient and cost effective system hardware and software. The program is also responsible for providing effective voice communications utilizing a combination of Public Branch Exchange (PBX) and Voice over IP (VoIP) technologies.

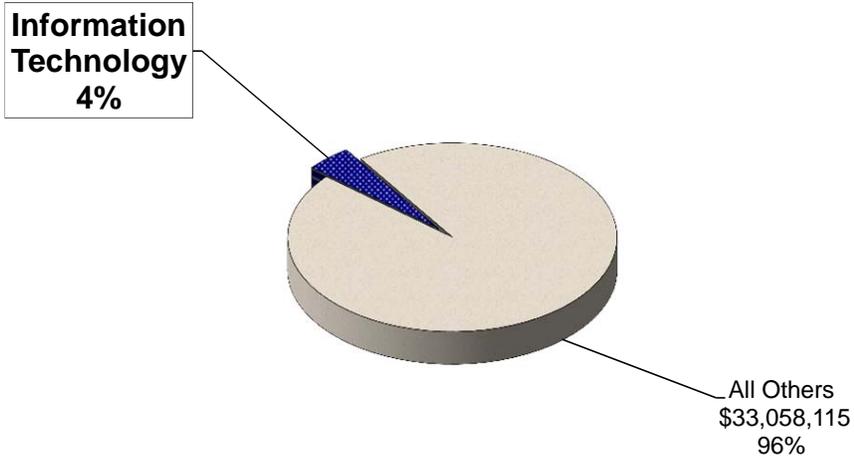
GIS Program - Beginning in FY16, the IT Department will include the GIS Program. The GIS Program focuses on locating, documenting and managing data concerning facilities, structures (both public and private), planning activity, code enforcement activities, and geographic features of the City. The program provides spatial data collection, management, mapping, and integration using traditional advanced geospatial technology. Although all City departments and several intergovernmental organizations receive data and support for their ongoing operations and business decisions from the GIS Program, the Development and Public Works Department (DPW) is the direct recipient of GIS services. Furthermore, since the GIS Program receives a majority of funding directly from utilities funds (Street, Stormwater and Wastewater), GIS Program services need to directly related back to utilities services. Other departments are indirect recipients of these services.

Planned Program Changes - Moving forward, the combined IT and GIS programs will operate under a new organizational structure, new strategic plan, new set of Priority Based Budgeting (PBB) programs and new service level agreements with city departments. Strategic Planning is underway and on-track for completion 4th Quarter FY15. Department programs, PBB programs and service areas will be defined, implemented and tested throughout FY16.

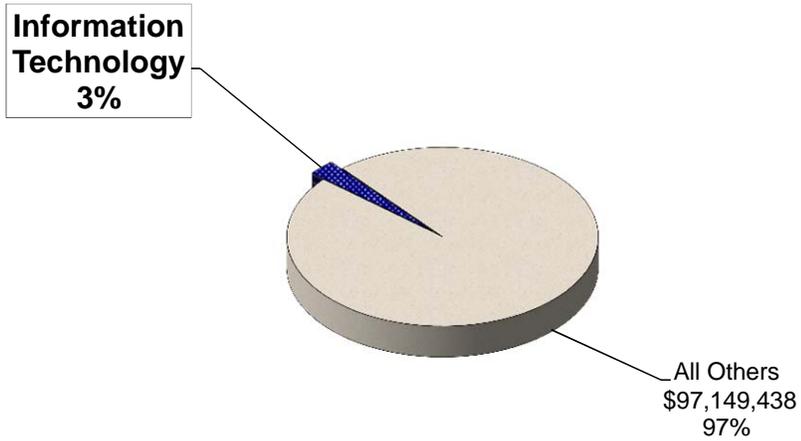
Mission

The Information Technology Department assists City Departments in responding to the needs of the citizens by enabling City employees to quickly access vital information and make data-driven decisions. We are dedicated to providing quality service through teamwork, partnerships, and developing team and individual strengths. Refinements to the “Mission” of the IT Department will occur during the Strategic Planning process.

FY16 OPERATING BUDGET - General Fund	\$ 34,607,945
Information Technology:	\$ 1,549,830



FY16 OPERATING BUDGET - All Funds	\$ 99,891,651
Information Technology:	\$ 2,742,213



Information Technology Department

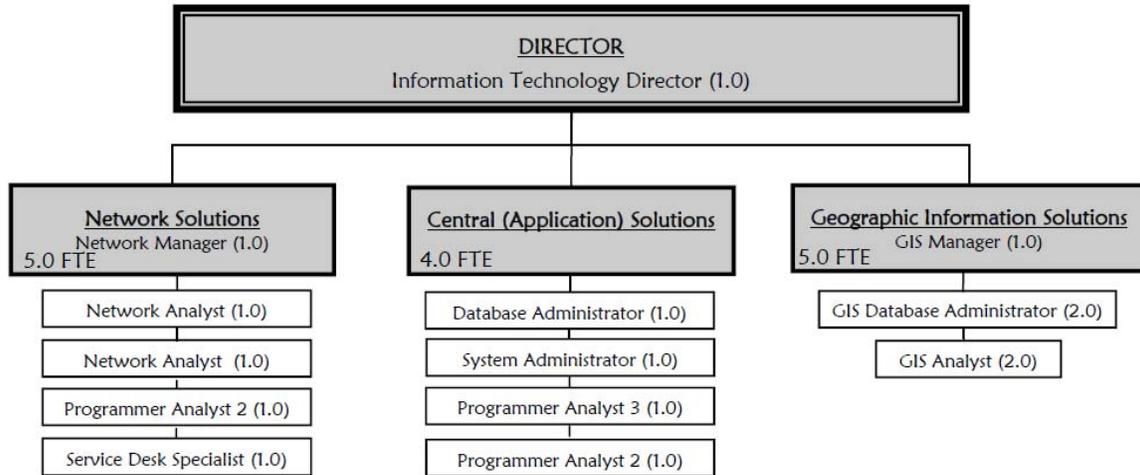
Financial Summary

	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
Expenditures by Category:				
Personal Services	\$ 1,113,860	\$ 1,072,758	\$ 1,161,616	\$ 1,753,551
Materials and Services	338,751	338,882	564,201	978,662
Capital Outlay	34,635	109,146	10,000	10,000
Total	<u>\$ 1,487,246</u>	<u>\$ 1,520,787</u>	<u>\$ 1,735,817</u>	<u>\$ 2,742,213</u>
Expenditures by Fund:				
General	\$ 1,390,837	\$ 1,343,620	\$ 1,478,817	\$ 1,549,830
Street	-	-	-	340,981
Sanitary Sewer Operations	-	-	-	314,440
Storm Drainage Operations	-	-	-	248,316
SDC Administration	-	-	-	81,646
Vehicle and Equipment	96,409	177,167	257,000	207,000
Total	<u>\$ 1,487,246</u>	<u>\$ 1,520,787</u>	<u>\$ 1,735,817</u>	<u>\$ 2,742,213</u>
Expenditures by Sub-Program:				
Information Services	\$ 1,486,467	\$ 1,520,787	\$ 1,731,817	\$ 1,709,220
GIS	-	-	-	1,026,993
Telecommunications	779	-	4,000	6,000
Total	<u>\$ 1,487,246</u>	<u>\$ 1,520,787</u>	<u>\$ 1,735,817</u>	<u>\$ 2,742,213</u>

* Amended as of June 15, 2015

Information Technology Department

Total FTE 15.0



Information Technology Department

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY13	Adopted FY14	Adopted FY15	Adopted FY16
General	10.00	10.00	10.00	10.23
Street	0.00	0.00	0.00	1.51
Sewer Operations	0.00	0.00	0.00	1.56
Storm Drainage Operations	0.00	0.00	0.00	1.25
SDC Administration	0.00	0.00	0.00	0.45
Total Full-Time Equivalents	10.00	10.00	10.00	15.00

Position Summary

Job Title/Classification:	Adopted FY13	Adopted FY14	Adopted FY15	Adopted FY16
Database Administrator	1.00	1.00	1.00	1.00
GIS Analyst	0.00	0.00	0.00	3.00
GIS Database Administrator	0.00	0.00	0.00	1.00
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	1.00	2.00	1.00
Network Manager	1.00	1.00	0.00	0.00
Programmer Analyst 2	1.00	1.00	2.00	2.00
Programmer Analyst 3	1.00	1.00	1.00	1.00
Resource Assistant (I.T.)	1.00	1.00	0.00	1.00
System Administrator	1.00	1.00	1.00	1.00
Technical Services Manager	0.00	0.00	0.00	1.00
Total Full-Time Equivalents	10.00	10.00	10.00	15.00

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Information Technology Department

Program: Information Technology

Program Description:

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

- ◆ Supporting the decision-making process from the office to the field with integrated, mobile applications;
- ◆ Providing customer service and support for computer systems;
- ◆ Assisting with the purchase, support and management of over 520 personal computers and servers on Citywide local and wide area networks;
- ◆ Direct service to citizens is provided through the City's web site, including online applications, online document archives, and information about the City Government.
- ◆ Providing efficient Public Branch Exchange phone systems augmented with Voice over IP technology to extend telecommunications capabilities utilizing the City network.

Budget Highlights:

During FY15 the IT program has supported continuity of information services and mitigated risk in several key areas. Below these highlights have been categorized by Central Solutions, Network Solutions and General IT Program Administration.

Central (Application) Solutions

- Upgraded financial system tools and applications to provide centralized paperless accounts payable (AP), enhanced general ledger (GL) and enhance purchasing functions that support higher levels of accountability, higher levels of government transparency and city interests to go "paperless".
- Performed annual tax updating activities for payroll, such as, processing year end 1099 (1099 are for Vendors in Financials) and W2s for over 500 employees, and setting up new budgets for fiscal year end processing.
- Supported Springfield and Eugene Fire merger by implementing changes in Springfield's human resources (HR) system and City of Eugene's HR system that synchronize coding systems, synchronize reporting and standardize time card data for automated pay checks.
- Upgraded City's electronic document management system (EDM) to the latest version to expand functionality and enhance business process management in key areas such as auditing medical files, vouchers and journals supporting Development and Public Works (DPW) Department document workflow and file tracking for building, planning, code enforcement and capital projects.
- Built numerous reports using automated database reporting service to support diverse citywide business needs, such as, computer aided dispatch (CAD) reports and record management system (RMS) reports for Police; historic building and planning system information reports for DPW; permitting activity media reports for Register Guard, Construction Data and Research Inc.; barcode reports for Fire & Life Safety; digital

imaging reports for City Manager's Office; and automated employee phone directory reports for the City Attorney's Office.

- Began retiring non-supported database servers and successfully migrated databases to new hardware and new software covered under hardware warranty and software support, and advanced network team objectives to provide reliable secure database services to the City.

Network Solutions

- Replaced failing cooling system and backup power supply for the server room which contains nearly three quarter of a million dollars' worth of computer server equipment, network support equipment, phone support equipment, transportation control equipment, survey control equipment and regional fiber support devices.
- Replacement of the network equipment and Private Branch Exchange (PBX) equipment that control telephone and radio switching and routing within the secure telephone network used by Police to support computer aided dispatch, investigation and police operations.
- Performed Criminal Justice Information System (CJIS) audit by reviewing recent regional audit reports, initiating a preparatory internal audit, seeking legal review and following legal advice to develop to implement a work plan that meets published requirements for the protection of Criminal Justice Information System (CJIS) information.
- Implemented enhanced public Wi-Fi across City Hall.

General IT Program Administration

- Filled two vacancies (IT Director and Service Desk Specialist) and began new visioning and strategic planning efforts.
- Negotiated Sungard intergovernmental agreement regional partners. IT worked closely with the Police Department, the Finance Department and the City Attorney's Office to complete intergovernmental agreements with regional Public Safety partners and clarify costs sharing arrangements for implementation, interim service support and on-going future hosting services.
- 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.)
- Developed an IT strategic plan, service level agreements with all city departments and a consolidate 1.5 year work plan.

FY16 shapes up to be a transitional year for the IT Department with a continued focus on central solutions, network infrastructure, telecommunication (TELCOM) infrastructure, regional partnerships and program administration.

In FY16 the major central solutions projects include implementation of a citywide contract system, talent acquisition management, candidate gateway and volunteer system. IT will also be looking at upgrading the PeopleSoft Tools for Financials and HRMS. The document management system has several new projects that include storing project papers, storing citywide property information, and researching other storage needs for departments. IT will start researching replacing the current budget software system with a system that meets City needs.

Major infrastructure projects include meeting security compliance, auditing IT infrastructure, replacing failing equipment, consolidation, enhancing remote access server replacements (servers purchased in 2008/2009 at end of life), and replacement of PCs. Based on outcomes

from these analysis efforts and current staffing deficiencies, IT will be requesting additional FTE in FY17.

Service Level Changes:

Once the recruitment efforts to replace retired employees are complete the service level will be essentially status quo. The IT materials and supplies budget is sufficient for current infrastructure maintenance. There is adequate equipment replacement funding to maintain a reliable and high performance infrastructure.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY14 Target	FY15 Target	FY16 Target
Financially Sound and Stable Government Services	IT Infrastructure: Ensure reliable, high performance access to City data and applications	IT infrastructure including telecommunications, servers and network is available	99.9%	99.9%	N/A Measure Under Review
		Workstations are available; down PCs are returned to service within 1 day, or a loaner is provided	99.8%	99.8%	N/A Measure Under Review
		Help Desk calls receive a response within 5-minutes	90.0%	90.0%	N/A Measure Under Review
		New Infrastructure Meets Customer Expectations	95.0%	95%	N/A Measure Under Review
	Data Accessibility: Data is stored, managed and available to support operations and management decisions	Applications will receive periodic upgrades within vendor-recommended maintenance cycles	80.0%	80.0%	N/A Measure Under Review
Financially Sound and Stable Government Services	Data Accessibility: Data is stored, managed and available to support operations and management decisions	Enhancements and customizations to existing applications will meet customer expectations	85.0%	85.0%	N/A Measure Under Review
		New applications will meet customer expectations	85.0%	70.0%	N/A Measure Under Review Re-Write

Information Technology Department

Program: Geographic Information Systems

Program Description:

The program focuses on locating, documenting and managing data concerning facilities, structures (both public and private), planning activity, code enforcement activities, and geographic features of the City. The Division provides spatial data collection, management, mapping, and integration using traditional advanced geospatial technology. All City departments and several intergovernmental organizations receive data and support for their ongoing operations and business decisions. The range of information and support includes decision material for asset management, land use, planning and building activities, current information to support both Police and Fire and Life Safety Services operations, and support for economic development activities.

Budget Highlights:

Over the last several years the GIS program has reduced risks of data loss associated with the City's larger geospatial and infrastructure management systems by completing initial phases of hardware and software upgrades to move facilities and infrastructure systems information into a uniform and accessible database on July 10, 2013, permitting the uniform management of all City assets. Cost savings achieved during this project funded continued work on data migration and business process redesign. This final phase includes incorporating the transportation infrastructure facilities into the asset inventory and implementing new business process to take advantage of new capabilities in the asset management systems. Additionally the program has supported FEMA flood map revision review, 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 and surveying services.

Overall program expenditures are proposed to increase by 8% in FY16 due to the increase in Personal Services costs. Across all funds, FY16 Materials and Services expenditures will decrease approximately \$4,582 when compared to amended FY15. Program resources will remain dedicated to supporting the Infor asset management system, 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.

Service Level Changes:

No significant service level changes are planned in the FY16 budget. Program funding from the General Fund remains at approximately 4% of program budget, while service requests to support Accela and provide City-wide data for General Fund services are expected to increase. The program assists other programs in the Information Technology Department where resources are limited.

Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY14 Targets	FY15 Target	FY16 Target
Encourage Economic Development and Revitalization through Community Partnerships	Plan and design for community growth	Infrastructure Needed for Growth is Identified & Planned (Streets, Wastewater, and Drainage systems)	95%	95%	N/A Measure Under Review

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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.

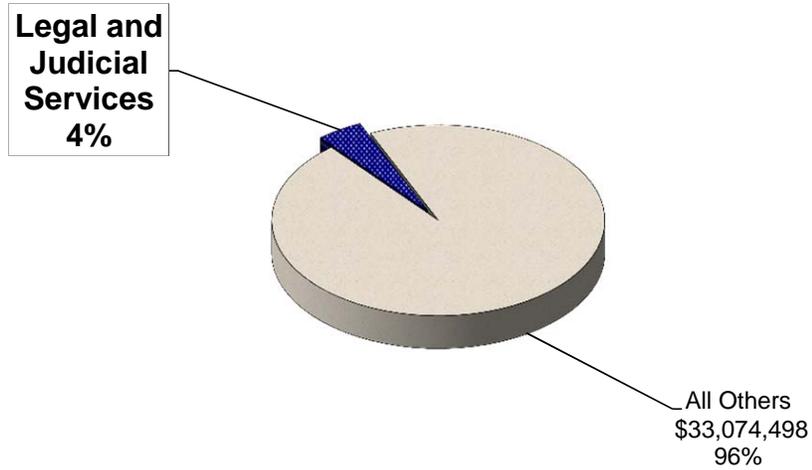
Mission

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.

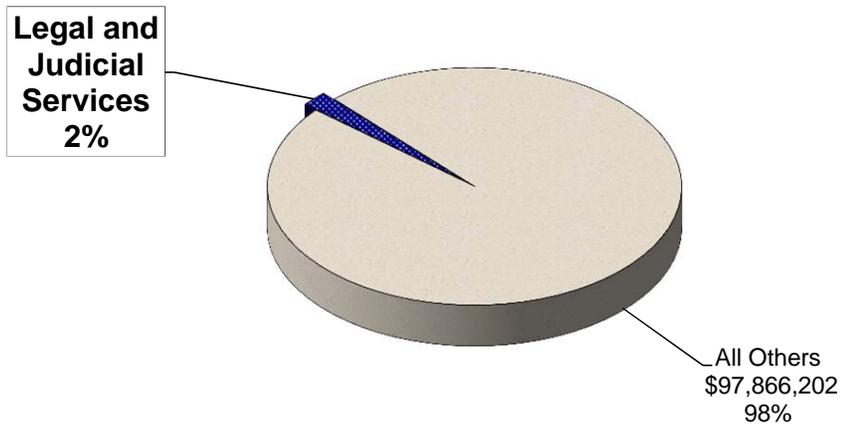
The City Prosecutor's Office strives to maintain public confidence in the ability of the legal judicial system to pursue prosecution of criminal conduct, to resolve legal contests in a timely manner, and to compel compliance with the laws that protect the safety and quality of life in the community.

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.

