

# FISCAL | 20 YEAR | 23

City of Springfield, OR Proposed Budget

COMMUNITY |  OPPORTUNITY





# Our Organizational Values Statement

## Passion • Integrity • Results

### Passion for Our Community

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

### Integrity in Our Work

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

### Results through Collaboration

As City of Springfield employees we are committed to working together with citizens, elected officials and each other. We get the job done.

We value our culture of participation, building strong partnerships across our organization and within our community. We respect individual differences, recognizing they are part of our strength as a team. We share ideas to inspire and learn from one another.



# CITY OF SPRINGFIELD, OREGON

## CITY ROSTER



*Mayor Sean VanGordon*

### Members of the Budget Committee

Council Members	Ward	Public Members
Damien Pitts	1	Luke Lundberg
Steve Moe	2	George Jessie
Kori Rodley	3	Darlene Raish
Leonard Stoehr	4	Steven Schmunk
Marilee Woodrow	5	Holle Schaper
Joe Pishioneri	6	Paul Selby



*Ward 1  
Damien Pitts*



*Ward 2  
Steve Moe*



*Ward 3  
Kori Rodley*



*Ward 4  
Leonard Stoehr*



*Ward 5  
Marilee Woodrow*



*Ward 6  
Joe Pishioneri*

### ADA Statement

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

# CITY OF SPRINGFIELD, OREGON

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## ACKNOWLEDGEMENTS

Special thanks go to the following individuals for their assistance with the compilation of the FY23 Proposed Budget Document.

### **Executive Team**

Nancy Newton ..... City Manager  
Niel Laudati ..... Assistant City Manager  
Mary Bridget Smith ..... City Attorney  
Tom Boyatt ..... DPW Community Development  
Brian Conlon..... DPW Operations  
Matt Stouder..... DPW Environmental Services  
Nathan Bell ..... Finance Director and Interim IT Director  
Chaim Hertz ..... Human Resources Director  
Scott Cockrum ..... Fire Chief  
Emily David..... Library Director  
Andrew Shearer ..... Police Chief

### **Budget Review Team**

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Niel Laudati ..... Assistant City Manager  
Mary Bridget Smith ..... City Attorney  
Nathan Bell ..... Finance Director  
Neil Obringer ..... Budget Officer

### **Finance Staff**

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David Held..... Administrative Assistant  
Lynn Kief..... Accountant  
Yueyin Lin ..... Finance Analyst  
Sally McKay ..... Accounting Specialist  
Valerie Warner..... Senior Accountant

### **Department Budget Coordinators**

Linda Craig ..... City Attorney's Office  
Sam Kelly-Quattrocchi ..... DPW and City Managers Officer  
Tammy Smith..... Eugene Springfield Fire  
Dan Haight..... Information Technology  
Erin Frey ..... Human Resources  
Carrie Shindele-Cupples ..... Library  
Jessica Crawford ..... Police

**Budget System Support - Kerrie Miller, Programmer Analyst**

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# CITY OF SPRINGFIELD, OREGON

City Manager's Office



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It is my pleasure to present the City of Springfield's proposed Fiscal Year 2023 (FY23) budget.

For the past two years, the COVID-19 pandemic has been a predominant factor in fiscal and policy decisions for our City, nation, and globally. At the onset of the pandemic, the City quickly pivoted to different ways of conducting business in order to mitigate the spread of the virus.

On March 11, 2021, the American Rescue Plan Act (ARPA) was signed into law by President Joseph Biden. The City was allocated \$14 million in funding that must be obligated by December 31, 2024. Some priority expenditures were programmed into the City's FY22 budget through Supplemental Budget 1 (SB1) on October 18, 2021. This included Fire & Life Safety radio replacement, Museum elevator replacement, Council Chambers security upgrades, and additional staffing in the Development and Public Works Community Development Division for project delivery, with the costs spanning multiple years. The full lifetime cost of these adds is approximately \$2.4M.

Additionally, in the December 6, 2021 work session, Council directed staff to move forward with the City-wide Legacy Street Light Replacement Project at an estimated cost of \$2.75M, with funding coming from ARPA funds as well as providing Willamalane Park and Recreation District \$1M of the City's ARPA allocation. Although Special Districts were impacted by the pandemic, no ARPA funds were directly allocated to them. Willamalane exhausted different avenues for securing funding and was told that funding for parks would come from the cities they reside in. Willamalane made a formal request to the City to receive \$1.75M of the City's ARPA funds based on the proportionality of each agency's respective budget and the Council approved \$1M of that request.

On February 22, 2022, Council approved the following expenditures for the FY22 budget through Supplemental Budget 3 (SB3). Some of these projects will be conducted over more than one fiscal year.

Springfield Justice Center Roof Replacement – \$450K – The roof of the Justice Center is failing prematurely and is scheduled for replacement this summer.

Cover Projected General Fund Deficit Spend – \$5M – Over the past couple of years, the Council and staff have made strides in improving the structural imbalance in the General Fund. However, there remains additional work to get this Fund balanced and on a sustainable trajectory. ARPA funds will allow the City to maintain current staffing and service levels while providing additional time to address our long-term structural imbalance in both the Ambulance and General Fund.

City Hall Internal/External Security Camera System – \$200K – There has been an increase in security issues around City Hall including multiple fires resulting in significant cost to the City. A security camera system would be a cost-effective way to monitor the facility.

Council Chambers and Court Security – \$300K – Council Chambers and the Municipal Court are two areas of the City where the community and staff meet in person and the Council has prioritized

improving the security of those spaces. Half of total expenditure was included in SB3 with the remaining \$150,000 budgeted as part of the FY23 Proposed budget.

City Hall Space Remodel – \$950K – Our library has outgrown its space and the technology infrastructure is not meeting community needs. The teen and children’s area has reached capacity for collections and the library also needs modernized and more accessible meeting and programming space. The City Manager’s Office (CMO) will be relocated to the vacant former Fire & Life Safety administration space and the library will expand into the vacated CMO space.

City Hall Roof and HVAC Replacement – Over 40 of the HVAC units on City Hall are at end-of-life and risk of failure. With the assumption that this building will be the long-term City Hall, we will replace all the units at end-of-life in a single project, which would be cheaper than replacing single units as they fail. The cost would be approximately \$5M and would require roof and ducting replacement.

Fire Structure and Governance Consultant – \$35,000 – This expenditure funds Springfield’s share of costs for a consultant to complete a financial analysis of the functionally merged Eugene-Springfield Fire and Life Safety Department. The purpose of the analysis is to help inform the governing bodies of each respective city of the cost/benefits of different potential future configurations of the department.

City Website Enhancement – TBD – This project is still in the planning phase to define the scope of the project and associated costs. Staff recommend leaving a portion of ARPA funds unallocated until we can determine the cost of this project or identify an alternative source of funding.

The FY23 proposed budget includes using some ARPA funds for positions in Human Resources, Information Technology, Police, Development and Public Works, and the City Manager’s Office. While some of these positions are limited in duration, others will need to be funded through attrition, the General Fund, or other funding sources beyond FY2024.

### Summary

The City of Springfield employs a conservative yet realistic approach to budgeting. When creating projections and estimates, the City uses multiple data sources to develop scenarios that are as close to “real time” as possible. We believe this methodology results in a more accurate representation of the City’s financial condition.

We experienced a healthy increase in property taxes in FY22 of 3.5% over the previous year, well above our projection of 1.1%. The anticipated impacts of the pandemic did not materialize and historically low interest rates and an infusion of Federal COVID funding into the economy has resulted in a strong residential housing market and spurred new development. We are continuing to see new residential development in the community and are projecting an increase of 3.0% in FY23.

This was not the only positive news for the General Fund. Additionally, other Funds that influence the General Fund and were impacted by the pandemic recovered more quickly than anticipated. Transient room tax receipts are projected to return to their pre-pandemic levels in FY22 with an anticipated increase of 74% over the previous year and we anticipate that these receipts will remain strong over FY23 due to pent up demand in the hospitality and entertainment sectors. The health of the Transient Room Tax Fund plays an important role in the health of the General Fund as just over half the revenue of this fund are transferred to the General Fund in support of public safety.



In the Ambulance Fund, we are anticipating an increase in Ambulance Fees in FY22 of 41% over the previous year due to an increase in transports as well as staff getting caught up on a backlog of ambulance billings. FY23 will be the better indicator of how well the Ambulance Fund has recovered from the pandemic and we are projecting ambulance fees to return to their pre-pandemic levels. The Ambulance Fund also plays an important role in the health of the General Fund as revenue growth has not kept pace with expenditure growth, and as a result, we are projecting a transfer of \$325,000 from the General Fund to the Ambulance Fund in FY23 to keep the Fund solvent. Paying close attention to revenue and making sure revenue grows with inflation is an important part of the City's long-term financial health.

### Looking Ahead

It is important to be vigilant regarding the issues and needs that impact the future of the City. The following are some of those issues:

Eugene Springfield Fire: The cities of Eugene and Springfield operate within a combined structure for fire services. This structure was initiated in 2010 and is currently being reviewed by the Eugene Springfield Fire Governance Review Panel. The Panel was established to evaluate and identify the next steps for the governance of the two departments. The goals of the Panel are:

- Raise awareness of the current model and remaining considerations for improved efficiencies
- Share progress and build confidence in process
- Keep key audiences informed on the process/decisions/outcomes

For more information on the Eugene Springfield Fire Governance Review Panel, please visit [Governance Review Panel | Eugene, OR Website \(eugene-or.gov\)](#).

Fiscal Stability: Although the addition of ARPA funding will have a short-term buffering effect, for the long-term, the City of Springfield's structural imbalance within its General Fund remains. Departments must continue to critically examine services to ensure the core functions of the City are at appropriate levels. While departments continue to scour for efficiencies, the governing body should also consider new revenue sources.

42<sup>nd</sup> Street McKenzie Levee: The City has asked our Federal Delegation to direct the U.S. Army Corps of Engineers to fund the expedited Feasibility Study authorized by the 2020 WRDA for improving the 1-mile-long levee to protect over a third of Springfield residents, federal offices, National Guard buildings, primary fueling stations, and over \$4 billion in infrastructure from a 100-year flood event. Improving this levee continues to be a priority project for the City.

Human Resources: In alignment with the national labor shortage and current inflation trends, the City is having difficulty attracting, hiring, and retaining employees. Additionally, there will be budgetary impact and administrative and resource needs to implement and administer Oregon's new Paid Family Leave law, which is scheduled to take effect in 2023.