FY16 OPERATING BUDGET - General Fund	\$ 34,607,945
Legal and Judicial Services:	\$ 1,533,447



FY16 OPERATING BUDGET - All Funds	\$ 99,891,651
Legal and Judicial Services:	\$ 2,025,449



Legal and Judicial Services

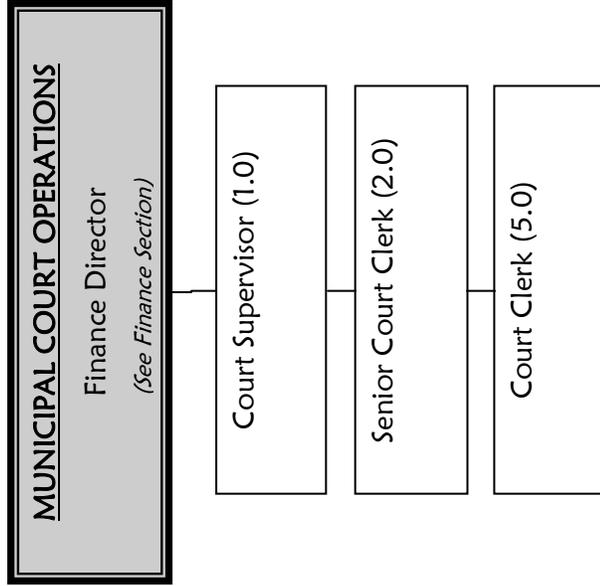
Financial Summary

	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
Expenditures by Category:				
Personal Services	\$ 702,347	\$ 744,291	\$ 886,316	\$ 902,660
Materials and Services	955,055	948,356	1,085,096	1,122,789
Capital Outlay	113,083	14,391	-	-
Total	<u>\$ 1,770,486</u>	<u>\$ 1,707,038</u>	<u>\$ 1,971,412</u>	<u>\$ 2,025,449</u>
Expenditures by Fund:				
General	\$ 1,374,233	\$ 1,303,310	\$ 1,480,816	\$ 1,533,447
Police Local Option Levy	395,094	403,728	485,596	492,002
Vehicle and Equipment	1,158	-	-	-
Total	<u>\$ 1,770,486</u>	<u>\$ 1,707,038</u>	<u>\$ 1,966,412</u>	<u>\$ 2,025,449</u>
Expenditures by Sub-Program:				
City Attorney	\$ 299,629	\$ 272,132	\$ 361,355	\$ 396,355
City Prosecutor	225,628	187,831	209,324	217,013
Municipal Court	1,245,229	1,247,075	1,400,733	1,412,081
Total	<u>\$ 1,770,486</u>	<u>\$ 1,707,038</u>	<u>\$ 1,971,412</u>	<u>\$ 2,025,449</u>

* Amended as of June 15, 2015

Legal and Judicial Services

Total FTE: 8.0*



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

Legal and Judicial Services

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY13	Adopted FY14	Adopted FY15	Adopted FY16
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	8.85	8.84	8.84	8.84

Position Summary

Job Title/Classification:	Adopted FY12	Adopted FY14	Adopted FY15	Adopted FY16
Court Clerk	6.00	6.00	5.00	6.00
Court Clerk, Senior	1.00	1.00	2.00	1.00
Court Supervisor	1.00	1.00	1.00	1.00
Judge	0.65	0.50	0.50	0.50
Judge Pro-Tem	0.20	0.34	0.34	0.34
Total Full-Time Equivalents	8.55	8.85	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.

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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:

FY16 service level changes include the reduction in the City Attorney's involvement in labor negotiations and a possible increase in litigation support for land use planning. Actual billing hours based on tracking for FY14 they were 2,092. The retainer hours for FY15 are estimated to be close to the budgeted hours of 2,124. Our proposed hours for FY16 are still scheduled to remain the same. The hourly rate charged by the firm will remain at \$166.36

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 FY16..

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 expansion of the DUII Court to include convictions and 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 13,552 for FY15, with a total of \$2,156,000 estimated in total fines and fees imposed. Total collection for fiscal year is currently estimated at \$2,311,000 (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 pending in early 2015 will reinstate data propagation to Tyler eliminating the need for duplicate data entry by Court staff. 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 FY16

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY 15 Target	FY 15 Actual	FY 16 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%	96.9%	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%	83.1%	100%
		% of Misdemeanor cases meeting standard for 100% disposition within 90 days (measurement includes FTA days)	100%	74.2%	80%
		# 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	80%	70.6%	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	N/A	40.0%	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

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

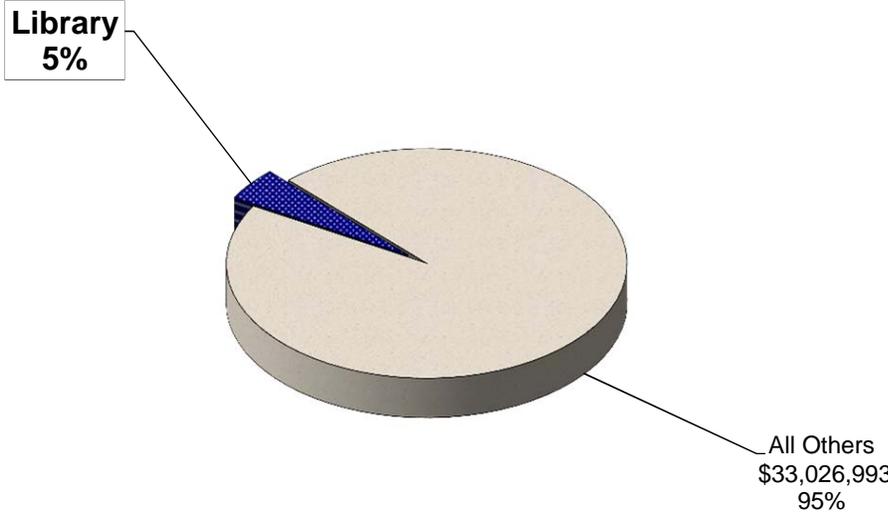
Department Description

The Springfield Library is an essential community resource providing citizens of all ages, backgrounds, and economic statuses access to information, education, early literacy training, and a wide range of family friendly programs. 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, and Math (STEM) 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. This year continues to see a marked increase in program attendance for all age groups. 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.

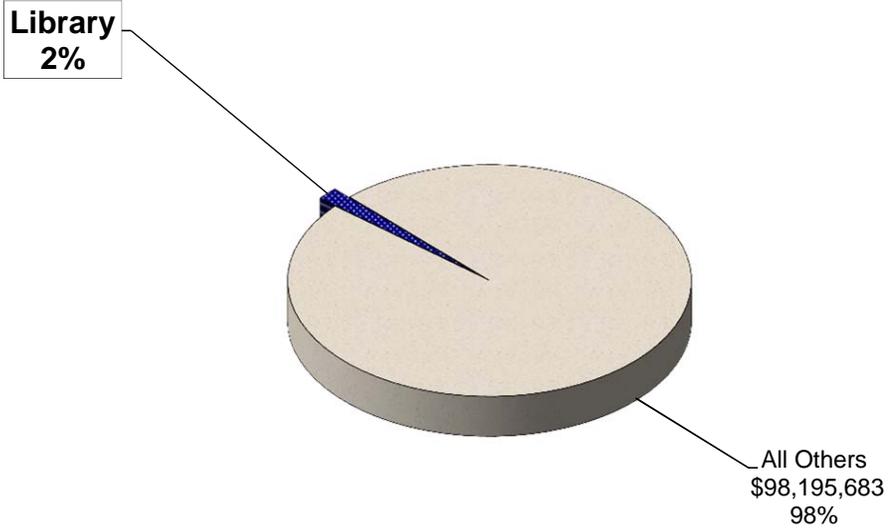
Mission

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.

FY16 OPERATING BUDGET - General Fund		\$ 34,607,945
Library:	\$ 1,580,952	



FY16 OPERATING BUDGET - All Funds		\$ 99,891,651
Library:	\$ 1,695,968	



Library Department

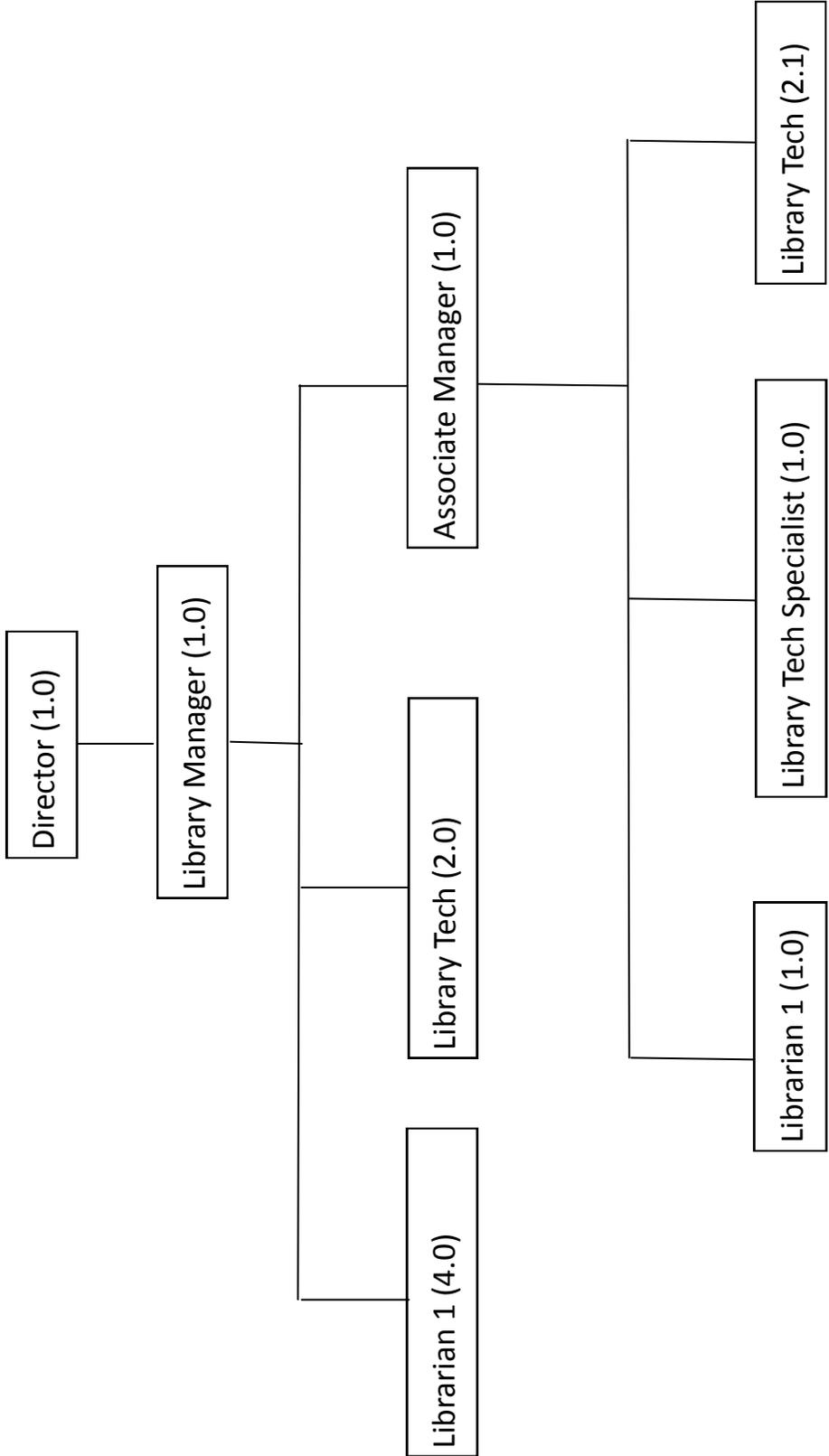
Financial Summary

	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
Expenditures by Category:				
Personal Services	\$ 1,163,600	\$ 1,152,288	\$ 1,308,548	\$ 1,319,410
Materials and Services	189,548	197,359	303,074	248,258
Capital Outlay	104,823	90,984	152,943	128,300
Total	\$ 1,457,971	\$ 1,440,631	\$ 1,764,565	\$ 1,695,968
Expenditures by Fund:				
General	\$ 1,342,895	\$ 1,357,587	\$ 1,589,261	\$ 1,580,952
Special Revenue	58,754	25,654	99,863	54,608
Transient Room Tax	56,065	57,197	67,441	52,408
Vehicle and Equipment	257	193	8,000	8,000
Total	\$ 1,457,971	\$ 1,440,631	\$ 1,764,565	\$ 1,695,968
Expenditures by Sub-Program:				
Adult/Reference Services	\$ 377,098	\$ 484,651	\$ 551,710	\$ 573,776
Youth Services	253,533	131,526	154,048	138,687
Community Services	30,204	8,771	66,258	42,000
Support Services	797,135	815,683	992,549	941,505
Total	\$ 1,457,971	\$ 1,440,631	\$ 1,764,565	\$ 1,695,968

* Amended as of June 15, 2015

Library Department

Total FTE: 13.1



Library Department

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY13	Adopted FY14	Adopted FY15	Adopted FY16
General	11.90	11.90	12.60	13.00
Transient Room Tax	0.50	0.50	0.50	0.50
Special Revenue Fund	0.20	0.20	0.00	0.00
Total Full-Time Equivalents	12.40	12.60	12.60	13.50

Position Summary

Job Title/Classification:	Adopted FY13	Adopted FY14	Adopted FY15	Adopted FY16
Librarian	4.00	5.00	5.00	5.00
Library Director	1.00	1.00	1.00	1.00
Library Manager	2.00	2.00	2.00	2.00
Library Technician	4.60	3.60	4.10	4.50
Library Technician Specialist	1.00	1.00	1.00	1.00
Total Full-Time Equivalents	12.40	12.60	12.60	13.50

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Library Department

Program: Adult/Reference Services

PBB Program: Reference & Reader's Advisory (#49), Library Technology (#50), and Collection Management (#53)

Program Description:

Adult/Reference Services strives to meet the informational, educational and recreational needs of adult users within our diverse community. Materials provided include books, magazines, newspapers, audio books, CDs, and DVDs in English and Spanish, as well as public access to the internet, reference databases, and downloadable media including audio and e-books. Reference help is available every hour that the library is open, providing skilled assistance in locating desired information, referrals or materials, and including interlibrary loan service for borrowing items not found in the Library's collection. Educational and cultural programming is offered monthly to provide opportunities for adults within the community. Other services include meeting rooms and technology assistance.

Budget Highlights:

The Adult Reference Services budget provides funds for purchasing print, audiovisual and electronic resources for adults; ensures skilled reference staff assistance to Library users, including help with accessing information in various electronic formats; and, sponsors special programs geared primarily toward adult users. While improved wifi service was added in the library, our public computer and database use is estimated to decrease. This is in part because of a new counter which will track only library wifi logins, as opposed to logins for the entire city hall facility.

Adult program attendance increased thanks to Springfilm, a cultural collaboration with Willamalane, as well as attendance at educational lectures provided free to the public.

Service Level Changes: None.

Program Performance Indicator

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
To Preserve the Hometown Feel, Livability and Environmental Quality	The Quality of Information Services is Improved	Number of reference queries	17,500	17,583	17,055
		Volumes added to the collection	11,600	9,806	10,296
		Number of citizens accessing the library website & social media	106,000	104,796	110,507
		Number of public computer and database uses	83,900	86,296	77,666
		Attendance at adult programs	600	859	987

Library Department

Program: Community Services

PBB Program: Development (#56), Arts Commission (#58)

Program Description:

Community Services works with the **Library Advisory Board**, **Friends of the Library**, the **Library Foundation** and the **Teen Advisory Board** to improve community dialogue with the Library, develop planning and funding strategies for future services, and to augment library revenues in order to improve and expand current services. In addition, the Library facilitates the work of the **Springfield Arts Commission** in increasing citizen awareness and support for the arts through youth workshops, monetary grants, a variety of public arts exhibits, the creation and maintenance of ART ALLEY, and support for the **Second Friday Artwalks**.

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 \$43,000 to support current library programs in FY15. 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 FY15 the **Springfield Arts Commission** has three specific goals. First, the Arts Commission will continue to support the **Second Friday Artwalks** 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 **Artwalk** that includes marketing, guided tours and performance art installations. Second, continue to increase the variety of programs funded through the **Heritage Arts Grants** through three grant cycles that in FY15 brought in a record number and variety of grant requests. Third, the Arts Commission will continue to recruit and coordinate quality exhibits with local artists in the **City Hall Gallery** each month.

Service Level Changes: None.

Program Performance Indicator

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
To Preserve the Hometown Feel, Livability and Environmental Quality	The Quality of Information Services is Improved	Increase total donations to Library	50,000	54,000	57,000
		Increase membership of Support groups	155	156	165
		Increase number of contributors to Library Support groups	250	254	267
		Art events & programs created, supported and facilitated by the Springfield Arts Commission	54	57	55

Library Department

Program: Support Services

PBB Program: Resource Sharing (#49), Borrower Services (#52), Volunteer Shelving (#54)

Program Description:

The Support Services Division is responsible for the cataloging, processing, circulation, shelving and repair of library materials. It is also responsible for the management of all patron accounts. The Division also serves as the overall administrative support for the Library department. The Division supervises, recruits, and trains members of the volunteer program.

Budget Highlights:

The Support Services budget contains funds for support services staffing, as well as all centralized activities, such as utilities, telephone, contractual services, and training. Administrative services, budget preparation and public desk scheduling are included in this program. Support Services orders, receives, and catalogs all Library materials. This program runs a successful volunteer program that re-shelved some 272,921 items in 2014. Circulation services, which include overdue notices, damage notices, and patron registration, are a highlight of Support Services, serving some 17,394 Library users.

Service Level Changes:

The library opened four additional hours, and accordingly, we added a position equivalent to .5FTE to library staff. Due to a retirement, we recruited and hired a 1.0FTE. Two additional retirements happened in December, and we currently have 1.6 FTE openings.

Program Performance Indicator

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
To Preserve the Hometown Feel, Livability and Environmental Quality	Access to Library Services and Collections Improved	Total Circulation	363,224	345,503	355,868
		Patron Visits	163,475	162,253	170,365
		Number of Library cards issued	6,061	6,036	5,863
		Volunteer hours	4,525	4,477	4,611

Library Department

Program: Youth Services

PBB Program: Youth & Family Programs (#58)

Program Description:

Youth Services provides a wide range of informational, educational, and recreational materials for children and young adults in our community. Materials include books, magazines, audio books, CDs and DVDs in English and Spanish, as well as public access to the internet, reference databases and downloadable media including audio and e-books. Skilled reference staff provides assistance locating information and resources for children, teens and adults. Special programs and activities are offered for cultural education and enrichment, including an emphasis on the STEAM (Science, Technology, Engineering, Art, Math) curriculum. Story times, a summer reading program, special programming when school is not in session, guest artists, teachers, authors and performers are scheduled throughout the year. Youth Services staff also provides tours and presentations to community groups and classrooms. Other services include a teen advisory board, play and learn early literacy center, a writing center and other literacy-related activities such as puzzles and board games.

Budget Highlights:

The Youth Services budget provides funds for purchasing books, magazines, audio-visual materials and Internet access for children and young adults. It provides reference staff for children and adults and partial funding of special programs and activities for educational and cultural enrichment, including an emphasis on the STEAM (Science, Technology, Engineering, Art, Math) curriculum.

Service Level Changes: The Latino Liaison Librarian was out for four months on family leave. This affected our Spanish language programming, especially Cuentos, the Spanish language storytime which was cancelled during this time. Over a six-month period, due to the retirement of the support services manager, Youth Services was affected due to the shifting of responsibilities to cover the vacancy. This affected our ability to conduct programming at our normal level, particularly library outreach, which is counted in the Early Literacy statistic. Tours statistics were also down because Willamalane, one of our community partners, was unable to bring all of their camps to the library during the summer as they had the summer before.

Program Performance Indicator

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
To Preserve the Hometown Feel, Livability and Environmental Quality	Student Success and Community Literacy is Supported	Participation in Early Literacy Education	9,900	8,506	9,350
		Participation in Elementary age programs	18,000	17,538	21,000
		Participation in Teen programs	1080	2,116	2,200

Police Department

Departmental Programs

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

Department Description

The Police Department is reorganizing for Fiscal Year 2016 and will assign 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.

Under the new structure, the Department will consist 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 bureau as well.

The Operations Division staffs 5 or more police officers on the street, 24 hours a day and 7 days a week. In 2014, patrol officers responded to 47,020 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 to the Detective Bureau follow up on criminal investigations. A team of community service officers are assigned to patrol work support, Animal Control enforcement and a Special Response Team working on neighborhood quality of life issues.

The volunteer program is also supervised by the Operations Division. In 2014, volunteers provided over 8600 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 a theft deterrent during evening hours.

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. Records and Dispatch staff receive over 85,000 incoming telephone calls from the public, which in 2014 generated 53,400 Calls

for Service. Over 6000 of those calls were handled over the phone, which would otherwise have required Police Officers to respond.

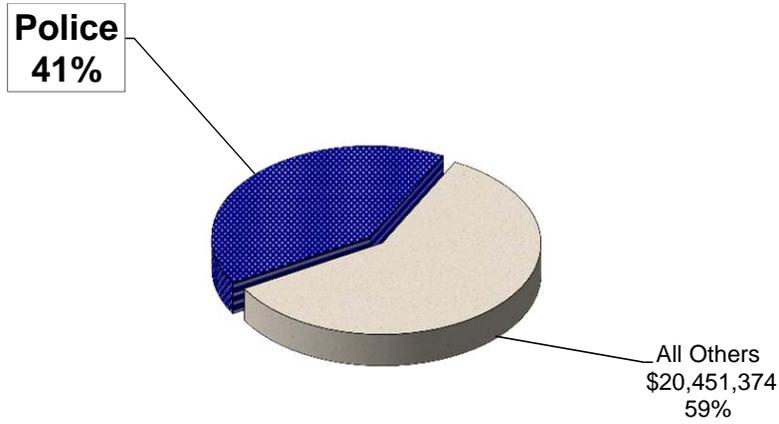
The Detention Division operates the Springfield Municipal Jail, and continues to provide detention space for municipal offenders in Springfield and provides Municipal Court Security and Prisoner Transports. In 2014, the Jail leased an average of 8 beds per day to other agencies, generating over \$225,000 in revenue, and booked in 2098 inmates. For Fiscal Year 2016, the Department will add one additional Detention Officer to the jail staff, in order to reduce the number of forced overtime shifts worked by staff.

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

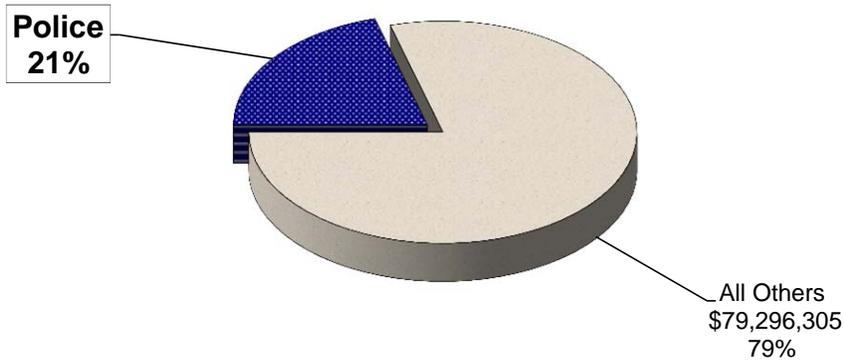
Mission

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.

FY16 OPERATING BUDGET - General Fund	\$ 34,607,945
Police: \$ 14,156,571	



FY16 OPERATING BUDGET - All Funds	\$ 99,891,651
Police: \$ 20,595,346	



Police Department

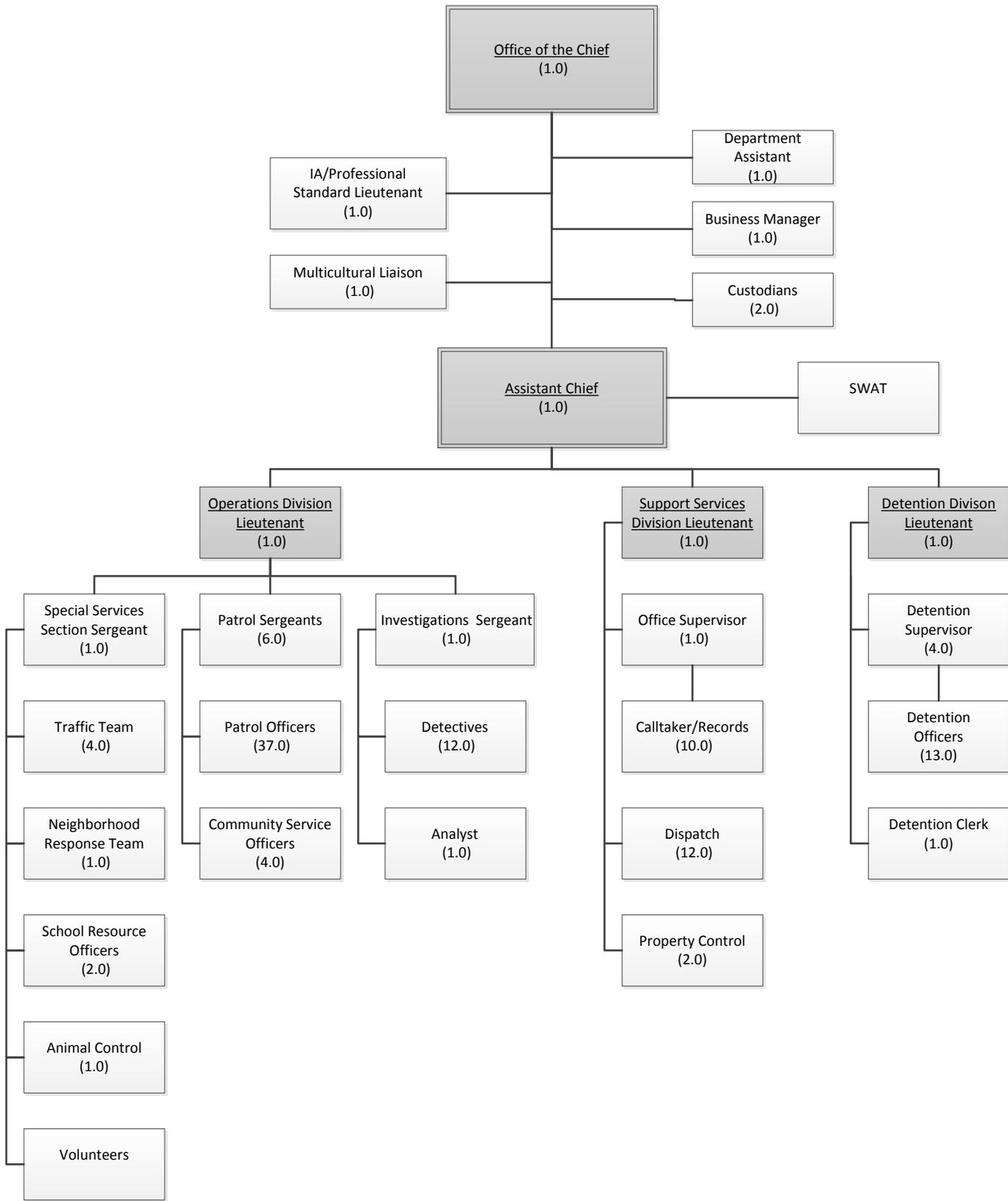
Financial Summary

	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
Expenditures by Category:				
Personal Services	\$ 14,888,271	\$ 15,530,584	\$ 16,303,237	\$ 16,749,724
Materials and Services	3,171,634	3,391,149	3,496,811	3,538,622
Capital Outlay	440,630	309,265	750,920	307,000
Total	\$ 18,500,535	\$ 19,230,998	\$ 20,550,968	\$ 20,595,346
Expenditures by Fund:				
General	\$ 12,803,458	\$ 13,211,827	\$ 13,916,034	\$ 14,156,571
Jail Operations	2,667,973	2,803,675	2,924,126	3,181,942
Police Local Option Levy	2,329,466	2,416,737	2,520,053	2,584,833
Special Revenue	517,192	527,406	600,835	510,000
Vehicle and Equipment	182,446	271,354	589,920	162,000
Total	\$ 18,500,535	\$ 19,230,998	\$ 20,550,968	\$ 20,595,346
Expenditures by Sub-Program:				
Office of the Chief				
Office of the Chief	\$ 2,677,216	\$ 2,502,548	\$ 2,724,350	\$ 3,594,219
Professional Standards	306,859	344,375	305,423	-
State Confiscations/DEQ	18,448	8,763	10,500	10,000
Federal Confiscation	55,624	1,485	66,000	50,000
Operations Division				
Office of Operations	-	-	-	1,718,010
Patrol Officers	-	-	-	5,378,467
Patrol	6,472,117	6,990,379	7,304,850	-
Detectives	-	-	-	1,789,640
Traffic Team	501,475	445,200	606,784	597,980
Community Services Officers	368,263	398,872	404,434	420,095
School Resources Officers	268,546	276,929	290,944	280,800
Neighborhood Response Team	-	-	-	2,300
Animal Control	112,257	122,956	184,150	156,534
Volunteers	-	-	-	-
Support Services Division				
Office of Support Services	-	-	-	368,368
CallTaker/Records	798,894	821,566	1,044,201	917,571
Dispatch	1,296,145	1,287,223	1,443,172	1,495,144
Property Control	201,790	215,406	245,612	234,584
Investigations	1,888,051	2,156,627	2,099,748	-
Detention Division				
Detention Operations	2,653,154	2,789,263	2,887,906	3,161,634
Services Bureau				
Community Services	343,660	417,691	402,776	-
Communications	320,996	283,441	425,000	420,000
Crime Prevention	217,040	168,275	105,118	-
Total	\$ 18,500,535	\$ 19,230,998	\$ 20,550,968	\$ 20,595,346

* Amended as of June 15, 2015

Police Department

Total FTE: 124.0



Police Department

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY13	Adopted FY14	Adopted FY15	Adopted FY16
General	84.15	84.90	84.90	84.90
Jail Operations	18.10	18.10	18.10	19.10
Police Local Option Levy	20.00	20.00	20.00	20.00
Special Revenue	0.75	0.00	0.00	0.00
Total Full-Time Equivalents	124.17	123.00	123.00	124.00

Position Summary

Job Title/Classification:	Adopted FY13	Adopted FY14	Adopted FY15	Adopted FY16
Community Services Officer 1	1.00	1.00	1.00	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 Officer	12.00	12.00	12.00	13.00
Detention Supervisor	4.00	4.00	4.00	4.00
Jail Operations Supervisor	1.00	1.00	1.00	0.00
Management Analyst	0.00	0.00	1.00	1.00
Police Call Taker/Records Clerk	9.00	10.00	10.00	10.00
Police Captain	2.00	2.00	2.00	1.00
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	0.00	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 Clerk, Senior	1.00	0.00	0.00	0.00
Police Records Technician	1.00	1.00	0.00	0.00
Police Secretary	1.00	1.00	1.00	1.00
Property Controller	2.00	2.00	2.00	2.00
Sergeant	9.00	9.00	9.00	8.00
Service Bureau Manager	1.00	1.00	1.00	0.00
Supervisor/Associate Manager	0.00	0.00	0.00	1.00
Total Full-Time Equivalents	124.17	123.00	123.00	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 2015/16, the Office of the Chief will begin a new Long Range Planning process, and will oversee the implementation of the Departmental reorganization.

Service Level Changes: None

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
Financially Sound and Stable Government Services	Provide Human Resources to City Staff- Retention	# of Training Hours exclusive of Mandated Training	2000	2926	2000
	Provide Human Resources to City Staff- Retention	# of Training Hours average per Officer per year	45	65.8	45
	Secure Property and Personal Safety	# Injuries and exposures	50	NA	NA
Preserve Public Safety	Provide Human Resources to City Staff	% of Employees completing Mandatory Training	100%	96%	100%

Program Performance Indicator Cont.:

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
Preserve Hometown Feel, Livability and Environmental Quality	Interact with Citizens	% Citizens satisfied with Service	95%	NA	95%
	Interact with Citizens	% Citizens rating Dept. as good to excellent in protecting community	90%	NA	90%
	Interact with Citizens	% Citizens reporting they feel safe in their neighborhoods at night	75%	NA	75%
	Interact with Citizens	% Citizens reporting they feel safe in their neighborhoods in Daytime	98%	NA	98%
	Interact with Citizens	% Citizens reporting they had contact with Department during last year	40%	NA	40%

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	FY15 Target	FY15 Actual	FY16 Target
Preserve Public Safety	Secure Property and Personal Safety	Crime Rate per 10,000 residents for Property Crimes	650	532	500
	Secure Property and Personal Safety	Crime Rate per 10,000 residents for Violent Crimes	17.7	16.3	16.0
	Continuously Improve Processes	% of Abandoned Vehicles removed within 30 days	90%	98%	90%
	Secure Property and Personal Safety	% Property Crimes Assigned for Investigation "cleared" according to UCR	50%	53%	50%
	Secure Property and Personal Safety	% Persons Crimes Assigned for Investigation "cleared" according to UCR	95%	78%	85%

Program Performance Indicator Cont.:

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
Preserve Hometown Feel, Livability and Environmental Quality	Interact with Citizens	Neighborhood Watch Membership	1500	1008	1500
	Interact with Citizens	Citizen Police Academy Graduates	30	23	30
	Interact with Citizens	# Dogs Licensed	4500	3069	4500

Police Department

Program: Support Services Division

Program Description:

The Support Services Division responds quickly to emergency calls for service. In 2014, call takers answered over 85,000 telephone calls from the public. Of those calls, 53,403 were calls for police services, and officers were dispatched on 47,020 of them.

The Records program maintains and distributes department records, and manages the Department's data information systems.

The Property Control program identifies, stores, and controls evidentiary items, including hazardous materials.

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	FY15 Target	FY15 Actual	FY16 Target
Preserve Public Safety	Continuously Improve Processes	60 Seconds Received to Dispatch for High Priority Calls	90%	34%	90%
	Continuously Improve Processes	5 Minutes Received to Dispatch for Medium Priority Calls	75%	64%	75%
	Continuously Improve Processes	10 Minutes Received to Dispatch on Low Priority Calls	60%	67%	60%

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	FY15 Target	FY15 Actual	FY16 Target
Financially Sound and Stable Government Services	Implement Financial Strategies	Increased Fine Recovery	\$400,000	\$400,00	\$400,000
	Implement Financial Strategies	Housing Fees Recovered	\$15,000	\$3,700	\$15,000

CAPITAL BUDGET

Introduction

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

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

Major funding sources include State and local fuel taxes, 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 FY16 Capital Budget of \$40.1 million is nearly \$9 million more than the adopted FY15 Capital Budget. This represents \$4.2 million increase in the local capital budget reflecting the addition of funding for the reconstruction of Franklin Boulevard completion, and the addition of a proposed stormwater quality facility for the over-under channel system. The Metropolitan Wastewater Management Commission FY16 capital budget is nearly \$5 million for dollars than FY15 which represents a planned spending increase at the regional Water Pollution Control Facility (WPCF). The MWMC portion of the capital budget represents approximately 45% (\$18 million) of the capital budget total. The remaining \$22.1 million is focused on necessary improvement and rehabilitation of City of Springfield facilities, with nearly 76% directed at wastewater and stormwater facilities. This level of activity reflects the City selling \$10 million in storm drainage revenue bonds in October 2010 to fund several major capital projects related to the City's obligation to address stormwater quality, permitting and threatened fish impacts.¹ Additionally, the FY16 Capital Budget includes funding for planning and design for the remaining facilities upgrade projects identified in the 2008 Wastewater Master Plan.

Capital preservation activities on the City's street system have been greatly curtailed over the past 6 years, as current revenue streams have been insufficient to support these activities. Significant cuts were made in both FY09 and FY10, with no preservation projects occurring on the local street system except those funded through State or Federal grant programs. The State and Federal programs typically require awarded funds be used for preserving or enhancing regionally significant collector and arterial class street segments. This requires the City to identify other revenue sources for a majority of the City's streets. During FY15, the City Council directed staff to identify funds

¹ For bonding purposes, the local wastewater and stormwater utilities are combined into a single sewer utility.
FY16 Adopted Budget

for a slurry seal project on local class residential streets. Utilizing Street Fund Reserves, A project was completed for just over \$128,000 effectively slurry sealing approximately 3.4 lane miles of local class residential streets, or 1.5% of the local class residential system inventory.

Looking forward, funding for street preservation projects in FY16 and beyond is still inadequate, and the prolonged lack of dedicated preservation funding has led to a severe overall decline of street conditions directly correlating to the need for higher cost reconstruction preservation methods. The FY16 budget carries with it the recommendation of utilizing local resources to maximize receipt of federal dollars street projects. This includes borrowing matching funds to move the Franklin Boulevard Reconstruction forward, as well as dedicating a majority of limited street capital funds to the Southbank Path Extension, Gateway Street Overlay, and the Virginia/Daisy Bicycle Boulevard. Additionally, there has been and continues to be an absence of regular street preservation activities in the capital budget resulting in a sharp decline in the condition of the local street system. As reported to the Council in June 2014, the City faces an annual \$4.5 million unfunded street preservation need. Voter passage of Lane County's proposed Vehicle Registration Fee would provide approximately \$1 million toward closing the City's funding gap.

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. The DLR Buildings Condition Report (DLR) identified \$600K deferred/backlog facilities repair needs and \$300K ongoing annual maintenance/preservation needs. In FY09, the City implemented an Internal Building Preservation Charge with intent to program \$300k annually for ongoing preservation and \$200k to start addressing the backlog projects. Since inception, the Internal Building Preservation Charge has generated just over \$260k per year through FY14 dedicated to projects, with just under \$269k anticipated in FY15 and \$270k anticipated in FY16. 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, Carter Building. This 5-year work plan is reviewed and updated annually, and used as the basis for project budgeting each fiscal year. 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.

SDC reserves remain very low forcing many large system expansion projects identified in the adopted master plans to be projected further out in the CIP than originally planned. Recovery of the SDC funds has been slow, but the positive trend that started in FY14 has continued into FY15 and is anticipated to build in FY16. By continuing to postpone projects SDC reserves can be built back up and permit the construction of these system and expansion projects supporting community growth and development.