Information Technology: It is becoming more difficult for the City to obtain cyber-coverage (insurance). The concept of buying coverage to pay for an attack is quickly becoming a thing of the past and it is likely we will be self-insuring future events. We should invest in shoring up our systems, processes, and people to prevent and respond to cyber events and attacks.

Police: A significant issue facing the City is the need for continued police funding. Maintaining the current level of police services and jail operations will require a renewal of the five-year levy of \$1.40 per \$1,000 of assessed property value by voters in November, 2022.

Within the Police Department, sworn staffing levels are about 75% of capacity. Adequate staffing in all positions is critical to build trust with the Springfield community. The nature of law enforcement is evolving and will require police to engage with the community in a variety of non-enforcement related activities. Those are all necessary pillars to support a community policing partnership that can effectively solve problems and build trust.

New technologies will improve transparency, trust, and data collection. Examples include body worn and in car cameras and improved data collection via implementation of new software applications. One tangible impact these new tools have is administrative time during the work day. Officers, Sergeants, and Lieutenants review body worn camera videos and spend significant time entering detailed information to improve accountability measures and allow for detailed future data analysis.

Implementation of new technologies requires additional expenditures for data storage, equipment repair, and future replacement, as well as personnel costs to manage programs effectively.

Public Works/Infrastructure: On a positive note, the City will complete the street repairs funded by the 2018 General Obligation Bond on time and on budget. However, 50% of the residential street condition is in poor condition, with the backlog of unmet repairs estimated at approximately \$60 million dollars. Additionally, there remains an estimated \$1 -2 million per year annual need to address City facilities systems rehabilitation and replacement over the long term.

Staffing: The “great resignation”, also known as the “great reshuffle”, has been a hallmark of the U.S. labor market since spring 2021, when the economy began emerging from its pandemic hibernation and demand for workers grew. At the same time, employees reevaluated their career paths and work/life balance. According to the Pew Research Center, the nation’s “quit rate” reached a 20-year high in November, 2021 ([The Great Resignation: Why workers say they quit jobs in 2021 | Pew Research Center](#)). For many years, the City has been very lean in its staffing levels and in order to retain and attract employees we must continue to invest in our employees and in a positive work environment. Although this proposed budget adds some new positions, a more realistic staffing level needs to be considered to address employee morale, burnout, and turnover.

Diversity, Equity and Inclusion: Employees from diverse backgrounds bring their own perspectives, ideas and experiences that help us serve the diverse needs in our community. Roughly 15% of Springfield community members identify themselves as non-white but the diversity of the City’s employees ranged between 7-9% dating back to 2017. Human Resources, in partnership with City departments, implemented changes in training and hiring processes as well as improvements to the City’s careers webpage. These changes have resulted in the City’s workforce diversity rising to 10.7%. The City has made progress in fostering an environment that embraces diversity, equity and inclusion but this effort will need to continue – it is a critically important part of making Springfield a welcoming and inclusive community.

## Conclusion

Despite a challenging year, our City has accomplished a great deal which the Mayor outlined in his State of the City Address ([2022 State of the City Address - City of Springfield Oregon \(springfield-or.gov\)](#)). As always,



I want to acknowledge our employees who have demonstrated incredible professionalism and commitment to our community.

Preparation of the budget is a team effort. I would like to give special thanks to Nathan Bell, Neil Obringer, Niel Laudati, and Mary Bridget Smith for the leadership role they have played in the preparation of this budget. I also want to thank all of the Department Directors and administrative staff who helped develop the budget. With that, I formally submit the Fiscal Year 2023 budget for your consideration.

Nancy Newton  
City Manager

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# CITY OVERVIEW





# CITY OVERVIEW

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## CITY GOVERNMENT ORGANIZATION



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

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

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

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

### **Citizen Involvement**

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

# CITY OVERVIEW

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## CITY SERVICES

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

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

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

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

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

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

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

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

The **Library Department** provides a wide range of informational, educational, cultural and recreational materials to more than 18,000 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 OVERVIEW

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## THE BUDGET PROCESS

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

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

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

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

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

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

# CITY OVERVIEW

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## **City of Springfield Annual Budget Process and Timeline**

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

### **January - March**

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

### **June**

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

### **July**

- The Adopted Budget is implemented and Tax Levy certified.

### **Adjusting the Adopted Budget**

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

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

# CITY OVERVIEW

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## FUND ACCOUNTING

For accounting purposes, a state or local government is not treated as a single entity. Rather, a government is viewed as a collection of smaller, separate businesses known as ‘funds’. A fund is a fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities and expenditures, which are segregated for specific activities and objectives. All of the governmental and proprietary funds listed below require budget appropriations. The Agency Fund, a fiduciary fund, is the only City of Springfield fund that does not require budget appropriations. All of the funds used by a government must be classified into three types of activities, and further delineated into one of seven fund types:

### Governmental Funds (Governmental Activities):

Fund 100 - General Fund  
200 series - Special Revenue  
300 series - Debt Service  
400 series - Capital Projects

### Proprietary Funds (Business-Type Activities):

600 series - Enterprise  
700 series - Internal Service

### Fiduciary Funds (Fiduciary Activities):

800 series - Agency

## **City of Springfield Fund Structure:**

### **100 - General Fund**

The General Fund accounts for resources that are generally not dedicated for a specific purpose. Most services provided are basic to the everyday operation of a municipality.

**Major Revenues:** Property taxes, franchise fees, state shared revenues, internal charges to other funds.

**Primary Services:** Police, Fire & Life Safety, Land Use Planning, Library, Municipal Court, and Administrative Services.

### **200 - Special Revenue Funds**

These funds account for revenues that are dedicated for a specific purpose. Most of the time, the revenues are obtained through a grant or are controlled by legal agreement and must be restricted for such purposes. For example, the City is obligated by the Oregon Constitution to use gas tax revenues for use within the public right of way.

**Major Revenues:** Gas tax, Transient Room Tax, Building Permit Fees, Property Taxes, Grant Revenue.



## CITY OVERVIEW

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**Primary Services:** Police, Fire & Life Safety, Street Maintenance, Housing and Community Development, and Building Safety and Permitting.

**Funds:** 204 – Special Revenue Fund, 208 – Transient Room Tax, 210 – Community Development Fund, 224 – Building Safety Code Fund, 235 – Fire Local Option Levy Fund, 236 – Police Local Option Levy Fund.

### 300 - Debt Service Funds

These funds account for the payment of principal and interest on bond issues. The revenues used to retire debt can come from taxes or other revenue sources.

**Major Revenues:** Property taxes.

**Primary Services:** Payment of principal and interest on outstanding bonds.

**Funds:** 306 – Bond Sinking Fund

### 400 - Capital Project Funds

These funds record all revenues and expenditures used to finance the building or acquisition of capital facilities.

**Major Revenues:** System Development Charge (SDC) revenues, transfers-in from other funds.

**Primary Services:** Construction and improvement of City buildings, sanitary sewer, and public right of way facilities.

**Funds:** 419 – Development Assessment Capital Fund, 420 – Development Projects Fund, 433 – Regional Wastewater Capital Fund, 434 – Street Capital Fund.

### 600 - Enterprise Funds

These funds are created to finance and account for acquiring, operating, and maintaining facilities and services that are self-supporting.

**Major Revenues:** Stormwater user fees, sanitary sewer user fees, lease payments, ambulance transport revenue.

**Primary Services:** Wastewater collection and disposal, stormwater conveyance and treatment, emergency medical transport, and leased property management.

**Funds:** 611 – Local Sanitary Sewer Fund, 612 – Regional Wastewater Fund, 615 – Ambulance Fund, 617 – Stormwater Fund, 618 – Booth Kelly Fund, 629 – Regional Fiber Consortium Fund.

### 700 - Internal Service Funds

These funds account for the administration of the City's insurance programs, for the contributions departments make to save for the future replacement of vehicles and equipment, and the administration of System Development Charges.

**Major Revenues:** Internal charges to other funds, employee premium payments.

**Primary Services:** Insurance and System Development Charge administration.

**Funds:** 707 – Insurance Fund, 713 – Vehicle and Equipment Fund, 719 – System Development Charges Administration Fund.

# CITY OVERVIEW

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## GENERAL LEDGER ACCOUNT STRUCTURE

All financial transactions are assigned to a general ledger account code for budgetary tracking and for use when putting together the annual audited financial statements. The account code is a sequence of numbers that describes the transaction taking place.

The account code is made up of five sets of distinctly assigned numbers. The bolded segments shown below (Fund, Department, Account, and Program) are required, while the project is optional and primarily used for capital projects.

**Fund – Department – Program – Account – Project**

**Example: 100 – 04100 – 7032 – 611008 – P11111**

For example, the account code 100-04100-7032-611008 represents an account for the General Fund (100), Finance Department (Department 04100), Budget Development (Program 7032), and Contractual Services (account number 611008).

### Fund

The City's budgetary fund number sequence begins with Fund 100 and ends with Fund 719. The fund is the top level legal spending limit and therefore the most important identifier. The money in some funds is restricted in its use; therefore it is important to know what you are spending money on, and if the purpose is in keeping with the restrictions on the fund. For instance, the Street Fund (201) contains money that can only be spent on road projects and related expenses. It would be inappropriate, and illegal, to fund library services out of this fund.

### Department

The City uses department codes to describe and differentiate City Departments (and in some cases, transactions). Listed below are the primary department categories used by the City.

01100 - City Manager's Office  
09100 - City Attorney's Office  
02100 - Human Resources Department  
04100 - Finance Department  
03100 - Information Technology Department  
05100 - Fire and Life Safety Department  
06100 - Police Department  
08100 - Library  
07x00 - Development & Public Works Department  
09X00 - Non-Departmental

## CITY OVERVIEW

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### ***Programs***

The City uses the program code to describe and differentiate City programs within each department. A program is described as a descriptive grouping of related activities to accomplish a major service or function for which the local government is responsible. Programs are not a legal appropriation level.