Major Projects

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

- ◆ CMOM Planning and Implementation – The City continues to make 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 be utilized to identify future preservation needs, as may an update to the Local Wastewater Management Plan.
- ◆ Gateway Street Overlay – The City has received approximately \$1.5 million in Surface Transportation Program funding for pavement preservation work on Gateway Street. Gateway Street is an extremely busy minor arterial providing critical commercial access and serving over 22,000 vehicles a day. The current Surface Condition Index (SCI) is 38.6, which equates to a rating of poor. The receipt of this federal funding is timely and critical to preserving Gateway Street, as further deterioration of the pavement structure would most likely result in a full depth reconstruction that would be extremely costly, and have major impact to the commercial and retail community. The anticipated project includes 0.97 miles of pavement preservation as well as ADA and signal upgrades.
- ◆ Franklin Boulevard Sanitary Sewer System Expansion – The expansion of the Franklin Boulevard Trunk Sewer extends the Glenwood wastewater system from the end of the existing trunk line in Franklin Boulevard south to the Urban Growth Boundary. The City Council has made the redevelopment of Glenwood and the reconstruction of Franklin Boulevard a priority to promote development and community growth. The City has recently applied for funding to begin construction of the roadway project, elevating the priority for the sewer extension project. Funding to begin the planning and design phase was programmed and budgeted in FY13. Construction began in FY14 and will continue into FY15 ensuring the sewer extension project is completed ahead of any street construction work. Funding for the project is secured through wastewater user fee collections.
- ◆ Franklin Boulevard Reconstruction –The NEPA process is complete, with the project receiving a Categorical Exclusion (CE). 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 dedicated EmX guideways, and provision of high quality bicycle and pedestrian facilities. The City has received \$6 million through the Statewide Transportation Improvement Program (2015-2018 STIP), and will match that with a \$3.5 to \$5 million Oregon Transportation Infrastructure Bank loan to complete a Phase 1 improvement from the Franklin/McVey intersection to a logical terminus to the west. Consultant design and right of acquisition contracts have recently been approved, with construction anticipated in 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.

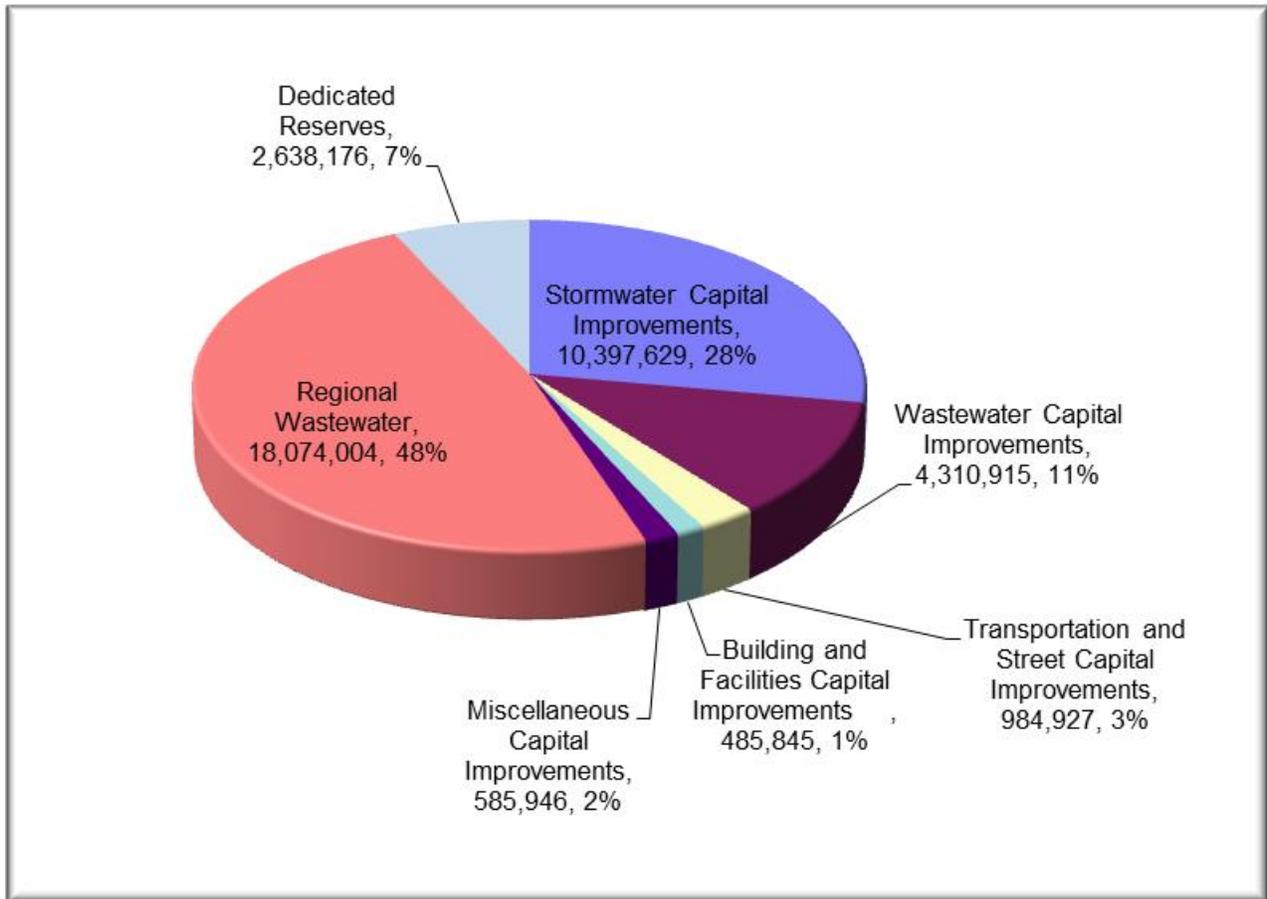
- ◆ Mill Race Stormwater Facility – The Mill Race Stormwater Facility Project is a stormwater treatment facility on land immediately north of the present Mill Pond acquired from McKenzie Forest Products. The project will intercept and treat stormwater from the industrial/commercial sub-basin south of 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.

2015/2016 CAPITAL BUDGET

Capital Projects By Category

Stormwater Capital Improvements		\$ 10,397,629
Wastewater Capital Improvements		\$ 4,310,915
Transportation and Street Capital Improvements		\$ 984,927
Building and Facilities Capital Improvements		\$ 485,845
Miscellaneous Capital Improvements		\$ 585,946
Regional Wastewater		\$ 18,074,004
Dedicated Reserves		\$ 2,638,176
	Subtotal	\$ 37,477,442
SEDA		\$ 3,100,000
	Total	\$ 40,577,442



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

Capital Projects by Fund	
Type	Amount
Local Wastewater Capital Fund	\$ 3,468,888
Development Projects Fund	\$ 431,845
Drainage Capital Fund	\$ 9,492,302
<i>Drainage Capital Fund Dedicated Reserve</i>	\$ 1,900,000
Regional Wastewater Capital Bond Fund	\$ 12,213,286
Regional Wastewater Capital Fund	\$ 5,860,718
Street Capital Fund	\$ 415,940
SDC Local Storm Improvement Fund	\$ 888,650
<i>SDC Local Storm Improvement Dedicated Reserve</i>	\$ 149,176
SDC Local Storm Reimbursement Fund	\$ 150,650
SDC Local Wastewater Improvement Fund	\$ 180,000
SDC Local Wastewater Reimbursement Fund	\$ 901,000
SDC Regional Wastewater Improvement Fund	\$ 0
SDC Regional Wastewater Reimbursement Fund	\$ 0
SDC Transportation Reimbursement Fund	\$ 0
SDC Transportation Improvement Fund	\$ 553,987
<i>SDC Transportation Improvement Dedicated Reserve</i>	\$ 589,000
Booth Kelly	\$ 282,000
SEDA Glenwood Capital	\$ 3,100,000
Total	<u>\$ 40,577,442</u>

Three of the funds listed above have no capital expenditures budgeted for FY16. These are the SDC Regional Wastewater Reimbursement Fund, SDC Regional Wastewater Improvement Fund, and the SDC Transportation Reimbursement Fund. MWMC opted in FY10 to limit expenditures in the two Regional SDC funds to debt service payments and to continue the capital program using the Regional Wastewater Capital Bond Fund and the Regional Wastewater Capital Fund. Therefore, no expenditures are shown in the Capital Budget for the two SDC funds and they are shown here for reporting purposes only.

Also shown above in italics are the designated dedicated reserves within five of the funds: Drainage Capital Fund Dedicated Reserve, Street Capital Fund Dedicated Reserve, SDC Local Storm Improvement Dedicated Reserve, and the SDC Transportation Improvement Dedicated Reserve. These four dedicated reserves contain funds that have been set aside for specific projects but that are not expected to be needed for those projects in FY16.

Operating Impact of the Capital Budget

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

Many capital projects that are classified as preservation projects are intended to limit increases in operating and maintenance expenditures by preserving and extending the useful life of the City's infrastructure. Long-term financial plans prepared for the City's operating funds consider the impact of these improvements on efficiency when forecasting growth in operating expenditures for the next several years. Other capital improvement projects that involve development of new facilities or new and expanded infrastructure may result in additional operating costs or savings in future years.

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

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

Analysis of the FY16 Capital Budget indicates that a large number of projects do not have a measurable operating impact. In many cases these projects are planning activities, which do not result in additional infrastructure or equipment. For example, projects that do not have any impact on the City's operational budget include expenditures to participate in a regional waterways study, to plan Franklin Boulevard improvements, and to complete base map updating. The Capital Budget includes approximately \$2 million in the category of projects that appear to have no significant operational impact.

A second category of capital projects that are not estimated to have operating impacts are those where the capital expenditure is designed to replace or upgrade existing systems. In many cases, there may be operating efficiencies or future cost avoidance that results from the improvements, but these impacts are not presently quantifiable and are believed to be marginal. Examples in this project category include preservation projects for streets, drainage and sanitary sewers where the only operating impact is potential avoidance of future costs that might occur if repairs or replacement do not occur on a timely basis. Approximately \$5.5 million is budgeted for such projects. Projects such as the \$600,000 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 over \$5.5 million. The increased operating costs resulting from these capital improvements are estimated to be about \$75,000 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

2015 - 2016 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
<u>Stormwater Capital Improvements</u>			
Description: These projects are intended to improve stormwater quality from urban runoff in two heavily			
1. <u>Drainage Repair</u>	Drainage Capital Fund	425	\$161,000
	SDC Local Storm Reimbursement	441	\$39,000
	TOTAL		\$200,000
Description: This project involves the rehabilitation of Springfield drainage system to repair or replace older pipe in the system and solve flooding problems. This project also includes rehabilitation of catch basins and culverts to prevent flooding and reduce street surface failures due to poor drainage.			
2. <u>Channel Improvement</u>	Drainage Capital Fund	425	\$656,000
	SDC Local Storm Improvement	440	\$7,000
	SDC Local Storm Reimbursement	441	\$55,000
	TOTAL		\$718,000
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	425	\$15,000
	SDC Local Storm Reimbursement	441	\$15,000
	TOTAL		\$30,000
Description: Develop and implement programs and projects to comply with the National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer (MS4) Discharge permit.			
4. <u>Riparian Land Management/Acquisition</u>	Drainage Capital Fund	425	\$59,000
	SDC Local Storm Improvement	440	\$255,650
	SDC Local Storm Reimbursement	441	\$22,650
	TOTAL		\$337,300
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	425	\$100,000
	SDC Local Storm Improvement	440	\$100,000
	TOTAL		\$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	425	\$299,000
	Booth Kelly Fund	618	\$100,000
	TOTAL		\$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	440R	\$149,176
	TOTAL		\$149,176
Description: Design and construct Channel improvements to relieve flooding in Gray Creek and to provide capacity for anticipated flows from future developments.			

CITY OF SPRINGFIELD

2015 - 2016 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
8. <u>5th Street Water Quality Project</u>	Drainage Capital Fund TOTAL	425	\$2,210,000 <hr/> \$2,210,000
Description: Plan, Design, and Construct a stormwater quality facility at the outfall of the Over/Under Channel in cooperation with the Springfield School Districts planned construction of a new middle school.			
9. <u>Mill Race Stormwater Facility</u>	Drainage Capital Fund SDC Local Storm Improvement TOTAL	425 440	\$3,498,998 \$475,000 <hr/> \$3,973,998
Description: Stormwater treatment facility as part of the Mill Race Restoration Project located on land immediately north of the present Mill Pond.			
10. <u>Jasper-Natron</u>	Drainage Capital Fund Dedicated Capital Fund Reserve TOTAL	425 425R	\$220,000 \$500,000 <hr/> \$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.			
11. <u>Over/Under Channel</u>	Drainage Capital Fund TOTAL	425	\$1,794,000 <hr/> \$1,794,000
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.			
12. <u>Cedar Creek (Intake Reconstruction)</u>	Drainage Capital Fund TOTAL	425R	\$500,000 <hr/> \$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.			
13. <u>Lower Mill Race</u>	Drainage Capital Fund Dedicated Capital Fund Reserve TOTAL	425 425R	\$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.			
14. <u>Channel 6 FIRM Update</u>	Drainage Capital Fund TOTAL	425	\$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 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.			
15. <u>Mill Race FIRM Update</u>	Drainage Capital Fund TOTAL	425	\$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.			

CITY OF SPRINGFIELD

2015 - 2016 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
16. <u>42nd Street Dike Study</u>	Drainage Capital Fund TOTAL	425	\$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.			
17. <u>Glenwood Park Blocks</u>	Drainage Capital Fund SDC Local Storm Improvement TOTAL	425 440	\$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 Glendwood 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/> \$12,446,805
 <u>Wastewater Capital Improvements</u>			
1. <u>Wastewater Master Plan Update</u>	Local Wastewater Capital Fund SDC Local Wastewater Improvement Fund TOTAL	409 443	\$68,000 \$67,000 <hr/> \$135,000
Description: Provides funding for planned 5 year review and update of the 2008 Wastewater Master Plan.			
2. <u>Jasper Road Trunk Sewer</u>	Local Wastewater Capital Fund TOTAL	409	\$50,000 <hr/> \$50,000
Description: Design of 18,000 feet of 27 to 10 inch diameter sewer along Jasper Road from 42nd Street to Natron. This budget allocation will also fund the purchase of easements for the future construction project.			
3. <u>Sanitary Sewer Repair</u>	Local Wastewater Capital Fund TOTAL	409	\$250,000 <hr/> \$250,000
Description: This project involves the contracted repair or replacement of sanitary sewers to Natron. This budget allocation will also fund the purchase of easements for the future construction project.			
4. <u>Hayden Lo Pump Station</u>	Local Wastewater Capital Fund SDC Local Wastewater Reimbursement TOTAL	409 442	\$188,005 \$837,000 <hr/> \$1,025,005
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.			
5. <u>River Glen Pump Station</u>	Local Wastewater Capital Fund TOTAL	409	\$239,436 <hr/> \$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.			

CITY OF SPRINGFIELD

2015 - 2016 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
6. <u>Franklin Boulevard Sewer Ext.</u>	Local Wastewater Capital Fund TOTAL	409	\$1,996,474 <hr/> \$1,996,474
<p>Description: This Project expands the Glenwood wastewater system from the existing 30 inch trunk line in Franklin Boulevard south with approximately 3,900 feet of 15 inch pipe and 2,400 feet of 8 inch pipe. Wastewater trunk lines are typically cleaned annually and video inspected by maintenance every five years.</p>			
7. <u>19th Street Sewer Upgrade</u>	Local Wastewater Capital Fund TOTAL	409	\$615,000 <hr/> \$615,000
<p>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.</p>			
Total Wastewater Improvements			<hr/> \$4,310,915

Transportation and Street Capital Improvements

1. <u>Main Street Pedestrian Crossing</u>	Street Capital Fund TOTAL	434	\$50,000 <hr/> \$50,000
<p>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.</p>			
2. <u>Transportation Demand Project</u>	SDC Transportation Improvement Fund TOTAL	447	\$76,000 <hr/> \$76,000
<p>Description: Participate in regional demand management program to create a transportation management area in the Gateway/PeaceHealth part of the City. The City is required to provide matching funds.</p>			
3. <u>LTD Main McVay Transit Study</u>	Street Capital Fund TOTAL	434	\$19,940 <hr/> \$19,940
<p>Description: Overlay Thurston Road from 69th Street east to the City limits. Some locations may require more extensive base repair due to deteriorated condition.</p>			
4. <u>Glenwood Riverfront Path</u>	Street Capital Fund TOTAL	434	\$30,000 <hr/> \$30,000
<p>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 County between the confluence of the Coast For and Middle Fork of the Willamette River to the south and the Beltline Bridge over the River to the north.</p>			

CITY OF SPRINGFIELD

2015 - 2016 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
5. <u>Traffic Control Projects</u>	SDC Transportation Improvement Fund TOTAL	447	\$255,000 <hr/> \$255,000
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.			
6. <u>Gateway Area Traffic Improvements</u>	Development Fund SDC Transportation Improvement Fund TOTAL	420 447R	\$50,000 <hr/> \$384,000 <hr/> \$434,000
Description: Transportation improvements at various locations in the Gateway area to increase capacity, relieve congestion, and improve safety			
7. <u>Beltline/Gateway Intersection</u>	SDC Transportation Improvement Fund TOTAL	447 447R	\$150,000 <hr/> \$205,000 <hr/> \$355,000
Description: Intersection improvements at Gateway/Beltline and surrounding intersections, including construction of a couplet and purchase of right-of-way. CIP project funding contributes to overall project estimate of \$30 million. Presently Phase 1 improvements are being constructed.			
8. <u>Transportation System Plan</u>	SDC Transportation Improvement Fund TOTAL	447	\$34,537 <hr/> \$34,537
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.			
9. <u>Street Seal and Overlay</u>	Street Capital Fund TOTAL	434	\$25,000 <hr/> \$25,000
Description: This project provides funding for annual slurry seal and thin lift overlay project			
10. <u>ITS - Gateway/Beltline</u>	SDC Transportation Improvement Fund TOTAL	447	\$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.			
11. <u>Virginia-Daisey Bicycle Boulevard</u>	Street Capital Fund TOTAL	434	\$20,000 <hr/> \$20,000
Description: The City owns the Glenwood Boulevard Bridge over the Union Pacific Railroad tracks. Staff has determined that the joints between the bridge deck and the adjoining pavement are insufficient to protect the bridge deck and pavement from damage due to thermal expansion and contraction.			

CITY OF SPRINGFIELD

2015 - 2016 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
12. <u>Street Light Pole Test, Treat & Replace</u>	Street Capital Fund	434	\$13,000
	TOTAL		\$13,000
Description: Test and treat light poles at 10 year intervals and replace rotting poles and broken conduits in the City owned street light system.			
13. <u>S. 42nd Street Preservation</u>	Street Capital Fund	434	\$180,000
	TOTAL		\$180,000
Description: Money set aside from the State deposit for jurisdictional transfer. This money is set aside for future preservation activities on S. 42nd Street.			
14. <u>ADA Transition Projects</u>	Street Capital Fund	434	\$78,000
	TOTAL		\$78,000
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.			
Total Transportation and Street Improvements			\$1,573,927

Building and Facilities Capital Improvements

1. <u>Building Preservation</u>	Building Preservation Fund	420	\$231,845
	TOTAL		\$231,845
Description: Perform preservation, maintenance and repair projects on City-owned buildings, including City Hall, Fire Stations, Museum, Justice Center, and Maintenance Facilities. Projects can include the repair, renovation or replacement of structural, mechanical, electrical, and plumbing systems. Other projects can include painting, roofing, lighting, alarm and elevator projects as well as repair and/or upgrades to aesthetic and architectural elements.			
2. <u>Booth Kelly Roof Repair</u>	Booth Kelly Fund	618	\$100,000
	TOTAL		\$100,000
Description: Structural repair and improvements to the Booth-Kelly Center buildings.			
3. <u>Booth Kelly Building Repair</u>	Booth Kelly Fund	618	\$40,000
	TOTAL		\$40,000
Description: Repair a small building at the Booth Kelly site. This project is related to the Mill Race Restoration Project.			
4. <u>Firing Range Decommissioning</u>	Drainage Capital Fund	425	\$72,000
	TOTAL		\$72,000
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.			