Summary programs are:

0000	Revenue
1000-6999	Community Service Programs
7000-7999	Governance
8000-8999	Special Programs
9000	Non-Programs

### **Account Number**

The first digit of the six digit account number describes the type of account transaction involved. The summary account sequences are as follows:

Revenues – 4xxxxx  
Personnel Services – 5xxxxx  
Materials & Services – 6xxxxx  
Capital Outlay – 7xxxxx  
Capital Projects – 8xxxxx  
Non-departmental – 9xxxxx

The non-departmental category includes: Interfund Loans, Interfund Transfers, Debt Service, Statutory Payments, Contingencies, Unappropriated Fund Balance, Reserves



# CITY OVERVIEW

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## BASIS OF BUDGETING

The City maintains accounting records on a budget basis as well as on a Generally Accepted Accounting Principles (GAAP) basis. For financial reporting purposes, governmental funds use the modified accrual basis of accounting where revenues are recognized when they are both measurable and available and expenditures are recognized when incurred. Proprietary funds use the full accrual basis of accounting where revenues are recorded when earned and expenses are recorded when incurred.

The City maintains its accounting records on the budget basis (modified accrual basis) throughout the year and makes adjustments at year-end for financial reporting to reflect GAAP basis as needed.

Examples of GAAP basis adjustments include:

- o Acquisition of capital assets or construction costs which are considered current expenditures under Oregon Local Budget Law but are reported as capital assets and depreciated over the life of the assets under GAAP.
- o Proceeds from debt issues are considered budgetary resources while under GAAP, debt issued is recorded as a liability. Likewise, debt principal payments are a reduction in the liability under GAAP reporting but show as expenditures for budget purposes.
- o Amortization and non-cash transactions are other examples of transactions that are not reported under the budget basis but are reported in GAAP-basis financial reporting.

**Budgets for all City funds are prepared on a modified accrual basis.**

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# FINANCIAL POLICIES





## City of Springfield Financial Policies

### Reserve Policy

#### I. Purpose

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

#### II. Applicability & Scope

This policy applies to Operating Funds.

#### III. Authority

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

#### IV. Definitions & Acronyms

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



## V. Policy

### A. Reserve Levels

#### i. Determining Reserve Levels

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

Cash-flow requirements to support expenditures;

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

Susceptibility of the fund to emergency or unanticipated expenditures;

Creditworthiness and capacity to support debt-service requirements;

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

Reliability of outside revenues.

#### ii. General Fund Reserve Levels

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

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

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

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

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

iii. Reserves in Other Funds

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

iv. Monitoring Reserves

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

B. Funding the Reserves

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

C. Conditions for Use of Reserves

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

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

D. Authority over Reserves

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

E. Replenishment of Reserves

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

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

i. Time Horizon

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

The budgetary reasons behind the Reserve targets

Recovering from an extreme event

Political continuity

Financial planning time horizons

Long-term forecasts and economic conditions

External financing expectations

ii. General Fund Replenishment

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

F. Excess of Reserves

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

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



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

G. Periodic Review of the Targets

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

VI. Related Documents & References

Accounting, Auditing, and Financial Reporting Policy

VII. Quality Control & Quality Assurance

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

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

VIII. Version

*Version 1 (adopted April 4, 2016)*



## City of Springfield Financial Policies

### Revenue Policy

#### I. Purpose

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

#### II. Applicability & Scope

This Policy applies to Operating Funds.

#### III. Authority

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

#### IV. Definitions & Acronyms

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

#### V. Policy

##### A. Revenue Structure:

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

##### i. Diversification and Stabilization:

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

##### ii. Equity

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

iii. Relation to Economic Development

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

iv. Collections

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

B. Non-Recurring and Volatile Revenue

The City will avoid using unpredictable revenue for ongoing expenditures.

i. Non-Recurring Revenues

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

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

ii. Volatile Revenues

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

C. Revenue Estimates

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

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

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

#### D. Earmarking

##### i. Restricted Revenue

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

##### ii. Property Taxes

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

#### E. User Fees

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

##### i. Goals of User Fees

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

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

##### ii. Cost recovery

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

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

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

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

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

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

iii. Review of Fees

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

VI. Related Documents & References

A. Reserve Policy

B. Accounting, Auditing, and Financial Reporting Policy

VII. Quality Control & Quality Assurance

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

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

VIII. Version

*Version 1 (adopted April 4, 2016)*





## City of Springfield Financial Policies

### Accounting, Auditing, and Financial Reporting Policy

#### I. Purpose

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

#### II. Applicability & Scope

This Policy applies to all Funds.

#### III. Authority

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

#### IV. Definitions & Acronyms

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

#### V. Policies

##### A. Accounting Records and Reporting

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

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

B. Auditing

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

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

C. Fund Structure

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

VI. Related Documents & References

This Policy affects all financial policies.

VII. Quality Control & Quality Assurance

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

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

VIII. Version

*Version 1 (adopted April 4, 2016)*

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# FINANCIAL SUMMARIES



## FINANCIAL SUMMARIES

### FY23 Projected Fund Balances

	Resources			Expenses				Projected June 30, 2023 Cash Balance	Percent Change Beginning Balance to Ending Balance	Footnote for changes > 10%
	July 1, 2022 Beginning Cash	New Revenue	Transfers-In & Indirect Charges	Operating	Capital	Transfers Out	Debt Service			
<b>100 General Fund</b>	<b>11,083,195</b>	<b>38,525,002</b>	<b>3,690,809</b>	<b>42,778,166</b>	-	<b>852,378</b>	-	<b>9,668,461</b>	<b>-13%</b>	(1)
<b>Special Revenue Funds</b>										
201 Street Fund	2,810,823	6,313,515	471,000	7,077,835	-	150,000	-	2,367,503	-16%	(2)
204 Special Revenue Fund	5,772,042	852,229	-	2,265,508	-	-	-	4,358,763	-24%	(3)
208 Transient Room Tax Fund	1,529,862	1,712,000	-	522,357	-	944,444	-	1,775,061	16%	(4)
210 Community Development Fund	96,395	1,258,420	-	1,347,824	-	-	-	6,991	-93%	(5)
224 Building Code Fund	3,690,813	1,528,000	-	1,503,087	-	-	-	3,715,726	1%	
235 Fire Local Option Levy Fund	1,434,905	1,896,320	-	1,647,095	-	-	-	1,684,130	17%	(6)
236 Police Local Option Levy Fund	2,758,956	7,421,693	-	7,925,984	-	-	-	2,254,665	-18%	(7)
<b>Total Special Revenue Funds</b>	<b>18,093,796</b>	<b>20,982,177</b>	<b>471,000</b>	<b>22,289,688</b>	-	<b>1,094,444</b>	-	<b>16,162,840</b>		
<b>Debt Service Funds</b>										
306 Bond Sinking Fund	597,338	3,845,000	-	-	-	-	4,016,880	425,458	-29%	(8)
<b>Total Debt Service Funds</b>	<b>597,338</b>	<b>3,845,000</b>	-	-	-	-	<b>4,016,880</b>	<b>425,458</b>		
<b>Capital Projects Funds</b>										
419 Development Assessment Capital	730,204	12,300	56,312	-	-	-	-	798,816	9%	
420 Development Projects Fund	3,234,469	338,812	415,000	-	313,812	-	-	3,674,469	14%	(9)
433 Regional Wastewater Capital Fd	80,718,763	2,224,010	14,600,000	3,896,000	30,900,000	24,744	-	62,722,029	-22%	(10)
434 Street Capital Fund	8,775,781	1,182,000	150,000	137,069	2,773,100	-	-	7,197,612	-18%	(11)
<b>Total Capital Projects</b>	<b>93,459,217</b>	<b>3,757,122</b>	<b>15,221,312</b>	<b>4,033,069</b>	<b>33,986,912</b>	<b>24,744</b>	-	<b>74,392,926</b>		
<b>Enterprise Funds</b>										
611 Sanitary Sewer Fund	33,524,786	9,597,000	-	5,157,322	10,421,782	-	1,708,000	25,834,682	-23%	(12)
612 Regional Wastewater Fund	12,052,852	39,711,127	24,744	22,319,896	-	14,600,000	4,108,550	10,760,277	-11%	(13)
615 Ambulance Fund	81,152	6,530,726	325,066	6,781,261	-	-	-	155,683	92%	(14)
617 Storm Drainage Fund	23,215,934	8,811,000	-	7,113,330	6,964,464	-	551,718	17,397,422	-25%	(15)
618 Booth-Kelly Fund	1,397,076	480,322	-	580,528	190,000	84,237	-	1,022,633	-27%	(16)
629 Regional Fiber Consortium Fund	471,824	193,608	-	252,150	-	-	-	413,282	-12%	(17)
<b>Total Enterprise Funds</b>	<b>70,743,624</b>	<b>65,323,783</b>	<b>349,810</b>	<b>42,204,487</b>	<b>17,576,246</b>	<b>14,684,237</b>	<b>6,368,268</b>	<b>55,583,979</b>		
<b>Internal Service Funds</b>										
707 Insurance Fund	13,863,095	12,248,069	-	11,896,953	-	-	-	14,214,211	3%	
713 Vehicle & Equipment Fund	8,301,631	2,820,118	-	2,291,565	-	-	-	8,830,184	6%	
719 SDC Administration Fund	428,403	477,000	-	514,693	-	-	-	390,710	-9%	
<b>Total Internal Service Funds</b>	<b>22,593,129</b>	<b>15,545,187</b>	-	<b>14,703,211</b>	-	-	-	<b>23,435,105</b>		
<b>Total All Funds</b>	<b>216,570,299</b>	<b>147,978,271</b>	<b>19,732,931</b>	<b>126,008,622</b>	<b>51,563,158</b>	<b>16,655,803</b>	<b>10,385,148</b>	<b>179,668,770</b>		

#### Footnotes detailing changes of greater than 10%:

- 1.) General Fund** - In FY23, staff anticipate a transfer of \$325,000 from the General Fund to the Ambulance Fund. The Ambulance Fund is projected to run a negative fund balance without this transfer.
- 2.) Street Fund** - A 16% reduction in fund balance is anticipated due to an intentional investment in annual maintenance to extend the useful life of the street system.
- 3.) Special Revenue Fund** - A 24% reduction in fund balance is projected due to the City budgeting appropriations for the American Recovery Act Plan (ARPA) funded projects approved by City Council.
- 4.) Transient Room Tax Fund** - A 16% increase in available cash is projected due to an accumulation of transient room tax receipts for future projects and an increase in total revenues resulting from the easing of Covid precautions.
- 5.) Community Development Fund** - This fund typically should not maintain large, if any, ending cash reserves. FY23 beginning cash was higher than typical due to large loan repayments from Homes for Good which occurred in FY20 and FY21.
- 6.) Fire Local Option Levy** - Available cash is anticipated to increase by 17% due to an increase in estimated property tax receipts.
- 7.) Police Local Option Levy** - An 18% reduction in available cash is projected for the coming year due to the impact of property and liability insurance cost increases along with normal personnel services and materials and services cost increases.
- 8.) Bond Sinking Fund** - A 29% reduction in available cash is due to the fact that prior year property tax delinquency rates were lower than anticipated, resulting in higher than budgeted revenues. Therefore, staff have reduced the FY23 levy amount in order to maintain a reasonable reserve balance in this fund.
- 9.) Development Projects Fund** - A 14% increase in available cash is the result of a loan repayment from a prior year interfund loan made to the Springfield Economic Development Agency related to the Blue McKenzie project in Downtown Springfield.
- 10.) Regional Wastewater Capital** - A 22% reduction in available cash is due to the fact that each year the City budgets the complete cost for large capital projects that may take many years to complete. This practice makes it appear that there will be a significant decrease in available cash when in fact the cost for these projects is spread over many years and the impact on available cash is marginal.
- 11.) Street Capital Fund** - A 18% reduction in available cash. See justification from #10 Regional Wastewater Capital.

## FINANCIAL SUMMARIES

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### Footnotes detailing changes of greater than 10%, continued:

**12.) Sanitary Sewer Fund** - A 23% reduction in available cash. See justification from #10 Regional Wastewater Capital.

**13.) Regional Wastewater Operating** - A 11% reduction in available cash. See justification from #10 Regional Wastewater Capital.

**14.) Ambulance Fund** - A 92% increase in available cash is due to an interfund transfer from the General Fund to establish a Contingency Reserve.

**15.) Storm Drainage Fund** - A 25% reduction in available cash. See justification from #10 Regional Wastewater Capital.

**16.) Booth Kelly Fund** - A 27% reduction in available cash is related to the structural challenges facing this fund stemming from the loss of a major tenant several years ago as well as the addition of a position for property management.

**17.) Regional Fiber Consortium** - A reduction of 12% in available cash is the result of an increase in grant expense in FY23 of \$50,000.



## Requirements by Fund & Category

Fund	Category	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Proposed
100 General Fund	5 PERSONNEL SERVICES	31,424,511	31,920,348	33,618,115	34,465,701
	6 MATERIALS & SERVICES	6,708,153	7,947,872	7,717,274	8,218,166
	7 CAPITAL OUTLAY	165,894	76,156	107,540	94,300
	9 NON-DEPARTMENTAL	3,654,831	1,051,278	10,458,113	10,520,840
<b>100 General Fund Total</b>		<b>41,953,389</b>	<b>40,995,654</b>	<b>51,901,042</b>	<b>53,299,006</b>
201 Street Fund	5 PERSONNEL SERVICES	3,899,817	3,920,526	4,190,656	4,251,841
	6 MATERIALS & SERVICES	2,345,775	2,453,652	2,798,405	2,825,994
	9 NON-DEPARTMENTAL	150,000	150,000	2,240,516	2,517,503
<b>201 Street Fund Total</b>		<b>6,395,592</b>	<b>6,524,178</b>	<b>9,229,577</b>	<b>9,595,338</b>
204 Special Revenue Fund	5 PERSONNEL SERVICES	34,140	85,986	341,316	1,536,149
	6 MATERIALS & SERVICES	466,786	1,317,541	7,215,901	707,630
	7 CAPITAL OUTLAY	222,720	43,145	117,182	21,729
	8 CAPITAL	-	-	40,000	-
	9 NON-DEPARTMENTAL	-	191,452	1,992,337	4,358,763
<b>204 Special Revenue Fund Total</b>		<b>723,646</b>	<b>1,638,123</b>	<b>9,706,736</b>	<b>6,624,271</b>
208 Transient Room Tax Fund	5 PERSONNEL SERVICES	291,550	235,640	313,449	313,187
	6 MATERIALS & SERVICES	411,254	348,079	208,670	209,170
	8 CAPITAL	-	347,458	-	-
	9 NON-DEPARTMENTAL	566,505	472,961	2,084,813	2,719,505
<b>208 Transient Room Tax Fund Total</b>		<b>1,269,310</b>	<b>1,404,137</b>	<b>2,606,932</b>	<b>3,241,862</b>
210 Community Dev. Fund	5 PERSONNEL SERVICES	172,417	237,051	273,211	285,538
	6 MATERIALS & SERVICES	1,023,583	918,667	1,871,455	1,062,286
	8 CAPITAL	-	238,588	-	-
	9 NON-DEPARTMENTAL	-	-	326,012	6,991
<b>210 Community Dev. Fund Total</b>		<b>1,196,000</b>	<b>1,394,306</b>	<b>2,470,678</b>	<b>1,354,815</b>
224 Building Code Fund	5 PERSONNEL SERVICES	840,550	833,376	1,113,629	1,095,107
	6 MATERIALS & SERVICES	278,518	346,801	400,429	407,980
	9 NON-DEPARTMENTAL	-	-	3,110,583	3,715,726
<b>224 Building Code Fund Total</b>		<b>1,119,069</b>	<b>1,180,177</b>	<b>4,624,641</b>	<b>5,218,813</b>
235 Fire Levy Fund	5 PERSONNEL SERVICES	1,117,198	1,304,919	1,344,853	1,350,299
	6 MATERIALS & SERVICES	249,365	245,429	287,138	296,796
	9 NON-DEPARTMENTAL	-	-	1,381,979	1,684,130
<b>235 Fire Levy Fund Total</b>		<b>1,366,563</b>	<b>1,550,348</b>	<b>3,013,970</b>	<b>3,331,225</b>

## FINANCIAL SUMMARIES

### Requirements by Fund & Category

Fund	Category	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Proposed
100 General Fund	5 PERSONNEL SERVICES	31,424,511	31,920,348	33,618,115	34,465,701
	6 MATERIALS & SERVICES	6,708,153	7,947,872	7,717,274	8,218,166
	7 CAPITAL OUTLAY	165,894	76,156	107,540	94,300
	9 NON-DEPARTMENTAL	3,654,831	1,051,278	10,458,113	10,520,840
<b>100 General Fund Total</b>		<b>41,953,389</b>	<b>40,995,654</b>	<b>51,901,042</b>	<b>53,299,006</b>
201 Street Fund	5 PERSONNEL SERVICES	3,899,817	3,920,526	4,190,656	4,251,841
	6 MATERIALS & SERVICES	2,345,775	2,453,652	2,798,405	2,825,994
	9 NON-DEPARTMENTAL	150,000	150,000	2,240,516	2,517,503
<b>201 Street Fund Total</b>		<b>6,395,592</b>	<b>6,524,178</b>	<b>9,229,577</b>	<b>9,595,338</b>
204 Special Revenue Fund	5 PERSONNEL SERVICES	34,140	85,986	341,316	1,536,149
	6 MATERIALS & SERVICES	466,786	1,317,541	7,215,901	707,630
	7 CAPITAL OUTLAY	222,720	43,145	117,182	21,729
	8 CAPITAL	-	-	40,000	-
	9 NON-DEPARTMENTAL	-	191,452	1,992,337	4,358,763
<b>204 Special Revenue Fund Total</b>		<b>723,646</b>	<b>1,638,123</b>	<b>9,706,736</b>	<b>6,624,271</b>
208 Transient Room Tax Fund	5 PERSONNEL SERVICES	291,550	235,640	313,449	313,187
	6 MATERIALS & SERVICES	411,254	348,079	208,670	209,170
	8 CAPITAL	-	347,458	-	-
	9 NON-DEPARTMENTAL	566,505	472,961	2,084,813	2,719,505
<b>208 Transient Room Tax Fund Total</b>		<b>1,269,310</b>	<b>1,404,137</b>	<b>2,606,932</b>	<b>3,241,862</b>
210 Community Dev. Fund	5 PERSONNEL SERVICES	172,417	237,051	273,211	285,538
	6 MATERIALS & SERVICES	1,023,583	918,667	1,871,455	1,062,286
	8 CAPITAL	-	238,588	-	-
	9 NON-DEPARTMENTAL	-	-	326,012	6,991
<b>210 Community Dev. Fund Total</b>		<b>1,196,000</b>	<b>1,394,306</b>	<b>2,470,678</b>	<b>1,354,815</b>
224 Building Code Fund	5 PERSONNEL SERVICES	840,550	833,376	1,113,629	1,095,107
	6 MATERIALS & SERVICES	278,518	346,801	400,429	407,980
	9 NON-DEPARTMENTAL	-	-	3,110,583	3,715,726
<b>224 Building Code Fund Total</b>		<b>1,119,069</b>	<b>1,180,177</b>	<b>4,624,641</b>	<b>5,218,813</b>
235 Fire Levy Fund	5 PERSONNEL SERVICES	1,117,198	1,304,919	1,344,853	1,350,299
	6 MATERIALS & SERVICES	249,365	245,429	287,138	296,796
	9 NON-DEPARTMENTAL	-	-	1,381,979	1,684,130
<b>235 Fire Levy Fund Total</b>		<b>1,366,563</b>	<b>1,550,348</b>	<b>3,013,970</b>	<b>3,331,225</b>