CITY OF SPRINGFIELD

2015 - 2016 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
5. <u>Booth Kelly Water Isolation and Repair</u>	Booth Kelly Fund	618	\$12,000
	TOTAL		\$12,000
Description: This project will consist of a water isolation analysis to the Booth Kelly Complex grounds in order to locate a slow water leakage.			
6. <u>Booth Kelly Facilities Assessment and Plan</u>	Booth Kelly Fund	618	\$30,000
	TOTAL		\$30,000
Description: Hire a consultant to do a comprehensive assement of the Booth Kelly facilities and produce a report with necessary repair work prioritized.			
Total Building and Facilities Improvements			\$485,845

Miscellaneous Capital Improvements

1. <u>City Participation in Private Projects</u>	SDC Local Wastewater Reimbursement	442	\$33,000
	SDC Transportation Improvement Fund	447	\$35,000
	SDC Local Wastewater Improvement Fund	443	\$34,000
	Drainage Capital Fund	425	\$34,000
	SDC Local Storm Improvement	440	\$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 \$100,000 each fiscal year in each infrastructure program area, i.e. Transportation, Local Wastewater and Stormwater, and the programmed funds for FY11 are only those necessary to meet that need. Currently other programmed funds are not yet tied to specific projects.			
2. <u>Special Projects</u>	Development Fund	420	\$150,000
			\$150,000
Description: Special Projects provides funding for FY11 Economic Development and related projects in which the City may wish to participate. The City Manager manages the Special Projects budget.			
3. <u>Topographic ReMapping</u>	Local Wastewater Capital Fund	409	\$31,000
	Drainage Capital Fund	425	\$31,000
	SDC Local Storm Reimbursement	441	\$19,000
	SDC Local Storm Improvement	440	\$19,000
	SDC Local Wastewater Improvement Fund	443	\$79,000
	SDC Local Wastewater Reimbursement	442	\$31,000
	TOTAL		\$210,000

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.

CITY OF SPRINGFIELD

2015 - 2016 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
4. <u>Asset Management</u>	.	434	\$0
		425	\$30,973
		409	\$30,973
	TOTAL		\$61,946
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			\$585,946

Regional Wastewater Program

1. <u>Facilities Plan Engineering Services</u>	Regional Wastewater Capital Bond Fund	412	\$70,000
	TOTAL		\$70,000
Description: Engineering services for analysis, interpretation, cost estimating and assistance related to the 2004 MWMC Facilities Plan..			
2. <u>Influent Pumping and Headworks Expansion</u>	Regional Wastewater Capital Bond Fund	412	\$145,140
	TOTAL		\$145,140
Description: This project provides influent pumping improvements and headworks expansion required to accommodate the 2025 peak wet weather flow of 277 mgd.			
3. <u>Poplar Harvest Management Services</u>	Regional Wastewater Capital Fund	433	\$1,265,000
	TOTAL		\$1,265,000
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.			
4. <u>Digestion Capacity Increase</u>	Regional Wastewater Capital Bond Fund	412	\$5,315,915
	Regional Wastewater Capital Fund	433	\$3,329,085
	TOTAL		\$8,645,000
5. <u>Sodium Hypochlorite Conversion</u>	Regional Wastewater Capital Fund	433	\$1,039,800
	TOTAL		\$1,039,800
Convert existing chlorine gas system to sodium hypochlorite for base flow. Retain the existing chlorine contact basins. Install system with capability for high rate disinfection of primary effluent diversion assuming high dosages of chlorine into a new chlorine contact basin.			
6. <u>Capacity Management Operation and Maintenance (CMOM)</u>	Regional Wastewater Capital Fund	433	\$16,833
	TOTAL		\$16,833
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

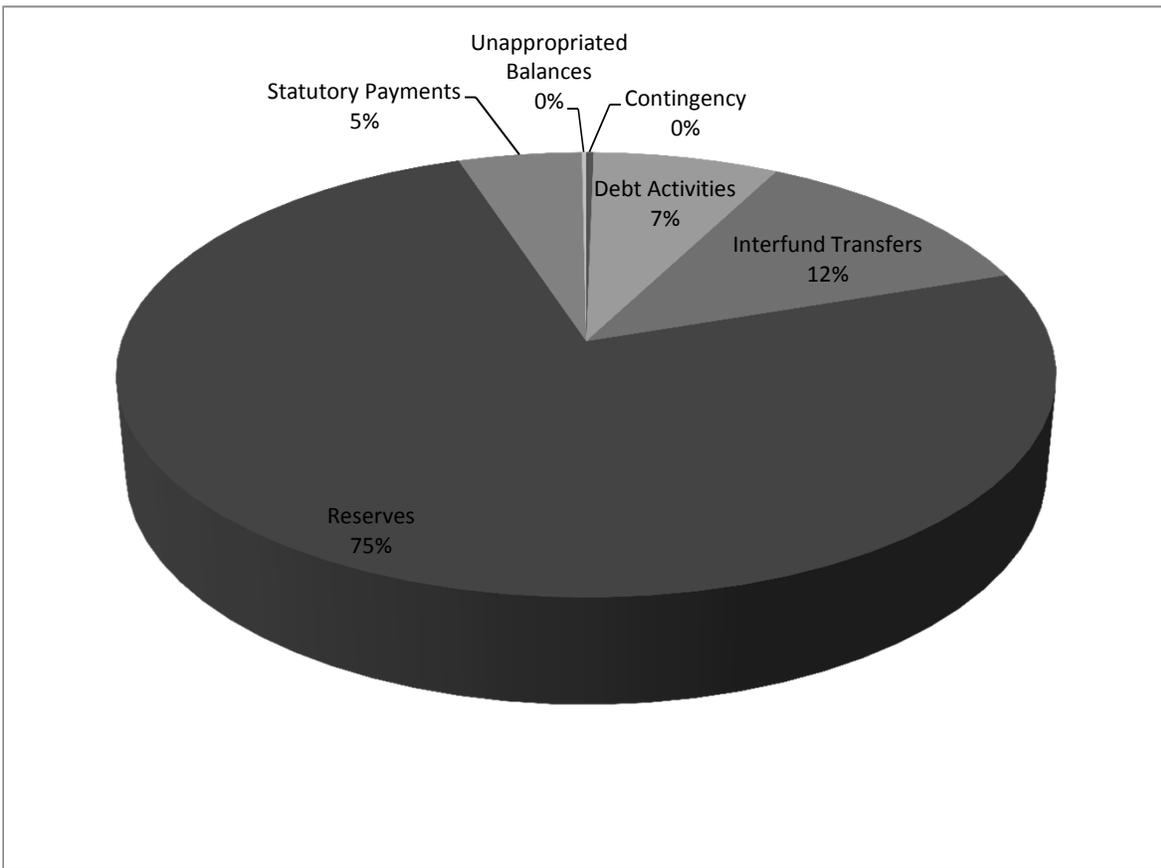
2015 - 2016 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
7. <u>Thermal Load Mitigation: Pre-Implementation</u>	Regional Wastewater Capital Fund TOTAL	433	<hr style="width: 100%;"/> \$210,000 \$210,000
<p>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.</p>			
8. <u>Thermal Load Mitigation: Implementation 1</u>	Regional Wastewater Capital Bond Fund TOTAL	412	<hr style="width: 100%;"/> \$794,000 \$794,000
<p>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.</p>			
8. <u>Operations Building Improvement</u>	Regional Wastewater Capital Bond Fund TOTAL	412	<hr style="width: 100%;"/> \$950,000 \$950,000
<p>Description: This project will update and expand the Operations and Maintenance (O&M) Support Facilities at the Water Pollution Control Facility.</p>			
9. <u>WPCF Lagoon Removal/Decommissioning</u>	Regional Wastewater Capital Bond Fund TOTAL	412	<hr style="width: 100%;"/> \$4,938,231 \$4,938,231
<p>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.</p>			
Total Regional Wastewater Program			<hr style="width: 100%;"/> \$18,074,004
Total City of Springfield Capital Budget			<hr style="width: 100%;"/> \$34,839,266
SEDA Program			
1. <u>Franklin Phase 1 Reconstruction</u>	SEDA Glenwood Capital Fund TOTAL	429	<hr style="width: 100%;"/> \$3,100,000 \$3,100,000
<p>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.</p>			
Total SEDA Program			<hr style="width: 100%;"/> \$3,100,000
TOTAL CAPITAL BUDGET WITH SEDA			\$37,939,266
TOTAL DEDICATED RESERVES			\$2,638,176
TOTAL			<hr style="width: 100%;"/> \$40,577,442

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FY16 Adopted Non-Departmental Budget
All Non-Departmental Categories:



FY16 Non-Departmental		
Expenditure Category	Adopted	Percentage
Contingency	\$ 600,000	0%
Debt Activities	15,224,536	7%
Interfund Transfers	25,016,700	12%
Reserves	154,563,256	75%
Statutory Payments	10,120,709	5%
Unappropriated Balances	355,304	0%
Total	\$ 205,880,505	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	FY16 Adopted
General Fund	\$ 600,000
Total Contingency	\$ 600,000

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	FY16 Adopted
Bond Sinking Fund	\$ 2,208,136
Booth-Kelly Fund	919,333
General Fund	227,709
Regional Wastewater Debt Service Fund	7,709,628
Regional Wastewater Fung	1,454,115
Storm Drainage Operations Fund	706,602
Sewer Operations Fund	1,712,933
Vehicle & Equipment Fund	286,080
Total Debt Payments - Principal and Interest	<u>\$ 15,224,536</u>

NON-DEPARTMENTAL Debt Activities - Principal Balance

The Chart below sets out principal and interest payment on outstanding debt as well as any projected new issuance during FY16.

Fund/Bond or Loan	Outstanding Principal Balance 07/01/2015	New Issuance	Principal Payments	Interest	Outstanding Principal Balance 6/30/2016
General Fund					
Fire Station #16	715,000	-	195,000	32,709	520,000
Bond Sinking Fund					
Go Series 2005	2,420,000	-	205,000	94,744	2,215,000
Go Series 2007	16,650,000	-	1,230,000	678,392	15,420,000
Total Bond Sinking Fund	19,070,000	-	1,435,000	773,136	17,635,000
Regional Wastewater Debt Service Fund					
MWMC Revenue Bond 2006	33,470,000	-	2,090,000	1,612,214	31,380,000
MWMC Revenue Bond 2008	40,020,000	-	2,045,000	1,962,414	37,975,000
Total Regional Wastewater Debt Service Fund	73,490,000	-	4,135,000	3,574,628	69,355,000
Sanitary Sewer Operations Fund					
Sewer Revenue Bond 2009	17,770,000	-	970,000	742,933	16,800,000
Regional Wastewater Fund					
SRF Loan R64840*	6,629,048	-	342,390	191,475	6,286,658
SRF Loan R64841*	1,238,383	-	279,948	21,388	958,435
SRF Loan R06648	1,500,000	-	100,000	7,250	1,400,000
SRF Loan R64842	2,641,544	-	144,236	85,028	2,497,308
SRF Loan R64843	3,677,784	-	167,650	114,750	3,510,134
Total Regional Wastewater Fund	15,686,759	-	1,034,224	419,891	14,652,535
Storm Drainage Operations Fund					
Drainage Revenue Bond 2010	8,480,000	-	410,000	296,602	8,070,000
Booth-Kelly Fund					
Carter Building Loan	156,866	-	75,709	8,603	81,157
BLM Loan	2,854,876	-	656,751	178,270	2,198,125
Total Regional Wastewater Fund	3,011,742	-	732,460	186,873	2,279,282
Vehicle & Equipment Fund					
Capital leases	676,209	-	266,602	19,478	409,607
Total All Funds	\$ 138,899,710	\$ -	\$ 9,178,286	\$ 6,046,250	\$ 129,721,424
				-	
Total Debt Payments - Principal and Interest				\$	15,224,536

* These SRF loans are still being drawn down, debt schedules are not yet final.

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	\$	397,566	
To Development Projects		100,000	
To Jail Operations Fund		450,000	
Subtotal			\$ 947,566
From Street Fund			
To Street Capital Fund	\$	150,000	
Subtotal			\$ 150,000
From Transient Room Tax Fund			
To General Fund	\$	652,000	
Subtotal			\$ 652,000
From Police Local Option Levy Fund			
To Jail Operations Fund	\$	2,371,342	
Subtotal			\$ 2,371,342
From Bancroft Redemption Fund			
To Developmnet Projects Fund	\$	50,000	
Subtotal			\$ 50,000
From Development Assessment Capital Fund			
To Bancroft Redemption	\$	17,966	
Subtotal			\$ 17,966
From Development Projects Fund			
To General Fund	\$	74,200	
Loan to SEDA - Downtown		120,000	
Subtotal			\$ 194,200

Financial Summary of Transfers and Loans - Continued

From SDC Regional Wastewater Reimbursement Fund		
To Regional Wastewater Fund	\$ 19,276	
Subtotal		\$ 19,276
From SDC Regional Wastewater Improvement Fund		
To Regional Wastewater Debt Service Fund	\$ 2,000,000	
Subtotal		\$ 2,000,000
From Sanitary Sewer Operations Fund		
To Sanitary Sewer Capital Fund	\$ 2,480,000	
Subtotal		\$ 2,480,000
From Regional Wastewater Fund		
To Regional Wastewater Debt Service Fund	\$ 5,709,628	
To Regional Wastewater Capital Fund	9,150,000	
Subtotal		\$ 14,859,628
From Storm Drainage Operating Fund		
To Storm Drainage Capital Fund	\$ 925,000	
Subtotal		\$ 925,000
From Booth-Kelly Fund		
To General Fund	\$ 100,000	
Subtotal		\$ 100,000
From Insurance Fund		
To General Fund	\$ 249,722	
Subtotal		\$ 249,722
Total Interfund Transfers and Loans**		<u><u>\$25,016,700</u></u>

**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	FY16 Adopted
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
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General Fund		
Non-Dedicated	\$ 7,664,174	
Dedicated		
Technology Fee Reserve	<u>29,102</u>	
Subtotal		\$ 7,693,276
Street Fund		
Non-Dedicated	<u>\$ 798,508</u>	
Subtotal		\$ 798,508
Jail Operations Fund		
Non-Dedicated	<u>\$ -</u>	
Subtotal		\$ -
Special Revenue Fund		
Dedicated		
Reserve	\$ 82,603	
Police Forfeit Reserve	444,356	
Gifts & Memory Reserve	141,853	
Police Forefeits Post 1/1/02 Reserve	<u>62,023</u>	
Subtotal		\$ 730,835
Transient Room Tax Fund		
Dedicated		
Tourism Promotion Reserve	<u>\$ 895,326</u>	
Subtotal		\$ 895,326
Community Development Fund		
Dedicated		
CDBG Reserve	<u>\$ -</u>	
Subtotal		\$ -

Financial Summary of Reserves - Continued
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Building Code Fund		
Dedicated		
Operating Reserve	\$ 157,738	
Subtotal		\$ 157,738
 Fire Local Option Levy		
Dedicated		
Operating Reserve	\$ 283,607	
Subtotal		\$ 283,607
 Police and Court Local Option Levy		
Dedicated		
Operating Reserve	\$ 1,868,732	
Subtotal		\$ 1,868,732
 Bancroft Redemption Fund		
Non-Dedicated	\$ 62,461	
Subtotal		\$ 62,461
 Sewer Capital Projects Fund		
Non-Dedicated	\$ 8,987,697	
Subtotal		\$ 8,987,697
 Regional Wastewater Revenue Bonds Capital Projects Fund		
Dedicated		
Capital Reserve	\$ 4,000,000	
Subtotal		\$ 4,000,000
 Development Assessment Capital Fund		
Dedicated		
Assessment Service Reserve	\$ 86,613	
Assessments Finance Reserve	817,771	
Subtotal		\$ 904,384
 Development Projects Fund		
Non-Dedicated	\$ 3,602,761	
Dedicated		
Corporate Way Pond Rehab Reserve	35,200	
Subtotal		\$ 3,637,961
 Storm Drainage Capital Fund		
Non-Dedicated	\$ 3,942,548	
Dedicated		
Storm Bond Reserve 2011	708,050	
Lower Millrace Reserve	900,000	
Jasper-Natron Reserve	500,000	
Cedar Creek Reserve	500,000	
Subtotal		\$ 6,550,598

Financial Summary of Reserves - Continued
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Regional Wastewater Capital Fund		
Dedicated		
Capital Reserve	\$ 59,468,729	
Equipment Replacement Reserve	<u>11,517,390</u>	
Subtotal		\$ 70,986,119
Street Capital Fund		
Non-Dedicated		
	\$ 401,751	
Dedicated		
Franklin Improvement Reserve	3,200,000	
South 42nd St., Main-Jasper Road	<u>-</u>	
Subtotal		\$ 3,601,751
SDC Storm Improvement Fund		
Dedicated		
SDC Reserve	\$ 339,893	
Grey Creek Reserve	<u>149,176</u>	
Subtotal		\$ 489,069
SDC Storm Reimbursement Fund		
Dedicated		
SDC Reserve	<u>\$ 4,175</u>	
Subtotal		\$ 4,175
SDC Sanitary Reimbursement Fund		
Dedicated		
SDC Reserve	<u>\$ 557,548</u>	
Subtotal		\$ 557,548
SDC Sanitary Improvement Fund		
Dedicated		
SDC Reserve	<u>\$ 160,909</u>	
Subtotal		\$ 160,909
SDC Regional Wastewater Reimbursement Fund		
Dedicated		
SDC Reserve	<u>\$ 573,470</u>	
Subtotal		\$ 573,470
SDC Regional Wastewater Improvement Fund		
Dedicated		
Improvement SDC Reserve	<u>\$ 1,959,028</u>	
Subtotal		\$ 1,959,028
SDC Transportation Reimbursement Fund		
Dedicated		
	<u>\$ 373,499</u>	
Subtotal		\$ 373,499

Financial Summary of Reserves - Continued
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SDC Transportation Improvement Fund		
Dedicated		
SDC Reserve	\$	424,105
Beltline Gateway Inter Reserve		205,000
Gateway Traffic Improvement Reserve		<u>384,000</u>
Subtotal		\$ 1,013,105
Sewer Operations Fund		
Non-Dedicated		
	\$	2,391,914
Dedicated		
Local Wastewater 2009 Bond Reserve		<u>1,713,531</u>
Subtotal		\$ 4,105,445
Regional Wastewater Fund		
Non-Dedicated		
	\$	10,223,396
Dedicated		
SRF Loan Reserve		670,908
MWMC 06 Bond Reserve		<u>4,100,000</u>
Subtotal		\$ 14,994,304
Ambulance Fund		
Non-Dedicated		
	\$	<u>1,026,535</u>
Subtotal		\$ 1,026,535
Drainage Operating Fund		
Non-Dedicated		
	\$	<u>3,457,464</u>
Subtotal		\$ 3,457,464
Booth-Kelly Fund		
Non-Dedicated		
	\$	<u>497,103</u>
Subtotal		\$ 497,103
Regional Fiber Consortium Fund		
Non-Dedicated		
	\$	<u>151,478</u>
Subtotal		\$ 151,478
Insurance Fund		
Dedicated		
Self Funded Insurance Reserve	\$	2,724,598
Insurance Reserve		1,519,423
Benefits Reserve		4,317
Workers Compensation Reserve		<u>2,007,334</u>
Subtotal		\$ 6,255,672