## FINANCIAL SUMMARIES

### Requirements by Fund & Category

Fund	Category	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Proposed
615 Ambulance Fund	5 PERSONNEL SERVICES	4,210,271	4,063,855	4,185,405	4,238,425
	6 MATERIALS & SERVICES	2,402,122	2,544,147	2,824,718	2,542,836
	9 NON-DEPARTMENTAL	-	-	737,000	155,683
<b>615 Ambulance Fund Total</b>		<b>6,612,393</b>	<b>6,608,002</b>	<b>7,747,123</b>	<b>6,936,944</b>
617 Storm Drainage Fund	5 PERSONNEL SERVICES	3,268,552	3,396,184	3,946,292	4,108,411
	6 MATERIALS & SERVICES	2,006,738	2,243,560	3,389,200	3,004,920
	8 CAPITAL	497,656	1,401,447	6,817,370	6,964,464
	9 NON-DEPARTMENTAL	704,400	6,526,175	16,117,172	17,949,140
<b>617 Storm Drainage Fund Total</b>		<b>6,477,346</b>	<b>13,567,366</b>	<b>30,270,033</b>	<b>32,026,934</b>
618 Booth-Kelly Fund	5 PERSONNEL SERVICES	96,238	93,569	103,431	158,902
	6 MATERIALS & SERVICES	347,801	305,186	650,390	421,626
	7 CAPITAL OUTLAY	16,960	-	-	-
	8 CAPITAL	-	51,564	190,000	190,000
	9 NON-DEPARTMENTAL	72,879	73,626	1,288,271	1,106,870
<b>618 Booth-Kelly Fund Total</b>		<b>533,878</b>	<b>523,946</b>	<b>2,232,093</b>	<b>1,877,398</b>
629 Regional Fiber Consortium Fund	6 MATERIALS & SERVICES	100,257	123,659	211,150	252,150
	9 NON-DEPARTMENTAL	-	-	462,392	413,282
<b>629 Regional Fiber Consortium Fund Total</b>		<b>100,257</b>	<b>123,659</b>	<b>673,542</b>	<b>665,432</b>
707 Insurance Fund	5 PERSONNEL SERVICES	397,611	347,298	362,070	399,955
	6 MATERIALS & SERVICES	10,036,335	9,111,274	11,717,259	11,496,998
	9 NON-DEPARTMENTAL	(0)	-	11,515,929	14,214,211
<b>707 Insurance Fund Total</b>		<b>10,433,946</b>	<b>9,458,572</b>	<b>23,595,258</b>	<b>26,111,164</b>
713 Vehicle & Equipment Fund	6 MATERIALS & SERVICES	797,291	905,002	1,341,754	1,380,065
	7 CAPITAL OUTLAY	1,225,038	1,857,999	3,888,650	911,500
	9 NON-DEPARTMENTAL	153,882	153,883	7,987,142	8,830,184
<b>713 Vehicle &amp; Equipment Fund Total</b>		<b>2,176,210</b>	<b>2,916,884</b>	<b>13,217,546</b>	<b>11,121,749</b>
719 SDC Administration Fund	5 PERSONNEL SERVICES	330,600	334,341	383,716	372,198
	6 MATERIALS & SERVICES	84,770	97,470	137,714	142,495
	9 NON-DEPARTMENTAL	-	-	290,345	390,710
<b>719 SDC Administration Fund Total</b>		<b>415,370</b>	<b>431,811</b>	<b>811,775</b>	<b>905,403</b>
<b>Grand Total</b>		<b>\$ 158,539,646</b>	<b>\$ 158,921,083</b>	<b>\$ 376,633,896</b>	<b>\$ 384,281,500</b>

## FINANCIAL SUMMARIES

### Requirements by Department and Major Object

Department	Major Object 2	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Proposed
01 City Manager's Office	5 PERSONNEL SERVICES	971,314	1,024,745	1,152,761	1,441,518
	6 MATERIALS & SERVICES	962,133	877,415	1,141,925	983,854
	8 CAPITAL	-	347,458	-	-
<b>01 City Manager's Office Total</b>		<b>1,933,447</b>	<b>2,249,618</b>	<b>2,294,686</b>	<b>2,425,372</b>
02 Human Resources	5 PERSONNEL SERVICES	890,023	911,691	974,859	1,147,768
	6 MATERIALS & SERVICES	339,858	412,221	478,340	583,876
<b>02 Human Resources Total</b>		<b>1,229,881</b>	<b>1,323,912</b>	<b>1,453,199</b>	<b>1,731,644</b>
03 Information Technology	5 PERSONNEL SERVICES	2,057,479	2,053,510	2,224,626	1,541,604
	6 MATERIALS & SERVICES	889,545	1,248,485	1,579,233	1,094,807
	7 CAPITAL OUTLAY	61,235	204,303	354,500	-
<b>03 Information Technology Total</b>		<b>3,008,259</b>	<b>3,506,298</b>	<b>4,158,359</b>	<b>2,636,411</b>
04 Finance	5 PERSONNEL SERVICES	2,078,430	2,169,923	2,327,525	2,485,807
	6 MATERIALS & SERVICES	1,003,414	1,089,644	2,390,001	1,523,851
	7 CAPITAL OUTLAY	92,192	8,366	-	-
<b>04 Finance Total</b>		<b>3,174,037</b>	<b>3,267,933</b>	<b>4,717,526</b>	<b>4,009,658</b>
05 Fire & Life Safety	5 PERSONNEL SERVICES	15,319,034	15,605,426	16,008,222	16,480,545
	6 MATERIALS & SERVICES	4,418,859	5,336,804	5,800,645	4,917,979
	7 CAPITAL OUTLAY	92,611	587,492	1,214,500	302,000
<b>05 Fire &amp; Life Safety Total</b>		<b>19,830,503</b>	<b>21,529,722</b>	<b>23,023,367</b>	<b>21,700,524</b>
06 Police	5 PERSONNEL SERVICES	18,198,637	18,129,318	19,368,849	20,078,027
	6 MATERIALS & SERVICES	3,688,115	4,153,595	4,480,364	4,837,178
	7 CAPITAL OUTLAY	401,618	311,249	510,672	286,500
<b>06 Police Total</b>		<b>22,288,370</b>	<b>22,594,163</b>	<b>24,359,885</b>	<b>25,201,705</b>
07 Dev. and Public Works	5 PERSONNEL SERVICES	13,997,030	14,384,830	16,451,082	18,127,576
	6 MATERIALS & SERVICES	24,013,250	25,334,136	36,027,850	31,589,144
	7 CAPITAL OUTLAY	1,421,897	2,272,083	5,559,863	4,205,000
	8 CAPITAL	9,997,568	16,409,668	51,917,339	51,563,158
<b>07 Dev. and Public Works Total</b>		<b>49,429,745</b>	<b>58,400,718</b>	<b>109,956,134</b>	<b>105,484,878</b>
08 Library	5 PERSONNEL SERVICES	1,503,182	1,595,348	1,796,730	1,883,073
	6 MATERIALS & SERVICES	420,036	343,986	521,173	385,968
	7 CAPITAL OUTLAY	141,281	119,301	148,537	116,029
<b>08 Library Total</b>		<b>2,064,498</b>	<b>2,058,635</b>	<b>2,466,440</b>	<b>2,385,070</b>

## FINANCIAL SUMMARIES

### Requirements by Department and Major Object

Department	Major Object 2	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Proposed
09 Legal Services	5 PERSONNEL SERVICES	252,203	432,103	457,065	509,120
	6 MATERIALS & SERVICES	388,999	398,142	409,721	468,315
<b>09 Legal Services Total</b>		<b>641,202</b>	<b>830,245</b>	<b>866,786</b>	<b>977,435</b>
31 Health Insurance	6 MATERIALS & SERVICES	7,916,489	7,170,994	9,334,875	8,589,515
<b>31 Health Insurance Total</b>		<b>7,916,489</b>	<b>7,170,994</b>	<b>9,334,875</b>	<b>8,589,515</b>
32 Risk Services	6 MATERIALS & SERVICES	1,836,374	1,591,284	2,009,075	2,429,567
<b>32 Risk Services Total</b>		<b>1,836,374</b>	<b>1,591,284</b>	<b>2,009,075</b>	<b>2,429,567</b>
95 Contingencies	9 NON-DEPARTMENTAL	-	-	1,138,473	2,580,458
<b>95 Contingencies Total</b>		<b>-</b>	<b>-</b>	<b>1,138,473</b>	<b>2,580,458</b>
91 Interfund Transfers	9 NON-DEPARTMENTAL	28,498,646	17,779,935	14,934,511	16,655,803
<b>91 Interfund Transfers Total</b>		<b>28,498,646</b>	<b>17,779,935</b>	<b>14,934,511</b>	<b>16,655,803</b>
96 Reserves	9 NON-DEPARTMENTAL	-	-	165,537,978	177,088,311
<b>96 Reserves Total</b>		<b>-</b>	<b>-</b>	<b>165,537,978</b>	<b>177,088,311</b>
<b>Grand Total</b>		<b>158,539,646</b>	<b>158,921,083</b>	<b>376,633,896</b>	<b>384,281,500</b>



## FINANCIAL SUMMARIES

### Requirements by Fund and Department

Fund	Department	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Proposed
100 General Fund	01 City Manager's Office	1,555,247	1,473,740	1,677,653	1,599,228
	02 Human Resources	548,797	624,412	713,820	750,152
	03 Information Technology	1,901,923	1,921,777	1,941,296	1,856,407
	04 Finance	2,267,870	2,240,963	2,411,951	2,590,964
	05 Fire & Life Safety	11,696,241	12,686,131	12,434,952	12,589,148
	06 Police	15,496,317	15,665,158	16,749,396	17,336,526
	07 Dev. and Public Works	2,625,364	2,886,553	2,820,825	3,105,437
	08 Library	1,649,279	1,704,316	1,915,951	2,062,570
	09 Legal Services	557,519	741,325	777,086	887,735
	91 Interfund Transfers	3,654,831	1,051,278	1,989,804	852,378
	96 Reserves	-	-	7,907,659	8,668,462
	95 Contingencies	-	-	560,650	1,000,000
<b>100 General Fund Total</b>		<b>41,953,389</b>	<b>40,995,654</b>	<b>51,901,042</b>	<b>53,299,006</b>
201 Street Fund	01 City Manager's Office	-	-	56,570	57,912
	03 Information Technology	261,972	297,933	408,092	-
	04 Finance	-	38,982	55,075	68,156
	07 Dev. and Public Works	5,983,620	6,037,264	6,469,325	6,951,767
	91 Interfund Transfers	150,000	150,000	150,000	150,000
	96 Reserves	-	-	2,090,516	2,167,503
	95 Contingencies	-	-	-	200,000
<b>201 Street Fund Total</b>		<b>6,395,592</b>	<b>6,524,178</b>	<b>9,229,577</b>	<b>9,595,338</b>
204 Special Revenue Fund	01 City Manager's Office	8,492	64,240	126,241	273,934
	02 Human Resources	-	-	-	103,622
	03 Information Technology	18,247	16,563	20,000	143,889
	04 Finance	21,714	-	1,000,000	14,000
	05 Fire & Life Safety	-	-	630,000	270,508
	06 Police	491,115	451,189	336,051	360,000
	07 Dev. and Public Works	15,627	743,243	5,323,666	1,034,827
	08 Library	168,450	171,437	278,441	64,729
	91 Interfund Transfers	-	191,452	-	-
	96 Reserves	-	-	1,992,337	4,358,763
<b>204 Special Revenue Fund Total</b>		<b>723,646</b>	<b>1,638,123</b>	<b>9,706,736</b>	<b>6,624,271</b>
208 Transient Room Tax Fund	01 City Manager's Office	369,708	711,638	233,162	239,712
	07 Dev. and Public Works	92,545	39,893	24,909	32,874
	08 Library	240,551	179,645	264,048	249,771
	91 Interfund Transfers	566,505	472,961	750,000	944,444
	96 Reserves	-	-	1,334,813	1,775,061
<b>208 Transient Room Tax Fund Total</b>		<b>1,269,310</b>	<b>1,404,137</b>	<b>2,606,932</b>	<b>3,241,862</b>

## FINANCIAL SUMMARIES

### Requirements by Fund and Department

Fund	Department	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Proposed
210 Community Development Fund	04 Finance	21,807	21,106	24,590	26,041
	07 Dev. and Public Works	1,174,192	1,373,200	2,120,076	1,321,783
	96 Reserves	-	-	326,012	6,991
<b>210 Community Development Fund Total</b>		<b>1,196,000</b>	<b>1,394,306</b>	<b>2,470,678</b>	<b>1,354,815</b>
224 Building Code Fund	01 City Manager's Office	-	-	21,742	22,647
	05 Fire & Life Safety	62,260	76,248	80,701	84,213
	07 Dev. and Public Works	1,056,808	1,103,928	1,411,615	1,396,226
	96 Reserves	-	-	3,110,583	3,680,726
	95 Contingencies	-	-	-	35,000
<b>224 Building Code Fund Total</b>		<b>1,119,069</b>	<b>1,180,177</b>	<b>4,624,641</b>	<b>5,218,813</b>
235 Fire Levy Fund	05 Fire & Life Safety	1,366,563	1,550,348	1,631,991	1,647,095
	96 Reserves	-	-	1,381,979	1,639,130
	95 Contingencies	-	-	-	45,000
<b>235 Fire Levy Fund Total</b>		<b>1,366,563</b>	<b>1,550,348</b>	<b>3,013,970</b>	<b>3,331,225</b>
236 Police Levy Fund	04 Finance	551,338	557,995	687,452	701,355
	06 Police	6,072,499	6,187,808	6,839,951	7,134,929
	09 Legal Services	80,980	87,476	89,700	89,700
	96 Reserves	-	-	2,537,190	2,104,665
	95 Contingencies	-	-	-	150,000
<b>236 Police Levy Fund Total</b>		<b>6,704,817</b>	<b>6,833,280</b>	<b>10,154,293</b>	<b>10,180,649</b>
305 Bancroft Red. Fund	91 Interfund Transfers	5,793	-	-	-
<b>305 Bancroft Red. Fund Total</b>		<b>5,793</b>	<b>-</b>	<b>-</b>	<b>-</b>
306 Bond Sinking Fund	91 Interfund Transfers	-	2,175,000	-	-
	92 Debt Interest	4,292,700	4,019,850	4,012,785	4,016,880
	95 Contingencies	-	-	577,823	425,458
<b>306 Bond Sinking Fund Total</b>		<b>4,292,700</b>	<b>6,194,850</b>	<b>4,590,608</b>	<b>4,442,338</b>
419 Dev. Assessment Capital	07 Dev. and Public Works	-	34,538	-	-
	96 Reserves	-	-	720,012	798,816
<b>419 Dev. Assessment Capital Total</b>		<b>-</b>	<b>34,538</b>	<b>720,012</b>	<b>798,816</b>
420 Dev. Projects Fund	07 Dev. and Public Works	113,595	124,934	305,892	313,812
	91 Interfund Transfers	435,857	400,000	1,500,000	-
	96 Reserves	-	-	3,644,577	3,674,469
<b>420 Dev. Projects Fund Total</b>		<b>549,452</b>	<b>524,934</b>	<b>5,450,469</b>	<b>3,988,281</b>

## FINANCIAL SUMMARIES

### Requirements by Fund and Department

Fund	Department	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Proposed
433 Reg. Wastewater Capital Fd	07 Dev. and Public Works	7,366,502	11,681,025	28,395,423	34,796,000
	91 Interfund Transfers	6,612,780	24,710	23,172	24,744
	96 Reserves	-	-	63,915,775	62,722,029
<b>433 Reg. Wastewater Capital Fd Total</b>		<b>13,979,282</b>	<b>11,705,735</b>	<b>92,334,370</b>	<b>97,542,773</b>
434 Street Capital Fund	07 Dev. and Public Works	2,363,887	3,680,378	9,016,780	2,910,169
	94 Misc Fiscal Transactions	39,159	-	-	-
	96 Reserves	-	-	3,875,914	7,197,612
<b>434 Street Capital Fund Total</b>		<b>2,403,046</b>	<b>3,680,378</b>	<b>12,892,694</b>	<b>10,107,781</b>
611 Sanitary Sewer Fund	01 City Manager's Office	-	-	81,550	81,907
	03 Information Technology	254,901	282,196	391,242	-
	04 Finance	16,296	41,775	53,109	61,922
	07 Dev. and Public Works	3,713,554	4,745,260	15,880,871	15,435,275
	92 Debt Interest	1,709,000	1,710,600	1,707,800	1,708,000
	96 Reserves	-	-	21,673,146	25,684,682
	95 Contingencies	-	-	-	150,000
<b>611 Sanitary Sewer Fund Total</b>		<b>5,693,751</b>	<b>6,779,831</b>	<b>39,787,717</b>	<b>43,121,786</b>
612 Reg. Wastewater Fund	01 City Manager's Office	-	-	15,777	17,222
	04 Finance	151,966	158,703	181,869	187,593
	07 Dev. and Public Works	17,196,815	17,243,644	20,592,373	22,115,080
	91 Interfund Transfers	17,000,000	13,187,108	10,413,384	14,600,000
	92 Debt Interest	9,789,055	4,260,920	4,110,375	4,108,550
	96 Reserves	-	-	13,289,008	10,760,277
<b>612 Reg. Wastewater Fund Total</b>		<b>44,137,836</b>	<b>34,850,375</b>	<b>48,602,786</b>	<b>51,788,723</b>
615 Ambulance Fund	05 Fire & Life Safety	6,612,393	6,608,002	7,010,123	6,781,261
	96 Reserves	-	-	737,000	5,683
	95 Contingencies	-	-	-	150,000
<b>615 Ambulance Fund Total</b>		<b>6,612,393</b>	<b>6,608,002</b>	<b>7,747,123</b>	<b>6,936,944</b>
617 Storm Drainage Fund	01 City Manager's Office	-	-	81,991	82,228
	03 Information Technology	195,980	217,596	297,471	-
	04 Finance	16,296	41,775	53,110	61,923
	07 Dev. and Public Works	5,560,669	6,781,819	13,720,289	13,933,644
	91 Interfund Transfers	-	53,800	-	-
	92 Debt Interest	704,400	6,472,375	551,643	551,718
	96 Reserves	-	-	15,565,529	17,197,422
	95 Contingencies	-	-	-	200,000
<b>617 Storm Drainage Fund Total</b>		<b>6,477,346</b>	<b>13,567,366</b>	<b>30,270,033</b>	<b>32,026,934</b>

## FINANCIAL SUMMARIES

### Requirements by Fund and Department

Fund	Department	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Proposed
618 Booth-Kelly Fund	01 City Manager's Office	-	-	-	50,583
	07 Dev. and Public Works	460,999	450,320	943,822	719,946
	91 Interfund Transfers	72,879	73,626	80,651	84,237
	96 Reserves	-	-	1,207,620	1,007,633
	95 Contingencies	-	-	-	15,000
<b>618 Booth-Kelly Fund Total</b>		<b>533,878</b>	<b>523,946</b>	<b>2,232,093</b>	<b>1,877,398</b>
629 Reg.l Fiber Consortium Func	04 Finance	100,257	123,659	211,150	252,150
	96 Reserves	-	-	462,392	413,282
<b>629 Reg.l Fiber Consortium Fund Total</b>		<b>100,257</b>	<b>123,659</b>	<b>673,542</b>	<b>665,432</b>
707 Insurance Fund	02 Human Resources	681,084	696,294	735,379	877,871
	31 Health Insurance	7,916,489	7,170,994	9,334,875	8,589,515
	32 Risk Services	1,836,374	1,591,284	2,009,075	2,429,567
	96 Reserves	-	-	11,515,929	14,014,211
	95 Contingencies	-	-	-	200,000
	93 Statutory Payments	(0)	-	-	-
<b>707 Insurance Fund Total</b>		<b>10,433,946</b>	<b>9,458,572</b>	<b>23,595,258</b>	<b>26,111,164</b>
713 Vehicle & Equip. Fund	02 Human Resources	-	3,206	4,000	-
	03 Information Technology	321,359	709,289	1,030,204	636,115
	04 Finance	3,634	8,951	-	500
	05 Fire & Life Safety	93,045	608,992	1,235,600	328,300
	06 Police	228,439	290,007	434,487	370,250
	07 Dev. and Public Works	1,366,930	1,137,876	2,518,113	948,400
	08 Library	6,218	3,236	8,000	8,000
	09 Legal Services	2,702	1,444	-	-
	91 Interfund Transfers	-	-	27,500	-
	92 Debt Interest	153,882	153,883	-	-
	96 Reserves	-	-	7,959,642	8,830,184
<b>713 Vehicle &amp; Equip. Fund Total</b>		<b>2,176,210</b>	<b>2,916,884</b>	<b>13,217,546</b>	<b>11,121,749</b>
719 SDC Admin. Fund	03 Information Technology	53,878	60,944	70,054	-
	04 Finance	22,857	34,023	39,222	45,054
	07 Dev. and Public Works	338,636	336,844	412,155	469,638
	96 Reserves	\$ -	\$ -	\$ 290,345	\$ 380,710
	95 Contingencies	-	-	-	10,000
<b>719 SDC Admin. Fund Total</b>		<b>415,370</b>	<b>431,811</b>	<b>811,775</b>	<b>905,403</b>
<b>Grand Total</b>		<b>\$ 158,539,646</b>	<b>\$ 158,921,083</b>	<b>\$ 376,633,896</b>	<b>\$ 384,281,500</b>