Financial Summary of Reserves - Continued
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Vehicle and Equipment Fund

Dedicated

Equipment Replacement Reserve	\$	71,134	
Lease Payments		21	
Fuel Reserve		23,496	
MS Enterprise Charge Reserve		123,334	
Telephone Lease Reserve		108,222	
Computer Equipment Reserves:		899,050	
Vehicle and Equipment Reserves:		<u>6,335,364</u>	
Subtotal			\$ 7,560,621

SDC Administration Fund

Dedicated

	\$	<u>224,838</u>	
Subtotal			\$ 224,838

Total Reserves			<u>154,563,256</u>
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Summary by Type of Reserve:

Non-Dedicated	\$	43,207,790	
Dedicated		<u>111,355,466</u>	
Total Reserves *			<u>154,563,256</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	FY16 Adopted
Insurance Fund	
Contractual	
Property/Casualty Premium	\$ 650,000
Workers' Compensation Premium	205,000
Premium Taxes	40,000
Workers' Compensation Claims	300,000
Subtotal	\$ 1,195,000
Pass -Through	
Dental Premium	\$ -
Disability Premium	178,743
FICA Payments	2,441,623
Wells Fargo Police Retirement	2,017,268
Pre-Retirement Life Premium	10,675
Mandatory Life	2,150
PERS Pension Expenditure	4,200,000
Basic Life	75,250
Subtotal	\$ 8,925,709
Total Insurance Fund Statutory Payments	\$ 10,120,709

**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.

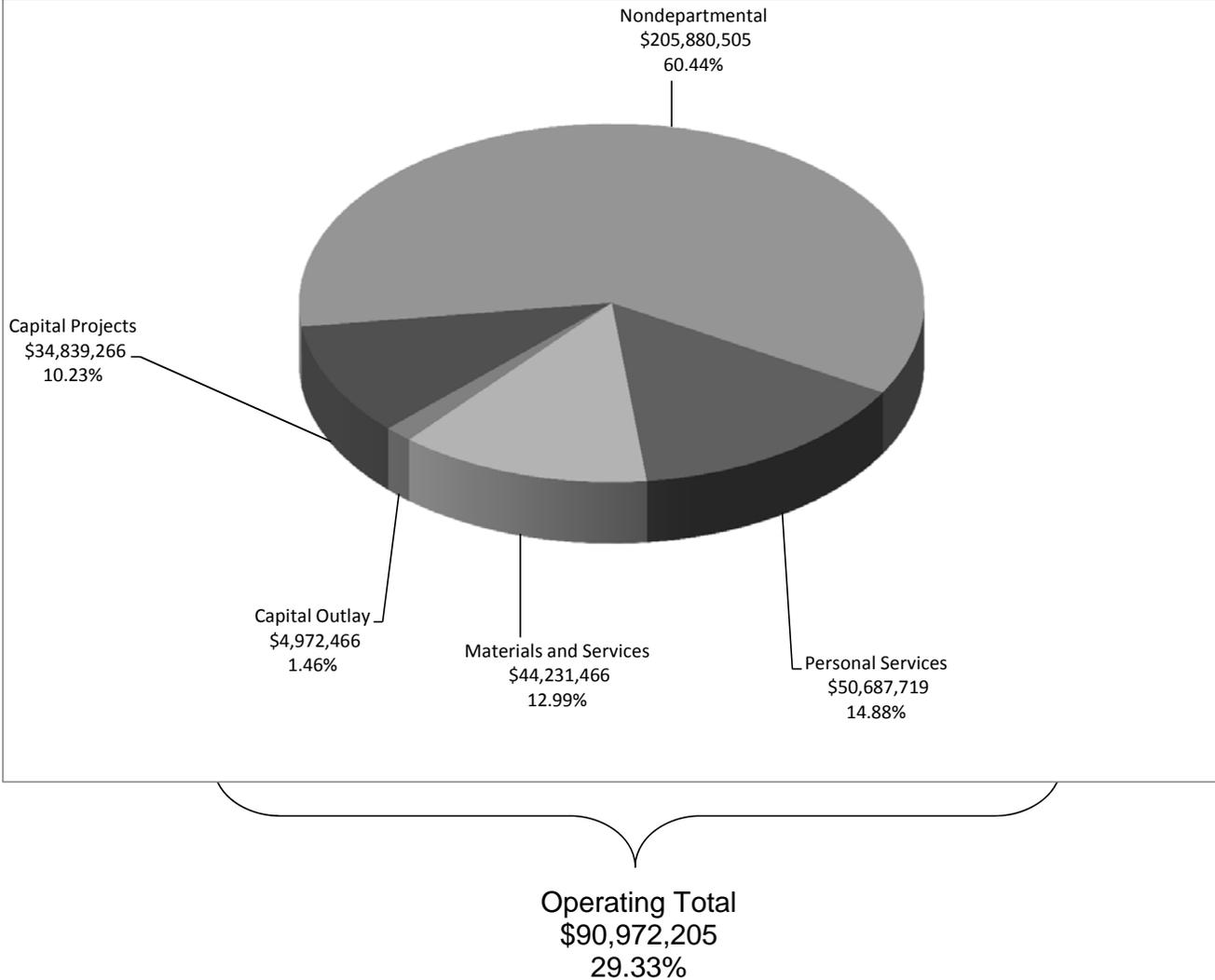
Financial Summary of Unappropriated Balances - All Funds	FY16 Adopted
Bond Sinking Fund	
Unappropriated Balance	\$ 355,304
Total Unappropriated Balance	\$ 355,304

FY16 Proposed Budget - By Fund Type Resources and Requirements Summary

Fund	FTE	Resources	Department Operating	Capital Projects	Non-Departmental
General Fund					
Total General Fund	210.97	\$ 44,076,496	\$ 34,607,945	\$ -	\$ 9,468,551
Special Revenue Funds					
Street Fund	29.53	\$ 6,466,549	\$ 5,518,041	\$ -	\$ 948,508
Jail Operations Fund	19.10	3,181,942	3,181,942	-	-
Special Revenue Fund	-	1,326,173	595,338	-	730,835
Transient Room Tax Fund	1.95	1,929,200	381,874	-	1,547,326
Community Development Fund	2.32	925,641	925,641	-	-
Building Fund Fund	6.43	1,097,691	939,953	-	157,738
Fire Local Option Levy Fund	9.00	1,966,703	1,683,096	-	283,607
Police Local Option Levy Fund	22.23	7,316,909	3,076,835	-	4,240,074
Total Special Revenue Funds	90.56	\$ 24,210,808	\$ 16,302,720	\$ -	\$ 7,908,088
Debt Service Funds					
Bancroft Redemption Fund	0.13	\$ 130,427	\$ 17,966	\$ -	\$ 112,461
Bond Sinking Fund	-	2,563,440	-	-	2,563,440
Regional Wastewater Debt Service Fund	-	7,709,628	-	-	7,709,628
Total Debt Service Funds	0.13	\$ 10,403,495	\$ 17,966	\$ -	\$ 10,385,529
Capital Projects Funds					
Sewer Capital Project Fund	-	\$ 12,456,585	\$ -	\$ 3,468,888	\$ 8,987,697
Reg. Wastewater Rev. Bond Cap. Proj. Fund	-	16,213,286	-	12,213,286	4,000,000
Development Assessment Fund	0.67	1,010,505	88,155	-	922,350
Development Projects Fund	-	4,264,006	-	431,845	3,832,161
Drainage Capital Fund Fund	-	16,042,900	-	9,492,302	6,550,598
Regional Wastewater Capital Fund	-	80,711,437	3,864,600	5,860,718	70,986,119
Street Capital Fund	-	4,017,691	-	415,940	3,601,751
SDC Storm Improvement Fund	-	1,414,189	36,470	888,650	489,069
SDC Storm Drainage Reimb Fund	-	179,912	25,087	150,650	4,175
SDC Sanitary Reimbursement Fund	-	1,617,803	159,255	901,000	557,548
SDC Sanitary Improvement Fund	-	417,168	76,259	180,000	160,909
SDC Regional Wastewater Reimbursement Fund	-	594,746	2,000	-	592,746
SDC Regional Wastewater Improvement Fund	-	3,961,028	2,000	-	3,959,028
SDC Transportation Reimbursement Fund	-	412,013	38,514	-	373,499
SDC Transportation Improvement Fund	-	1,706,507	139,415	553,987	1,013,105
Total Capital Projects Funds	0.67	\$ 145,019,776	\$ 4,431,755	\$ 34,557,266	\$ 106,030,755
Enterprise Funds					
Sewer Operations Fund	19.25	\$ 11,937,192	\$ 3,638,814	\$ -	\$ 8,298,378
Regional Wastewater Fund	15.81	48,652,319	17,344,272	-	31,308,047
Ambulance Fund	33.25	6,978,384	5,951,849	-	1,026,535
Drainage Operating Fund	30.06	10,054,972	4,965,906	-	5,089,066
Booth-Kelly Fund	1.59	2,325,966	527,530	282,000	1,516,436
Regional Fiber Consortium Fund	-	279,378	127,900	-	151,478
Total Enterprise Funds	99.96	\$ 80,228,211	\$ 32,556,271	\$ 282,000	\$ 47,389,940
Internal Service Funds					
Insurance Fund	3.15	\$ 26,354,620	\$ 9,728,517	\$ -	\$ 16,626,103
Vehicle and Equipment Fund	-	9,554,167	1,707,466	-	7,846,701
SDC Administration Fund	3.10	763,849	539,011	-	224,838
Total Internal Service Funds	6.25	\$ 36,672,636	\$ 11,974,994	\$ -	\$ 24,697,642
Total Amount of Budget	408.54	\$ 340,611,422	\$ 99,891,651	\$ 34,839,266	\$ 205,880,505

**FY16 Adopted Budget
Summary—Total Requirements:**

\$340,611,422



Requirements Category	FY15 Adopted	Percentage of Total
Operating:		
Personal Services	\$ 50,687,719	14.88%
Materials and Services	44,231,466	12.99%
Capital Outlay	4,972,466	1.46%
Total Operating	\$ 99,891,651	29.33%
Capital Projects	\$ 34,839,266	10.23%
Nondepartmental	205,880,505	60.44%
Total	\$ 340,611,422	100.00%

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

Fund Number	Fund Name	Adopted FY15	Adopted FY16	Change
100	General Fund	209.44	210.97	1.53
201	Street Fund	30.17	29.53	-0.64
202	Jail Operations Fund	18.10	19.10	1.00
204	Special Revenue Fund	0.00	0.00	0.00
208	Transient Room Tax Fund	1.95	1.95	0.00
210	Community Development Fund	2.58	2.32	-0.26
224	Building Fund	5.85	6.43	0.58
235	Fire Local Option Levy Fund	9.00	9.00	0.00
236	Police Local Option Levy Fund	22.23	22.23	0.00
305	Bancroft Redemption Fund	0.13	0.13	0.00
419	Development Assessment Capital Fund	0.67	0.67	0.00
611	Sewer Operations Fund	20.05	19.25	-0.80
612	Regional Wastewater Fund	15.89	15.81	-0.08
615	Ambulance Fund	33.05	33.25	0.20
617	Drainage Operating Fund	30.79	30.06	-0.73
618	Booth-Kelly Fund	1.53	1.59	0.06
707	Insurance Fund	3.15	3.15	0.00
719	SDC Administration	3.36	3.10	-0.26
Total Full-Time Equivalents		407.94	408.54	0.60

**TOTAL CITY EMPLOYEES - FY13 through FY16
Full-Time Equivalents (FTE) by Department All Funds**

Total FTE by Department	Adopted FY13	Adopted FY14	Adopted FY15	Adopted FY16	Change
City Manager's Office	7.00	7.00	7.50	7.50	0.00
Development & Public Works	130.55	129.75	130.00	123.00	-7.00
Finance	9.50	9.50	9.50	11.70	2.20
Fire and Life Safety	101.00	100.00	100.00	99.00	-1.00
Human Resources	6.00	6.00	6.00	6.00	0.00
Information Technology	10.00	10.00	10.00	15.00	5.00
Legal/Judicial Services	8.84	8.84	8.84	8.84	0.00
Library	12.60	12.60	13.10	13.50	0.40
Police	123.00	123.00	123.00	124.00	1.00
Total Full-Time Equivalents	408.49	406.69	407.94	408.54	0.60

**TOTAL CITY EMPLOYEES - FY13 through FY16
Full-Time Equivalents (FTE) by Department General Func**

Total FTE by Department	Adopted FY13	Adopted FY14	Adopted FY15	Adopted FY16	Change
City Manager's Office	6.40	6.40	6.90	6.90	0.00
Development & Public Works	20.45	19.61	20.36	20.26	-0.10
Finance	7.27	7.27	7.27	9.47	2.20
Fire and Life Safety	59.95	58.95	57.95	56.75	-1.20
Human Resources	2.85	2.85	2.85	2.85	0.00
Information Technology	10.00	10.00	10.00	10.23	0.23
Legal/Judicial Services	6.61	6.61	6.61	6.61	0.00
Library	11.90	11.90	12.60	13.00	0.40
Police	84.15	84.90	84.90	84.90	0.00
Total Full-Time Equivalents	209.58	208.49	209.44	210.97	1.53

**TOTAL BUDGET SUMMARY — FY13 through FY16
Resources Only**

Resources, All Fund Types	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
Revenues, Summary Level				
Taxes (Current and Delinquent)	\$ 29,215,818	\$ 30,112,033	\$ 32,041,194	\$ 31,927,321
Licenses, Permits and Fees	3,441,747	3,544,726	3,545,867	3,837,636
Intergovernmental	8,679,809	8,587,015	9,925,337	8,927,749
Charges for Service	61,734,696	67,487,566	67,643,417	70,480,338
Fines and Forfeitures	1,499,746	1,675,489	2,027,263	1,852,600
Use of Money and Property	2,587,340	2,908,764	2,426,359	2,671,422
Special Assessments	43,859	154,545	17,300	14,200
Miscellaneous Receipts	1,043,454	918,056	1,014,806	1,014,531
Other Financing Sources	43,388,402	33,078,301	34,072,174	36,537,409
Total Current Revenues	\$ 151,634,870	\$ 148,466,494	\$ 152,713,717	\$ 157,263,206
Beginning Cash	\$ 165,975,180	\$ 170,254,884	\$ 179,195,245	\$ 183,348,216
Total Resources, All Sources	\$ 317,610,050	\$ 318,721,378	\$ 331,908,962	\$ 340,611,422

* Amended as of June 15, 2015

GENERAL FUND REVENUE DETAIL - FY13 through FY16

Revenue - All Sources, By Revenue Type and Account	FY13 Actual	FY14 Actual	FY15 * Amended	FY16 Adopted
Taxes				
Current Taxes	\$ 17,626,068	\$ 17,811,356	\$ 18,547,022	\$ 19,280,826
Delinquent Taxes	515,333	533,986	880,000	525,000
Total Taxes	\$ 18,141,402	\$ 18,345,342	\$ 19,427,022	\$ 19,805,826
Licenses and Permits				
Sanipac Franchise	\$ 479,904	\$ 360,833	\$ 417,780	\$ 390,000
Telecom Business Tax	-	10,638	-	70,000
AT&T/Comcast Franchise	605,616	633,189	600,000	635,000
Qwest Franchise	103,784	121,334	120,000	170,000
NW Natural Gas	356,555	370,833	380,000	371,000
Spring Franchise	33,686	32,636	33,500	32,636
ATG Right of Way	2,242	18,438	2,500	2,500
EPUD Right-of-Way Fees	12,021	12,958	13,000	13,000
Library Receipts	28,970	28,750	21,817	30,000
Library Photocopy Charges	962	1,513	1,100	1,500
Animal Licenses/Impound	32,295	28,800	62,000	60,000
Police Impound Fees	21,130	24,630	22,000	22,000
Offense Surcharge	24,657	15,852	-	-
Fire Code Permits	152,288	160,685	145,000	145,000
FLS Safety Systems Plan Review	21,638	14,728	15,000	15,000
FLS New Construction Sq Ft Fee	20,024	23,192	20,000	20,000
Planning Fees	201,591	354,849	298,000	500,000
DSD Postage Fees	7,421	9,410	5,000	7,800
Technology Fee	44,419	53,784	45,400	50,000
Code Requirement Fees	122,374	131,604	110,000	115,000
Total Licenses and Permits	\$ 2,271,576	\$ 2,408,655	\$ 2,312,097	\$ 2,650,436
Intergovernmental				
Team Spgfld Bicycle Patrol	\$ -	\$ -	\$ 10,000	\$ 10,000
Liquor Apportionment	796,537	839,397	800,000	907,500
Cigarette Apportionment	84,907	80,625	82,650	72,500
State Revenue Sharing	715,707	464,348	575,000	575,000
State Conflagration Funds	-	6,401	38,941	7,000
District 19 School Resource	147,700	66,246	120,000	120,000
SUB in-Lieu-of-Tax	1,793,794	1,797,923	1,800,000	1,800,000
EWEB in-Lieu-of-Tax	551,345	564,459	556,000	565,000
Electric Co-Ops in-Lieu-of-Tax	28,004	25,241	28,000	26,000
EMSO IGA	43,183	-	14,326	-
Willamalane Bicycle Patrol	-	-	13,500	15,000
Total Intergovernmental	\$ 4,161,177	\$ 3,844,641	\$ 4,038,417	\$ 4,098,000

GENERAL FUND REVENUE DETAIL - Continued

Revenue - All Sources, By Revenue Type and Account	FY13 Actual	FY14 Actual	FY15 * Amended	FY16 Adopted
Charges for Service				
Internal Facility Rental	237,570	240,578	238,544	236,286
Internal Building Maintenance Chgs	302,418	289,243	287,895	296,749
Internal Vehicle Maintenance Chgs	164,769	189,787	192,946	189,613
ROW Fee Sanitary Sewer	199,352	206,711	212,098	215,500
ROW Fee Storm Drainage	168,362	175,352	178,152	182,366
Police Services U of O	14,884	27,428	15,000	24,000
Special Events Services	3,221	1,250	-	-
Police Alarm Monitoring	-	-	10,000	-
Rainbow Fire Protection	1,083,309	1,074,644	1,160,223	1,160,500
Glenwood Fire Protection	148,350	141,410	148,350	148,500
Willakenzie Fire Protection	326,375	328,533	349,547	350,000
MVA First Response	11,331	10,565	11,000	10,000
Fire License Facility Inspection	5,750	5,537	5,000	4,000
Willamalane Collection Fee	15,965	12,658	15,000	13,000
Library Automation Fee	47,168	46,530	51,992	58,000
Internal Engineering Fee	-	30,777	1,500	-
Staff Reimbursement	139,020	138,867	226,098	164,812
Total Charges for Service	\$ 2,867,845	\$ 2,919,870	\$ 3,103,345	\$ 3,053,326
Fines and Forfeitures				
Municipal Court Revenues	\$ 1,365,542	\$ 1,543,667	\$ 2,000,000	\$ 1,825,000
Library Fines	28,229	25,944	26,263	26,000
Restitution	1,101	325	400	1,000
Unclaimed/Forfeited Property	23,551	15,578	-	-
Total Fines and Forfeitures	\$ 1,418,423	\$ 1,585,514	\$ 2,026,663	\$ 1,852,000
Use of Money and Property				
Interest Income	\$ 85,861	\$ 88,292	\$ 65,250	\$ 88,000
Variance in FMV of Investments	(27,366)	(26,832)	-	-
Unsegregated Tax Interest	(10,257)	(10,975)	-	-
County Assess Interest	7,087	7,101	7,500	7,000
Total Use of Money and Property	\$ 55,325	\$ 57,585	\$ 72,750	\$ 95,000
Miscellaneous Receipts				
Cash Over/Short	204	245	-	-
Miscellaneous Receipts	45,810	204,104	43,733	100,000
Testing	4,740	7,230	-	-
W.C. Wage Reimbursements	-	-	2,043	-
Muni. Court Interest on Delinquencies	150,946	172,138	183,000	150,000
Total Miscellaneous Receipts	\$ 201,699	\$ 383,717	\$ 228,776	\$ 250,000

GENERAL FUND REVENUE DETAIL - Continued

Revenue - All Sources, By Revenue Type and Account	FY13 Actual	FY14 Actual	FY15 * Amended	FY16 Adopted
Indirect Charges				
Indirect Charges Fund 201	\$ 417,257	\$ 443,314	\$ 479,382	\$ 470,454
Indirect Charges Fund 202	247,970	267,808	283,014	283,012
Indirect Charges Fund 208	15,070	-	-	-
Indirect Charges Fund 224	113,573	81,920	92,507	101,442
Indirect Charges Fund 305	1,781	1,923	2,033	2,033
Indirect Charges Fund 419	9,179	9,913	10,476	10,476
Indirect Charges Fund 611	281,398	300,917	319,405	307,679
Indirect Charges Fund 612	322,103	306,318	330,824	289,618
Indirect Charges Fund 615	399,999	474,212	501,138	501,134
Indirect Charges Fund 617	432,783	456,030	489,241	479,010
Indirect Charges Fund 618	10,275	16,218	24,194	25,836
Indirect Charges Fund 719	48,361	51,902	53,901	52,843
Total Indirect Charges	\$ 2,299,749	\$ 2,410,476	\$ 2,586,115	\$ 2,523,537
Interfund Transfers				
Transfer From Fund 204	90,242	12,297	-	-
Transfer From Fund 208	517,000	593,791	582,970	652,000
Transfer From Fund 713	165,000	80,000	-	-
Transfer From Fund 420	87,000	25,000	71,136	74,199
Transfer From Fund 434	-	20,000	-	-
Transfer From Fund 618	-	-	-	100,000
Transfer From Fund 707	346,975	230,715	226,896	249,722
Total Interfund Transfers	\$ 1,206,217	\$ 961,803	\$ 881,002	\$ 1,075,921
Beginning Cash Balance				
Beginning Cash Balance	\$ 7,908,830	\$ 8,399,006	\$ 8,465,305	\$ 8,672,450
Total Beginning Cash Balance	\$ 7,908,830	\$ 8,399,006	\$ 8,465,305	\$ 8,672,450
GRAND TOTAL	\$ 40,532,241	\$ 41,316,609	\$ 43,141,492	\$ 44,076,496

* Amended as of June 15,2015

FY16 - ASSESSED VALUATION, LEVY & TAX REVENUE INFORMATION

	Rate Per \$1,000	Assessed Valuation	Levy	Net Tax Revenue
<u>General Fund</u>				
FY15 Assessed Valuation		\$ 4,253,901,084		
Plus: 3.5% Increase from Added Value		<u>148,866,538</u>		
Est Assessed Value FY16 Pre UR		4,402,767,622		
Less: Urban Renewal Excess (estimated)		<u>(98,611,767)</u>		
Total Estimated Assessed Valuation net of Urban Renewal		<u>\$ 4,304,155,855</u>		
City of Springfield Permanent Rate Levy	\$ 4.7403			
Estimated Taxes Raised for FY16 (rate x AV/1000)			\$20,402.990	
Less Allowances for Discounts, Delinquencies*:			<u>(1,122,164)</u>	
Total Available General Fund Tax Revenue for Appropriation				<u>\$19,280,826</u>
<u>Fire Local Option Levy Fund</u>				
City of Springfield Five-Year Tax Rate (FY12 - FY16)	\$ 0.3600			
Estimated Taxes Raised for FY16 (rate x AV/1000)			\$ 1,584,996	
Less Allowances for Discounts, Delinquencies*:			<u>(87,168)</u>	
Total Available Tax Revenue for Appropriation				<u>\$ 1,497,828</u>
<u>Police Local Option Levy Fund</u>				
City of Springfield Five-Year Tax Rate (FY14 - FY18)	\$ 1.2800			
Estimated Taxes Raised for FY16 (rate x AV/1000)			\$ 5,635,543	
Less Allowances for Discounts, Delinquencies*:			<u>(309,931)</u>	
Total Available Tax Revenue for Appropriation				<u>\$5,325,612</u>
<u>Bond Sinking Fund</u>				
Levy Required for General Obligation Bonds			\$ 2,137,625	
Estimated Tax Rate (Levy/AV)	\$0.4967			
Less Allowances for Discounts, Delinquencies*:			<u>(117,570)</u>	
Total Available Bond Sinking Fund Tax Revenue for Appropriation				<u>\$2,020,055</u>
Est. Total Tax Rate and Tax Revenue Collection	<u>\$6.8770</u>			

* Current allowance for Discounts and Delinquencies: 5.5%

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) and again in 2010 for five years (FY12-FY16). The Police Services Levy was renewed for five years (FY09-FY13) with added staff for the new Justice Center 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	\$ 1,683,096	9.0 FTE
Fire levy dedicated reserve	<u>283,607</u>	
Fire Services Local Option Levy Funding	\$ 1,966,703	
Public Safety Services operating costs	\$ 2,584,833	20.0 FTE
Police levy dedicated reserve	1,868,732	
Transfer to Jail Operations Fund	2,371,342	
Legal and Judicial services operating costs	<u>492,002</u>	2.23 FTE
Police Services Local Option Levy Funding	\$ 7,316,909	
Total Funding Provided by Levies	\$ 9,283,612	31.23 FTE
Detail by Type of Costs Funded:		
Departmental Operating costs	\$ 4,759,931	31.23 FTE
Inter-fund Transfers	2,137,342	
Dedicated Reserves	2,152,339	
Total Funding Provided by Levies	\$ 9,283,612	31.23 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 FY15 revised estimate, and the estimated levy for FY16.

	Fiscal Year						
	Actual FY10	Actual FY11	Actual FY12	Actual FY13	Actual FY14	Estimated FY15	Projected FY16
Tax Base/Rate Levy*	\$ 16,472,084	\$ 16,616,637	\$ 17,301,094	\$ 17,626,068	\$ 17,811,355	\$ 18,628,189	\$ 19,280,826
Fire Local Option	1,395,770	1,408,752	1,319,613	1,351,668	1,296,106	1,435,000	1,497,828
Police Local Option	<u>3,805,284</u>	<u>3,838,848</u>	<u>3,995,493</u>	<u>4,092,550</u>	<u>4,608,378</u>	<u>5,093,000</u>	<u>5,325,612</u>
Subtotal	\$ 21,673,138	\$ 21,864,237	\$ 22,616,200	\$ 23,070,286	\$ 23,715,831	\$ 25,156,189	\$ 26,104,266
Bonds	<u>3,295,915</u>	<u>3,036,915</u>	<u>3,061,863</u>	<u>3,068,311</u>	<u>3,194,202</u>	<u>2,953,328</u>	<u>2,020,055</u>
Total	\$ 24,969,053	\$ 24,901,152	\$ 25,678,063	\$ 26,138,597	\$ 26,910,033	\$ 28,109,517	\$ 28,124,321
Assessed Value**	\$3,726,631,985	\$3,726,631,985	\$3,883,712,564	\$3,998,513,269	\$4,043,528,204	\$4,253,901,084	\$4,402,767,622
Rate for Operations	\$ 6.2303	\$ 6.2303	\$ 6.2303	\$ 6.1903	\$ 6.4877	\$ 6.5130	\$ 6.3803
Bonds	<u>.9465</u>	<u>.8645</u>	<u>.8372</u>	<u>.8158</u>	<u>.8382</u>	<u>.7371</u>	<u>0.4967</u>
Total Rate	\$ 7.1768	\$ 7.0948	\$ 7.0675	\$ 7.0162	\$ 7.3259	\$ 7.2501	\$ 6.8770

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

** not adjusted to remove Urban Renewal

A Fire Local Option Levy and a Police Local Option Levy were passed by the voters in November, 2002 for an effective date of July 1, 2003 (FY04). In 2006, the Fire Services Levy was renewed for four years (FY08-FY11) and again in 2010 for five years (FY12-FY16). The Police Services Levy was renewed for five years (FY09-FY13) and again in 2012 for five years (FY14-FY18). There was a one-year break (FY08) between the expiration of the old levy and the beginning of the new levy. The Fire Levy is in effect for five years only—FY12 through FY16. The Police Levy is in effect for five years only (FY14-FY18). The levy funds are separated from all other taxes by separate reporting funds: Fire Local Option Levy Fund and Police Local Option Fund.

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

	Assessed Valuation
FY15 Assessed Valuation (AV)	\$4,253,901,084
Add Estimated 3.5% Increase in Value Plus Correction	<u>148,866,538</u>
Total City Assessed Valuation for all Levies	<u>\$4,402,767,622</u>
Less: Urban Renewal Growth	<u>\$ (98,611,767)</u>
Total City AV for Permanent Rate net of UR	<u>\$4,304,155,855</u>

The following is a detailed explanation of how the individual levy revenues were calculated and the calculation for net tax revenues recorded in the FY16 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 FY15 (rate x AV/1000)		\$ 20,402,990	
Less Allowances for Discounts, Delinquencies: 550%		<u>(1,122,164)</u>	
Total Available General Fund Tax Revenue for Appropriation			<u>\$19,280,826</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 (FY12 – FY016)	\$0.3600		
Estimated Taxes Raised for FY15 (rate x AV/1000)		\$1,584,996	
Less Allowances for Discounts, Delinquencies: 5.5%		<u>(87,168)</u>	
Total Available Tax Revenue for Appropriation			<u>\$ 1,497,828</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 FY15 (rate x AV/1000)		\$5,635,543	
Less Allowances for Discounts, Delinquencies: 5.5%		<u>(309,931)</u>	
Total Available Tax Revenue for Appropriation			<u>\$5,325,612</u>

Bond Sinking Fund

Bond Sinking Fund	Rate	Tax Levy
Levy Required for General Obligation Bonds		\$ 2,137,625
Estimated Tax Rate (Levy/AV)	\$0.4967	
Less Allowances for Discounts, Delinquencies: 5.5%		<u>(117,570)</u>
Total Available Bond Sinking Fund Tax Revenue for Appropriation		\$ 2,020,055

Summation of Tax Revenues FY16

General Operations	\$19,280,826
Fire Services	1,497,828
Police Services	<u>5,325,612</u>
Total Tax Revenues for Operations	\$26,032,266
Bond Sinking Fund	<u>2,137,625</u>
Total Collections	<u>\$28,169,891*</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).

FY16 Tax Rates

The City of Springfield's revised property tax rate per thousand is \$6.8770, 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>\$0.4967</u>
Total City Rate	<u>\$6.8770</u>

TAX AND ASSESSED VALUATION HISTORY By Budgeted Fiscal Year

Fiscal Year	Tax Rate	Assessed Value
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
FY06	6.1071	2,976,869,105

Note: FY16 begins July 1, 2015 and ends June 30, 2016.

City Fund Types

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

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

Funds are further categorized into six generic fund types:

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

Governmental Fund Category

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

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

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

- **General Fund**

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

General Fund

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

- **Special Revenue Funds**

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

Building Code Fund

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

Community Development Block Grant Fund (CDBG)

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

Fire Local Option Levy Fund

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

Jail Operations Fund

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

Police Local Option Levy Fund

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

Riverbend Development Fund

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

Special Revenue Fund

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

Street Fund

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

Transient Room Tax Fund

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

- **Debt Service Funds**

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

Bancroft Redemption Fund

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

Bond Sinking Fund

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

Regional Wastewater Debt Service Fund

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

- **Capital Project Funds**

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

Development Assessment Fund

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

Development Projects Fund

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

Drainage Capital Project Fund

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

G. O. Bond Capital Projects Fund

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

Police Building Bond Capital Project Fund

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

Regional Wastewater Revenue Bond Capital Projects Fund

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

Regional Wastewater Capital Fund

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

SDC Local Storm Improvement Fund

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

SDC Local Wastewater Improvement Fund

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

SDC Local Wastewater Reimbursement Fund

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

SDC Regional Wastewater Improvement Fund

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

SDC Regional Wastewater Reimbursement Fund

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

SDC Transportation Improvement Fund

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

SDC Transportation Reimbursement Fund

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

Sewer Capital Projects Fund

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

Street Capital Fund

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

Proprietary Fund Category

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

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

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

- **Enterprise Funds**

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

Ambulance Fund (formerly Emergency Medical Service Fund)

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

Booth-Kelly Fund

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

Drainage Operating Fund

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

Regional Fiber Consortium Fund

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

Regional Wastewater Fund

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

Sewer Operations Fund

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

- **Internal Service Funds**

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

Insurance Fund

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

Vehicle and Equipment Fund

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

SDC Administration Fund

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

DESCRIPTION OF FUNDS

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

Ambulance Fund (615):

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

Bancroft Redemption Fund (305):

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

Bond Sinking Fund (306):

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

Booth-Kelly Fund (618):

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

Building Code Fund (224):

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

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

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

Development Assessment Fund (419):

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

Development Projects Fund (420):

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

Drainage Capital Projects Fund (425):

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

Drainage Operating Fund (617):

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

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

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

General Fund (100):

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

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

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

Insurance Fund (707):

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

Jail Operations Fund (202):

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

Police Building Bond Capital Project Fund (428):

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

Police Local Option Levy Fund (236):

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

Regional Fiber Consortium Fund (629):

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

Regional Wastewater Fund (612):

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

Regional Wastewater Capital Fund (433):

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

Regional Wastewater Debt Service Fund (312):

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

Regional Wastewater Revenue Bond Capital Projects Fund (412):

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

SDC Administration Fund (719):

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

SDC Local Storm Improvement Fund (440):

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

SDC Storm Drainage Reimbursement Fund (441):

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

SDC Local Wastewater Reimbursement Fund (442):

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

SDC Local Wastewater Improvement Fund (443):

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

SDC Regional Wastewater Reimbursement Fund (444):

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

SDC Regional Wastewater Improvement Fund (445):

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

SDC Transportation Reimbursement Fund (446):

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

SDC Transportation Improvement Fund (447):

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

Sewer Capital Projects Fund (409):

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

Sewer Operations Fund (611):

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

Special Revenue Fund (204):

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

Street Fund (201):

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

Street Capital Fund (434):

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

Transient Room Tax Fund (208):

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

Vehicle and Equipment Fund (713):

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

DESCRIPTIONS OF BUDGET TERMS

Ad Valorem Tax

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

Adopted Budget

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

Appropriation

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

Assessed Valuation (AV)

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

Assessment

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

Assets

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

Beginning Cash Balance

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

Bond or Bond Issue

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

Budget Committee

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

Budget Document

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

Budget Message

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

Budget Officer

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

Budget Review Team

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

Capital Budget

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

Capital Improvement

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

Capital Improvement Program (CIP)

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

Capital Outlay

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

Capital Projects

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

Cash Basis

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

Cash Carryover

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

Charges for Service

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

Comprehensive Annual Financial Report (CAFR)

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

Contingency

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

Debt Service

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

Electors

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

Encumbrance

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

Encumbrance Cash Balance

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

Ending Working Capital

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

Enterprise Funds

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

Executive Team

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

Fines and Forfeitures Revenue

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

Fiscal Year

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

Fixed Assets

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

Full time Equivalent (FTE)

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

Fund

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

Fund Balance

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

Generally Accepted Accounting Procedures (GAAP)

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

General Government Tax Rate

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

General Obligation Bonds

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

Governing Body

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

HOME

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

Impact Fees

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

Infrastructure

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

Indirect Charges

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

Interfund Transfers

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

Intergovernmental Revenue

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

Issue Papers

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

Levy

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

Licenses and Permits Revenue

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

Line Item Budget

- The traditional form of budget, where 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

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Resolution No. 2015-20

A RESOLUTION ADOPTING THE FISCAL YEAR 2015/16 SPRINGFIELD CITY BUDGET, MAKING APPROPRIATIONS, AND LEVYING A PROPERTY TAX.

WHEREAS, starting on April 14, 2015, and ending on April 28, 2015, the Budget Committee met and reviewed the proposed 2015/16 City budget; and

WHEREAS, on April 28, 2015, the Budget Committee recommended approval of the 2015/16 City budget for Council adoption; and

WHEREAS, on June 15, 2015, the City Council held a public hearing on the approved budget.

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

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

Section 1. The City budget for the City of Springfield for the fiscal year beginning July 1, 2015, and ending June 30, 2016, as approved by the City of Springfield Budget Committee in the total amount of \$340,611,422 is hereby adopted.

Section 2. The adopted appropriations, for the fiscal year beginning July 1, 2015, and ending June 30, 2016, as set forth in Exhibit "A" is hereby adopted.

City of Springfield Fiscal Year 2015/16 Appropriations (All Funds)	
Personal Services	50,687,719
Materials and Services	44,231,466
Capital Outlay	4,972,466
Capital Projects	34,839,266
Contingency	600,000
Unappropriated Ending Fund Balance	355,304
Reserves	154,563,256
Interfund Transfers	25,016,700
Debt Service	15,224,536
Special Payments/Statutory Payments	10,120,709
TOTAL APPROPRIATIONS – ALL FUNDS	\$ 340,611,422

Section 3. BE IT RESOLVED that the City Council of the City of Springfield hereby imposes the taxes provided for in the adopted budget at the permanent tax rate of \$4.7403 per thousand of assessed value for operations , a rate of \$0.36 for the voter approved five year Local Option operating levy for fire operations, a rate of \$1.28 for the voter approved five year Local Option operating levy for police, court and jail operations; and in the amount of \$2,137,625 for bonds; and that these taxes are hereby imposed and categorized for tax year 2015/16 upon the assessed value of all taxable property within the district.

Funds	Subject to the General Government Limitation	Excluded from the Limitation
General Fund	\$ 4.7403/\$1,000	
Fire Local Option Levy	\$ 0.3600/\$1,000	
Police Local Option Levy	\$ 1.2800/\$1,000	
Bond Sinking Fund		\$ 2,137,625

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

Section 5. This resolution shall take effect upon adoption by the Council and approval by the Mayor.

Adopted by the Common Council of the City of Springfield this 15th day of June, 2015, by a vote of 6 for and 0 against.