## FINANCIAL SUMMARIES

### Revenue by Fund & Category

Fund	Category	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Proposed
100 General Fund	41 Taxes	(22,519,116)	(23,171,809)	(22,885,858)	(24,226,814)
	42 Licenses, Permits & Fees	(2,905,190)	(2,945,851)	(2,901,838)	(2,924,188)
	43 Intergovernmental	(5,367,475)	(5,992,936)	(5,320,607)	(6,001,538)
	44 Charges For Service	(3,712,332)	(3,833,131)	(3,634,402)	(4,058,262)
	45 Fines And Forfeitures	(1,396,944)	(1,289,694)	(1,541,000)	(936,600)
	46 Use Of Money & Property	(420,622)	(90,960)	(107,000)	(140,600)
	48 Miscellaneous Receipts	(335,454)	(776,785)	(346,600)	(237,000)
	49 Other Financing Sources	(14,146,543)	(14,447,703)	(15,163,737)	(14,774,004)
<b>100 General Fund Total</b>		<b>(50,803,677)</b>	<b>(52,548,869)</b>	<b>(51,901,042)</b>	<b>(53,299,006)</b>
201 Street Fund	41 Taxes	(977,948)	(860,440)	(850,000)	(850,000)
	42 Licenses, Permits & Fees	(207,266)	(224,486)	(155,000)	(175,000)
	43 Intergovernmental	(4,719,976)	(4,878,541)	(5,139,762)	(5,133,000)
	44 Charges For Service	(284,990)	(150,205)	(75,515)	(120,515)
	46 Use Of Money & Property	(44,480)	(9,395)	(22,000)	(25,000)
	48 Miscellaneous Receipts	(6,395)	(2,107)	(19,000)	(10,000)
	49 Other Financing Sources	(2,556,671)	(2,891,484)	(2,968,300)	(3,281,823)
<b>201 Street Fund Total</b>		<b>(8,797,726)</b>	<b>(9,016,659)</b>	<b>(9,229,577)</b>	<b>(9,595,338)</b>
204 Special Revenue Fund	42 Licenses, Permits & Fees	(137,510)	(140,800)	(100,000)	(200,000)
	43 Intergovernmental	(360,939)	(8,227,984)	(540,027)	(559,000)
	45 Fines And Forfeitures	(148,348)	(23,237)	(22,752)	-
	46 Use Of Money & Property	(4,491)	(1,722)	-	-
	48 Miscellaneous Receipts	(141,760)	(269,689)	(282,128)	(93,229)
	49 Other Financing Sources	(1,629,002)	(1,704,020)	(8,761,829)	(5,772,042)
<b>204 Special Revenue Fund Total</b>		<b>(2,422,050)</b>	<b>(10,367,452)</b>	<b>(9,706,736)</b>	<b>(6,624,271)</b>
208 Transient Room Tax Fund	41 Taxes	(1,203,132)	(1,032,879)	(1,350,000)	(1,700,000)
	43 Intergovernmental	(4,795)	(3,153)	-	-
	44 Charges For Service	(0)	0	-	-
	46 Use Of Money & Property	(39,785)	(6,926)	(18,000)	(12,000)
	49 Other Financing Sources	(1,621,708)	(1,600,112)	(1,238,932)	(1,529,862)
<b>208 Transient Room Tax Fund Total</b>		<b>(2,869,421)</b>	<b>(2,643,070)</b>	<b>(2,606,932)</b>	<b>(3,241,862)</b>
210 Community Development Fund	43 Intergovernmental	(1,004,744)	(805,511)	(2,105,911)	(1,220,956)
	44 Charges For Service	0	0	-	-
	48 Miscellaneous Receipts	(571,013)	(491,005)	(38,755)	(37,464)
	49 Other Financing Sources	(44,045)	(423,802)	(326,012)	(96,395)
<b>210 Community Development Fund Total</b>		<b>(1,619,802)</b>	<b>(1,720,318)</b>	<b>(2,470,678)</b>	<b>(1,354,815)</b>



## FINANCIAL SUMMARIES

### Revenue by Fund & Category

Fund	Category	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Proposed
224 Building Code Fund	42 Licenses, Permits & Fees	(1,679,447)	(1,488,862)	(1,339,000)	(1,504,000)
	43 Intergovernmental	(3,392)	(5,835)	-	-
	44 Charges For Service	(0)	0	-	-
	46 Use Of Money & Property	(65,259)	(16,427)	(40,000)	(24,000)
	48 Miscellaneous Receipts	-	(188)	-	-
	49 Other Financing Sources	(2,285,478)	(2,914,507)	(3,245,641)	(3,690,813)
<b>224 Building Code Fund Total</b>		<b>(4,033,575)</b>	<b>(4,425,818)</b>	<b>(4,624,641)</b>	<b>(5,218,813)</b>
235 Fire Local Option Levy Fund	41 Taxes	(1,662,431)	(1,714,991)	(1,743,772)	(1,886,320)
	43 Intergovernmental	(38,610)	(34,621)	(42,692)	-
	44 Charges For Service	(0)	0	-	-
	46 Use Of Money & Property	(24,578)	(7,176)	(10,000)	(10,000)
	49 Other Financing Sources	(652,009)	(1,011,065)	(1,217,506)	(1,434,905)
<b>235 Fire Local Option Levy Fund Total</b>		<b>(2,377,628)</b>	<b>(2,767,854)</b>	<b>(3,013,970)</b>	<b>(3,331,225)</b>
236 Police Local Option Levy Fund	41 Taxes	(6,457,159)	(6,665,943)	(6,442,320)	(6,902,493)
	42 Licenses, Permits & Fees	(92,738)	(82,720)	(76,000)	(71,000)
	43 Intergovernmental	(3,712)	(16,750)	-	-
	44 Charges For Service	(701,058)	(543,489)	(683,200)	(428,200)
	45 Fines And Forfeitures	(178)	(325)	-	-
	46 Use Of Money & Property	(68,951)	(17,582)	(20,000)	(20,000)
	48 Miscellaneous Receipts	(2,869)	(3,327)	-	-
	49 Other Financing Sources	(1,814,070)	(2,435,917)	(2,932,773)	(2,758,956)
<b>236 Police Local Option Levy Fund Total</b>		<b>(9,140,735)</b>	<b>(9,766,053)</b>	<b>(10,154,293)</b>	<b>(10,180,649)</b>
305 Bancroft Redemption Fund	41 Taxes	(294)	(0)	-	-
	46 Use Of Money & Property	(130)	-	-	-
	49 Other Financing Sources	(5,370)	-	-	-
<b>305 Bancroft Redemption Fund Total</b>		<b>(5,793)</b>	<b>(0)</b>	<b>-</b>	<b>-</b>
306 Bond Sinking Fund	41 Taxes	(4,286,792)	(4,079,461)	(4,052,785)	(3,840,000)
	46 Use Of Money & Property	(62,421)	(13,830)	(10,000)	(5,000)
	49 Other Financing Sources	(2,572,869)	(2,629,382)	(527,823)	(597,338)
<b>306 Bond Sinking Fund Total</b>		<b>(6,922,082)</b>	<b>(6,722,673)</b>	<b>(4,590,608)</b>	<b>(4,442,338)</b>
419 Development Assessment Capital	41 Taxes	-	(241)	-	-
	46 Use Of Money & Property	(15,610)	(4,028)	(7,800)	(7,300)
	47 Special Assessments	(15,062)	(6,621)	(5,800)	(5,000)
	49 Other Financing Sources	(586,764)	(673,748)	(706,412)	(786,516)
<b>419 Development Assessment Capital Total</b>		<b>(617,436)</b>	<b>(684,637)</b>	<b>(720,012)</b>	<b>(798,816)</b>

## FINANCIAL SUMMARIES

### Revenue by Fund & Category

Fund	Category	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Proposed
420 Development Projects Fund	43 Intergovernmental	-	(12,767)	-	-
	44 Charges For Service	(304,320)	(297,137)	(305,892)	(313,812)
	46 Use Of Money & Property	(104,749)	(22,956)	(50,000)	(25,000)
	49 Other Financing Sources	(4,473,533)	(4,433,150)	(5,094,577)	(3,649,469)
<b>420 Development Projects Fund Total</b>		<b>(4,882,602)</b>	<b>(4,766,011)</b>	<b>(5,450,469)</b>	<b>(3,988,281)</b>
433 Regional Wastewater Capital Fd	42 Licenses, Permits & Fees	(3,605)	(5,229)	(4,000)	(4,000)
	43 Intergovernmental	(849)	(812)	(10)	(10)
	44 Charges For Service	(1,757,113)	(3,218,913)	(1,800,000)	(1,800,000)
	46 Use Of Money & Property	(1,570,558)	(421,910)	(725,000)	(420,000)
	49 Other Financing Sources	(84,774,280)	(87,314,232)	(89,805,360)	(95,318,763)
<b>433 Regional Wastewater Capital Fd Total</b>		<b>(88,106,406)</b>	<b>(90,961,096)</b>	<b>(92,334,370)</b>	<b>(97,542,773)</b>
434 Street Capital Fund	43 Intergovernmental	(920,146)	(74,096)	(955,000)	-
	44 Charges For Service	(490,651)	(870,569)	(530,000)	(1,060,000)
	46 Use Of Money & Property	(330,911)	(71,211)	(134,000)	(122,000)
	48 Miscellaneous Receipts	-	(15,932)	-	-
	49 Other Financing Sources	(14,283,603)	(13,772,265)	(11,273,694)	(8,925,781)
<b>434 Street Capital Fund Total</b>		<b>(16,025,311)</b>	<b>(14,804,073)</b>	<b>(12,892,694)</b>	<b>(10,107,781)</b>
611 Sanitary Sewer Fund	42 Licenses, Permits & Fees	(883)	(1,745)	(1,000)	(2,000)
	43 Intergovernmental	(52,387)	(91,914)	-	-
	44 Charges For Service	(8,742,243)	(8,910,438)	(8,500,000)	(9,240,000)
	46 Use Of Money & Property	(631,981)	(160,344)	(368,000)	(355,000)
	48 Miscellaneous Receipts	-	(2,035)	-	-
	49 Other Financing Sources	(24,798,330)	(28,532,073)	(30,918,717)	(33,524,786)
<b>611 Sanitary Sewer Fund Total</b>		<b>(34,225,824)</b>	<b>(37,698,548)</b>	<b>(39,787,717)</b>	<b>(43,121,786)</b>
612 Regional Wastewater Fund	42 Licenses, Permits & Fees	(12,639)	(13,015)	(9,500)	(14,706)
	43 Intergovernmental	(22,193)	(158,826)	-	-
	44 Charges For Service	(35,075,121)	(34,662,896)	(36,591,421)	(38,916,421)
	45 Fines And Forfeitures	(600)	(1,100)	-	-
	46 Use Of Money & Property	(274,084)	(40,218)	(75,000)	(80,000)
	48 Miscellaneous Receipts	(1,891)	(149,473)	(700,000)	(700,000)
	49 Other Financing Sources	(19,755,138)	(11,028,540)	(11,226,865)	(12,077,596)
<b>612 Regional Wastewater Fund Total</b>		<b>(55,141,666)</b>	<b>(46,054,068)</b>	<b>(48,602,786)</b>	<b>(51,788,723)</b>
615 Ambulance Fund	42 Licenses, Permits & Fees	(57,470)	(47,100)	(50,000)	(50,000)
	43 Intergovernmental	(49,516)	(30,290)	(87,135)	(83,466)
	44 Charges For Service	(5,947,960)	(4,805,272)	(6,841,591)	(6,390,760)
	46 Use Of Money & Property	(32,524)	(3,337)	(5,000)	-
	48 Miscellaneous Receipts	(133,308)	(5,536)	(6,500)	(6,500)
	49 Other Financing Sources	(1,387,882)	(1,008,172)	(756,897)	(406,218)
<b>615 Ambulance Fund Total</b>		<b>(7,608,659)</b>	<b>(5,899,707)</b>	<b>(7,747,123)</b>	<b>(6,936,944)</b>