 Mayor – Christine L. Lundberg

ATTEST:



 City Recorder Amy Sowa

RECEIVED


LEGAL APPROPRIATIONS LEVEL

	<u>Dollar Amount</u>
<u>General Fund - 100</u>	
Department Operating	
City Manager's Office	\$ 1,312,493
Legal and Judicial	1,533,447
Human Resources	444,636
Finance	1,118,869
Information Technology	1,549,830
Fire and Life Safety	10,479,400
Police	14,156,571
Library	1,580,952
Development & Public Works	<u>2,431,747</u>
Total Department Operating	\$ 34,607,945
 Non-Departmental	
Transfers	\$ 947,566
Debt Service	227,709
Contingency	600,000
Reserves	<u>7,693,276</u>
Total Non-Departmental	\$ 9,468,551
 Total General Fund	 \$ 44,076,496

<u>Street Fund - 201</u>	
Department Operating	
Information Technology	\$ 340,981
Development & Public Works	<u>5,177,060</u>
Total Department Operating	\$ 5,518,041
 Non-Departmental	
Transfers	\$ 150,000
Reserves	<u>798,508</u>
Total Non-Departmental	\$ 948,508
 Total Street Fund	 \$ 6,466,549

<u>Jail Operations Fund - 202</u>	
Department Operating	
Police	\$ 3,181,942
 Non-Departmental	
Reserves	<u>-</u>
 Total Jail Operations Fund	 \$ 3,181,942

	<u>Dollar Amount</u>
<u>Special Revenue Fund - 204</u>	
Department Operating	
City Manager's Office	\$ 20,730
Police	510,000
Library	54,608
Development & Public Works	10,000
Total Department Operating	\$ 595,338
Non-Departmental	
Reserves	730,835
<u>Total Special Revenue Fund</u>	<u>\$ 1,326,173</u>

<u>Transient Room Tax Fund - 208</u>	
Department Operating	
City Manager's Office	\$ 211,325
Library	52,408
Development & Public Works	118,141
Total Department Operating	\$ 381,874
Non -Departmental	
Transfers	\$ 652,000
Reserves	895,326
Total Non-Departmental	\$ 1,547,326
<u>Total Transient Room Tax Fund</u>	<u>\$ 1,929,200</u>

<u>Community Development Fund - 210</u>	
Department Operating	
Finance	23,484
Development & Public Works	902,157
Total Department Operating	\$ 925,641
Non -Departmental	
Reserves	\$ -
<u>Total Community Development Fund</u>	<u>\$ 925,641</u>

	<u>Dollar Amount</u>
<u>Building Code Fund - 224</u>	
Department Operating	
Development & Public Works	\$ 939,953
Non -Departmental	
Reserves	\$ 157,738
Total Building Fund	\$ 1,097,691

<u>Fire Local Option Levy Fund - 235</u>	
Department Operating	
Fire and Life Safety	\$ 1,683,096
Non -Departmental	
Reserves	\$ 283,607
Total Fire Local Option Levy Fund	\$ 1,966,703

<u>Police Local Option Levy Fund - 236</u>	
Department Operating	
Legal and Judicial Services	\$ 492,002
Police	2,584,833
Total Department Operating	\$ 3,076,835
Non -Departmental	
Transfers	\$ 2,371,342
Reserves	1,868,732
Total Non-Departmental	\$ 4,240,074
Total Police Local Option Levy Fund	\$ 7,316,909

<u>Bancroft Redemption Fund - 305</u>	
Department Operating	
Finance	\$ 17,966
Non -Departmental	
Transfers	\$ 50,000
Reserves	62,461
Total Non-Departmental	\$ 112,461
Total Bancroft Redemption Fund	\$ 130,427

	<u>Dollar Amount</u>
<u>Bond Sinking Fund - 306</u>	
Non-Departmental	
Debt Service	\$ 2,208,136
Unappropriated Ending Fund Balance	355,304
Total Non-Departmental	\$ 2,563,440
<u>Total Bond Sinking Fund</u>	<u>\$ 2,563,440</u>

<u>Regional Wastewater Debt Service Fund - 312</u>	
Non -Departmental	
Debt Service	\$ 7,709,628
<u>Total Regional Wastewater Debt Service Fund</u>	<u>\$ 7,709,628</u>

<u>Sanitary Sewer Capital Projects Fund - 409</u>	
Capital Projects	
Information Technology	\$ 61,973
Development & Public Works	3,406,915
Total Capital Projects	\$ 3,468,888
Non -Departmental	
Reserves	8,987,697
<u>Total Sewer Capital Projects Fund</u>	<u>\$ 12,456,585</u>

<u>Reg. Wastewater Revenue Bond Cap. Projects Fund - 412</u>	
Total Development & Public Works Capital Projects	\$ 12,213,286
Non-Departmental	
Reserves	4,000,000
<u>Total Reg. WW Revenue Bond Cap Projects Fund</u>	<u>\$ 16,213,286</u>

<u>Development Assessment Fund - 419</u>	
Department Operating	
Finance	\$ 88,155
Non-Departmental	
Transfers	\$ 17,966
Reserves	904,384
Total Non-Departmental	\$ 922,350
<u>Total Development Assessment Fund</u>	<u>\$ 1,010,505</u>

	<u>Dollar Amount</u>
<u>Development Projects Fund - 420</u>	
Capital Projects	
City Manager's Office	\$ 150,000
Development & Public Works	281,845
Total Capital Projects	\$ 431,845
Non-Departmental	
Transfers	\$ 194,200
Reserves	3,637,961
Total Non-Departmental	\$ 3,832,161
<u>Total Development Projects Fund</u>	<u>\$ 4,264,006</u>
<u>Storm Drainage Capital Fund - 425</u>	
Capital Projects	
Information Technology	\$ 61,973
Development & Public Works	9,430,329
Total Capital Projects	\$ 9,492,302
Non-Departmental	
Reserves	\$ 6,550,598
<u>Total Drainage Capital Fund</u>	<u>\$ 16,042,900</u>
<u>Regional Wastewater Capital Fund - 433</u>	
Department Operating	
Development & Public Works	\$ 3,864,600
Total Development & Public Works Capital Projects	\$ 5,860,718
Non-Departmental	
Reserves	\$ 70,986,119
<u>Total Regional Wastewater Capital Fund</u>	<u>\$ 80,711,437</u>
<u>Street Capital Fund - 434</u>	
Total Development & Public Works Capital Projects	\$ 415,940
Non-Departmental	
Reserves	\$ 3,601,751
<u>Total Street Capital Fund</u>	<u>\$ 4,017,691</u>

	<u>Dollar Amount</u>
<u>SDC Storm Drainage Improvement Fund - 440</u>	
Department Operating	
Development & Public Works	\$ 36,470
Capital Projects	
Information Technology	\$ 19,000
Development & Public Works	869,650
Total Capital Projects	<u>\$ 888,650</u>
Non-Departmental	
Transfers	\$ -
Reserves	489,069
Total Non-Departmental	<u>\$ 489,069</u>
Total SDC Storm Drainage Improvement Fund	<u><u>\$ 1,414,189</u></u>

<u>SDC Storm Drainage Reimbursement Fund - 441</u>	
Department Operating	
Development & Public Works	\$ 25,087
Capital Projects	
Information Technology	\$ 19,000
Development & Public Works	131,650
Total Capital Projects	<u>\$ 150,650</u>
Non-Departmental	
Reserves	\$ 4,175
Total SDC Local Wastewater Reimb. Fund	<u><u>\$ 179,912</u></u>

<u>SDC Sanitary Sewer Reimbursement Fund - 442</u>	
Department Operating	
Development & Public Works	\$ 159,255
Capital Projects	
Information Technology	\$ 31,000
Development & Public Works	870,000
Total Capital Projects	<u>\$ 901,000</u>
Non-Departmental	
Reserves	\$ 557,548
Total SDC Local Wastewater Reimb. Fund	<u><u>\$ 1,617,803</u></u>

	<u>Dollar Amount</u>
<u>SDC Sanitary Sewer Improvement Fund - 443</u>	
Department Operating	
Development & Public Works	\$ 76,259
Capital Projects	
Information Technology	\$ 79,000
Development & Public Works	101,000
Total Capital Projects	<u>\$ 180,000</u>
Non-Departmental	
Transfers	\$ -
Reserves	160,909
Total Non-Departmental	<u>\$ 160,909</u>
Total SDC Local Wastewater Improve. Fund	<u><u>\$ 417,168</u></u>

<u>SDC Regional Wastewater Reimbursement Fund - 444</u>	
Department Operating	
Development & Public Works	\$ 2,000
Non-Departmental	
Transfers	\$ 19,276
Reserves	573,470
Total Non-Departmental	<u>\$ 592,746</u>
Total SDC Regional WW Reimbursement Fund	<u><u>\$ 594,746</u></u>

<u>SDC Regional Wastewater Improvement Fund - 445</u>	
Department Operating	
Development & Public Works	\$ 2,000
Non-Departmental	
Transfers	\$ 2,000,000
Reserves	1,959,028
Total Non-Departmental	<u>\$ 3,959,028</u>
Total SDC Regional WW Improvement Fund	<u><u>\$ 3,961,028</u></u>

	<u>Dollar Amount</u>
<u>SDC Transportation Reimbursement Fund - 446</u>	
Department Operating	
Development & Public Works	\$ 38,514
Non-Departmental	
Transfers	\$ -
Reserves	373,499
Total Non-Departmental	<u>\$ 373,499</u>
Total SDC Transportation Reimbursement Fund	<u><u>\$ 412,013</u></u>
<u>SDC Transportation Improvement Fund - 447</u>	
Department Operating	
Development & Public Works	\$ 139,415
Total Development & Public Works Capital Projects	\$ 553,987
Non-Departmental	
Transfers	\$ -
Reserves	1,013,105
Total Non-Departmental	<u>\$ 1,013,105</u>
Total SDC Transportation Improvement Fund	<u><u>\$ 1,706,507</u></u>
<u>Sanitary Sewer Operations Fund - 611</u>	
Department Operating	
Finance	\$ 13,009
Information Technology	314,440
Development & Public Works	3,311,365
Total Department Operating	<u>\$ 3,638,814</u>
Non-Departmental	
Transfers	\$ 2,480,000
Debt Service	1,712,933
Reserves	4,105,445
Total Non-Departmental	<u>\$ 8,298,378</u>
Total Sewer Operations Fund	<u><u>\$ 11,937,192</u></u>

	<u>Dollar Amount</u>
<u>Regional Wastewater Fund - 612</u>	
Department Operating	
Finance	\$ 130,067
Development & Public Works	17,214,205
Total Department Operating	\$ 17,344,272
Non-Departmental	
Transfers	\$ 14,859,628
Debt Service	1,454,115
Reserves	14,994,304
Total Non-Departmental	\$ 31,308,047
Total Regional Wastewater Fund	\$ 48,652,319

<u>Ambulance Fund - 615</u>	
Department Operating	
Fire and Life Safety	\$ 5,951,849
Non-Departmental	
Reserves	\$ 1,026,535
Total Ambulance Fund	\$ 6,978,384

<u>Storm Drainage Operating Fund - 617</u>	
Department Operating	
Finance	\$ 13,009
Information Technology	248,316
Development & Public Works	4,704,581
Total Department Operating	\$ 4,965,906
Non-Departmental	
Transfers	\$ 925,000
Debt Service	706,602
Reserves	3,457,464
Total Non-Departmental	\$ 5,089,066
Total Drainage Operating Fund	\$ 10,054,972

	<u>Dollar Amount</u>
<u>Booth-Kelly Fund - 618</u>	
Department Operating	
Development & Public Works	\$ 527,530
Total Development & Public Works Capital Projects	\$ 282,000
Non-Departmental	
Transfers	\$ 100,000
Debt Service	919,333
Reserves	497,103
Total Non-Departmental	\$ 1,516,436
Total Booth-Kelly Fund	\$ 2,325,966

<u>Regional Fiber Consortium - 629</u>	
Department Operating	
Development & Public Works	\$ 127,900
Non-Departmental	
Reserves	\$ 151,478
Total Regional Fiber Consortium Fund	\$ 279,378

<u>Insurance Fund - 707</u>	
Department Operating	
Human Resources	\$ 9,728,517
Non-Departmental	
Transfers	\$ 249,722
Special Payments/Miscellaneous Fiscal Transactions	10,120,709
Reserves	6,255,672
Total Non-Departmental	\$ 16,626,103
Total Insurance Fund	\$ 26,354,620

Dollar Amount

Vehicle and Equipment Fund - 713

Department Operating	
City Manager's Office	\$ 2,400
Human Resource	5,000
Information Technology	207,000
Fire and Life Safety	562,300
Police	162,000
Library	8,000
Development & Public Works	760,766
Total Department Operating	\$ 1,707,466
Non-Departmental	
Debt Service	\$ 286,080
Reserves	7,560,621
Total Non-Departmental	\$ 7,846,701
Total Vehicle and Equipment Fund	\$ 9,554,167

SDC Administration Fund - 719

Department Operating	
Finance	\$ 20,342
Information Technology	81,646
Development & Public Works	437,023
Total Department Operating	\$ 539,011
Non-Departmental	
Reserves	\$ 224,838
Total SDC Administration Fund	\$ 763,849
TOTAL RESOLUTION	\$ 340,611,422

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NOTICE OF BUDGET HEARING

A public meeting of the Springfield City Council will be held on June 15, 2015 at 7:00 pm at Springfield City Hall (Council Chambers), 225 5th Street, Springfield, Oregon. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2015 as approved by the City of Springfield Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at the City's Finance office, between the hours of 8:00 a.m. and 5:00 p.m. This budget is for an annual budget period. This budget was prepared on a basis of accounting that is consistent with the basis of accounting used during the preceding year. Major changes, if any, and their effect on the budget, are explained below.

Contact: Robert Duey Telephone: 541.726.3740 Email: rduey@springfield-or.gov

FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual Amount This Year 2013-14	Amended Budget This Year 2014-15	Approved Budget Next Year 2015-16
Beginning Fund Balance/Net Working Capital	170,254,884	179,195,245	183,348,216
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	61,871,909	60,408,632	63,329,992
Federal, State and all Other Grants, Gifts, Allocations and Donations	6,156,920	7,332,224	6,218,249
Interfund Transfers / Internal Service Reimbursements	36,435,659	37,699,870	39,814,769
All Other Resources Except Current Year Property Taxes	16,298,201	17,557,315	18,967,875
Current Year Property Taxes Estimated to be Received	27,703,804	29,201,494	28,932,321
Total Resources	318,721,378	331,394,780	340,611,422

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	46,226,778	49,090,468	50,687,719
Materials and Services	36,237,232	43,226,685	44,231,466
Capital Outlay	8,806,325	37,432,448	39,811,732
Debt Service	16,785,152	16,859,045	15,224,536
Interfund Transfers	22,344,255	22,459,697	25,016,700
Contingencies		600,000	600,000
Special Payments	9,191,292	9,705,616	10,120,709
Unappropriated Ending Balance and Reserved for Future Expenditure	0	152,020,821	154,918,560
Total Requirements	139,591,034	331,394,780	340,611,422

FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM *			
City Managers Office	1,420,436	1,536,865	1,696,948
FTE	7.00	7.50	7.50
Legal Judicial Services	1,707,038	1,966,412	2,025,449
FTE	8.84	8.84	8.84
Human Resources	6,960,745	9,508,164	10,178,153
FTE	6.00	6.00	6.00
Finance	1,141,398	1,229,008	1,424,901
FTE	9.50	9.50	11.70
Information Technology	1,520,787	1,735,817	3,014,159
FTE	10.00	10.00	15.00
Fire & Life Safety	17,619,955	17,768,685	18,676,645
FTE	100.00	100.00	99.00
Police	19,230,998	20,537,143	20,595,346
FTE	123.00	123.00	124.00
Library	1,440,631	1,717,365	1,695,968
FTE	12.60	13.10	13.50
Development & Public Works	40,228,347	73,750,142	75,423,348
FTE	129.75	130.00	123.00
Non-Departmental / Non-Program	48,320,699	201,645,179	205,880,505
Total Requirements	139,591,034	331,394,780	340,611,422
Total FTE	406.69	407.94	408.54

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *

The recommended Fiscal Year 2016 budget is a budget that is fiscally prudent and responsive to today's economic challenges. It makes high priority investment in the community, continues to move us forward in the direction established by our citizens through the Mayor and Council and positions the organization to be responsive to improvement in the local economy. High priority services are maintained without the need for significant new revenue sources. Revenue has increased modestly and has not kept pace with increasing demands for services as well as the need to reinvest in the community's streets, buildings and other important infrastructure.

PROPERTY TAX LEVIES			
	Rate or Amount Imposed This Year 2014-15	Rate or Amount Imposed This Year 2014-15	Rate or Amount Approved Next Year 2015-16
Permanent Rate Levy (rate limit \$4.7403 per \$1000)	4.7403	4.7403	4.7403
Fire Local Option Levy	.36	.36	.36
Police Local Option Levy	1.28	1.28	1.28
Levy for General Obligation Bonds	\$3,389,306.00	\$3,135,168	\$2,137,625.00

STATEMENT OF INDEBTEDNESS		
LONG TERM DEBT	Estimated Debt Outstanding on July 1.	Estimated Debt Authorized, But Not Incurred on July 1
General Obligation Bonds	\$19,070,000	
Other Bonds	\$26,250,000	
Other Borrowings	\$3,726,742	
Total	\$49,046,742	

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

To assessor of Lane County

FORM LB-50 2015-2016

Check here if this is an amended form.

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

The City of Springfield has the responsibility and authority to place the following property tax, fee, charge or assessment

District Name

on the tax roll of Lane County. The property tax, fee, charge or assessment is categorized as stated by this form.

County Name

<u>225 Fifth Street</u> <small>Mailing Address of District</small>	<u>Springfield</u> <small>City</small>	<u>OR</u> <small>State</small>	<u>97477</u> <small>ZIP code</small>	<u>June 20, 2014</u> <small>Date</small>
<u>Bob Duey</u> <small>Contact Person</small>	<u>Director of Finance</u> <small>Title</small>	<u>541-726-3740</u> <small>Daytime Telephone</small>	<u>rduey@springfield-or.gov</u> <small>Contact Person E-Mail</small>	

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

- The tax rate or levy amounts certified in Part I are within the tax rate or levy amounts approved by the budget committee.
- The tax rate or levy amounts certified in Part I were changed by the governing body and republished as required in ORS 294.456.

PART I: TAXES TO BE IMPOSED

		Subject to General Government Limits Rate -or- Dollar Amount	
1.	Rate per \$1,000 or Total dollar amount levied (within permanent rate limit) . . .	4.7403	
2.	Local option operating tax	1.64	
3.	Local option capital project tax		
4.	City of Portland Levy for pension and disability obligations		Excluded from Measure 5 Limits
			Dollar Amount of Bond Levy
5a.	Levy for bonded indebtedness from bonds approved by voters prior to October 6, 2001		0
5b.	Levy for bonded indebtedness from bonds approved by voters on or after October 6, 2001		2,137,625
5c.	Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b)		2,137,625

PART II: RATE LIMIT CERTIFICATION

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

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

Purpose (operating, capital project, or mixed)	Date voters approved local option ballot measure	First tax year levied	Final tax year to be levied	Tax amount -or- rate authorized per year by voters
Operating (Renewal of Fire and Life Safety Local Option Operating Levy)	November 2010	2011/2012	2015/2016	.36
Operating (Levy for Police Services and Municipal Jail Operations)	November 2012	2013/2014	2017/2018	1.28

Part IV. SPECIAL ASSESSMENTS, FEES AND CHARGES

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

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

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