## FINANCIAL SUMMARIES

### Revenue by Fund & Category

Fund	Category	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Proposed
617 Storm Drainage Fund	42 Licenses, Permits & Fees	(108,128)	(183,607)	(100,000)	(100,000)
	43 Intergovernmental	(113,540)	(141,170)	(38,700)	(35,000)
	44 Charges For Service	(7,592,215)	(7,915,395)	(7,970,000)	(8,440,000)
	46 Use Of Money & Property	(488,768)	(113,779)	(261,000)	(236,000)
	48 Miscellaneous Receipts	(12,000)	(375)	-	-
	49 Other Financing Sources	(20,076,131)	(27,113,372)	(21,900,333)	(23,215,934)
<b>617 Storm Drainage Fund Total</b>		<b>(28,390,782)</b>	<b>(35,467,699)</b>	<b>(30,270,033)</b>	<b>(32,026,934)</b>
618 Booth-Kelly Fund	43 Intergovernmental	(598)	(820)	-	-
	44 Charges For Service	(634,101)	(545,645)	(561,900)	(472,700)
	46 Use Of Money & Property	(39,894)	(8,982)	(7,500)	(7,622)
	48 Miscellaneous Receipts	-	(188)	-	-
	49 Other Financing Sources	(1,490,288)	(1,631,003)	(1,662,693)	(1,397,076)
<b>618 Booth-Kelly Fund Total</b>		<b>(2,164,882)</b>	<b>(2,186,638)</b>	<b>(2,232,093)</b>	<b>(1,877,398)</b>
629 Regional Fiber Consortium Fund	44 Charges For Service	(149,315)	(232,545)	(203,760)	(190,114)
	46 Use Of Money & Property	(7,226)	(2,419)	(1,500)	(3,494)
	49 Other Financing Sources	(300,693)	(356,976)	(468,282)	(471,824)
<b>629 Regional Fiber Consortium Fund Total</b>		<b>(457,233)</b>	<b>(591,941)</b>	<b>(673,542)</b>	<b>(665,432)</b>
707 Insurance Fund	43 Intergovernmental	(115,148)	(85,650)	(63,769)	(50,560)
	44 Charges For Service	(10,144,891)	(10,324,846)	(11,208,077)	(12,087,112)
	46 Use Of Money & Property	(269,715)	(66,127)	(75,000)	(104,897)
	48 Miscellaneous Receipts	(41,456)	(25,453)	(6,000)	(5,500)
	49 Other Financing Sources	(11,061,644)	(11,198,909)	(12,242,412)	(13,863,095)
<b>707 Insurance Fund Total</b>		<b>(21,632,855)</b>	<b>(21,700,984)</b>	<b>(23,595,258)</b>	<b>(26,111,164)</b>
713 Vehicle & Equipment Fund	43 Intergovernmental	(6,513)	(3,963)	-	-
	44 Charges For Service	(2,411,957)	(2,558,899)	(2,712,465)	(2,756,112)
	46 Use Of Money & Property	(226,820)	(54,738)	(50,000)	(64,006)
	48 Miscellaneous Receipts	(52,560)	(71,892)	-	-
	49 Other Financing Sources	(9,760,833)	(10,682,473)	(10,455,081)	(8,301,631)
<b>713 Vehicle &amp; Equipment Fund Total</b>		<b>(12,458,683)</b>	<b>(13,371,965)</b>	<b>(13,217,546)</b>	<b>(11,121,749)</b>
719 SDC Administration Fund	42 Licenses, Permits & Fees	(103,149)	(140,976)	(80,000)	(100,000)
	43 Intergovernmental	(13,204)	(11,354)	-	-
	44 Charges For Service	(669)	(375,279)	(375,000)	(375,000)
	46 Use Of Money & Property	(8,395)	(954)	(2,000)	(2,000)
	48 Miscellaneous Receipts	-	(188)	-	-
	49 Other Financing Sources	(547,788)	(257,835)	(354,775)	(428,403)
<b>719 SDC Administration Fund Total</b>		<b>(673,205)</b>	<b>(786,586)</b>	<b>(811,775)</b>	<b>(905,403)</b>
<b>Grand Total</b>		<b>\$ (361,378,033)</b>	<b>\$ (374,952,718)</b>	<b>\$ (376,633,895)</b>	<b>\$ (384,281,500)</b>

# FINANCIAL SUMMARIES

## FY23 ASSESSED VALUATION, LEVY & TAX REVENUE SUMMARY

	Rate Per \$1,000	Assessed Valuation	Levy	Net Tax Revenue
<b>General Fund</b>				
FY22 Assessed Valuation		\$ 5,303,194,951		
Plus: 3% Increase from Added Value		159,095,849		
<b>Est. Assessed Value FY22 Pre UR</b>		<b>5,462,290,800</b>		
Less: Urban Renewal Excess (estimated)		(146,884,633)		
<b>Total Estimated Assessed Valuation net of Urban Renewal</b>		<b>\$ 5,315,406,167</b>		
City of Springfield Permanent Rate Levy	\$ 4.7403			
<b>Estimated Taxes Raised for FY22 (rate x AV/1,000)</b>			<b>25,196,620</b>	
Less Allowances for Discounts, Delinquencies, & Appeals*:			(1,448,806)	
<b>Total Available General Fund Tax Revenue for Appropriation</b>				<b>\$ 23,747,814</b>
<b>Fire Local Option Levy Fund</b>				
City of Springfield Five-Year Tax Rate (FY22 – FY26)	\$ 0.3800			
<b>Estimated Taxes Raised for FY22 (rate x AV/1,000)</b>			<b>2,075,671</b>	
Less Allowances for Discounts, Delinquencies & Compression*:			(219,351)	
<b>Total Available Tax Revenue for Appropriation</b>				<b>\$ 1,856,320</b>
<b>Police Local Option Levy Fund</b>				
City of Springfield Five-Year Tax Rate (FY19 - FY23)	\$ 1.4000			
<b>Estimated Taxes Raised for FY22 (rate x AV/1000)</b>			<b>7,647,207</b>	
Less Allowances for Discounts, Delinquencies & Compression*:			(854,714)	
<b>Total Available Tax Revenue for Appropriation</b>				<b>\$ 6,792,493</b>
<b>Bond Sinking Fund</b>				
Levy Required for 2016 General Obligation Bonds			<b>1,979,543</b>	
<b>Estimated Tax Rate (Levy/AV)</b>	\$ 0.3724			
Less Allowances for Discounts, Delinquencies*:			(113,824)	
<b>Subtotal</b>				<b>\$ 1,865,719</b>
Levy Required for 2019 General Obligation Bond (Streets)			<b>2,052,288</b>	
<b>Estimated Tax Rate (Levy/AV)</b>	\$ 0.3861			
Less Allowances for Discounts, Delinquencies*:			(118,007)	
<b>Subtotal</b>	\$ 0.7585			<b>\$ 1,934,281</b>
<b>Total Available Bond Sinking Fund Tax Revenue for Appropriation</b>				<b>\$ 3,800,000</b>
<b>Est. Total Tax Rate and Tax Revenue Collection</b>	<b>\$ 7.2788</b>			<b>\$ 36,196,627</b>

# FINANCIAL SUMMARIES

## FY23 ASSESSED VALUATION, LEVY & TAX REVENUE INFORMATION

The City has historically levied a local property tax each year to fund that portion of its operating budget not supported by other revenue sources. Since the General Fund is the general operating fund of the City, all property taxes collected for general governmental operating purposes are accounted for in the City's General Fund. As with other jurisdictions throughout Oregon, the City of Springfield's property tax is a primary source of revenue for City general operations. Current property taxes provide 56% of the funding for the City's General Fund operating activities.

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

### Local Option Levies

In November, 2002, City of Springfield voters passed two public safety measures – one for Fire Services and one for Police and Court Services. In 2006, the Fire Services Levy was renewed for four years (FY08-FY11), in 2010 for five years (FY12-FY16), in 2015 for five years (FY17-FY21) and again in 2020 for five years (FY22-26). The Police Services Levy was renewed for five years (FY09-FY13) with added staff for the new Justice Center, in 2012 for five years (FY14-FY18), and again in 2017 for five years (FY19-FY23). For the Police Levy there was a one-year separation (FY08) between the expiration of the old levy and the beginning of the new levy. The taxation information on the two levies is provided in this section of the budget document. For more detail on specific funding, see the Fire & Life Safety, Police, and Legal/Judicial Services pages in this budget document. Overall, funding from the two levies provided the following:

Local Option Levies	Amount	FTE
Fire Services operating costs	\$ 1,647,095	7.00
Fire levy dedicated reserve	1,684,130	
<b>Fire Services Local Option Levy Funding</b>	<b>\$ 3,331,225</b>	
Police and Jail Services operating costs	\$ 7,134,929	39.08
Legal and Judicial Services operating costs	791,055	2.23
Public Safety levy dedicated reserve	2,254,665	
<b>Police Local Option Levy Funding</b>	<b>\$ 10,180,649</b>	
<b>Total Funding Provided by Levies</b>	<b>\$ 13,511,874</b>	<b>48.31</b>
<b>Detail by Type of Costs Funded:</b>		
Departmental Operating costs	\$ 9,573,079	48.31
Dedicated Reserves	3,938,795	
<b>Total Funding Provided by Levies</b>	<b>\$ 13,511,874</b>	<b>48.31</b>

## FINANCIAL SUMMARIES

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### Property Tax History

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

### Overall City Levy Information: Historical and Current

The following are the amounts collected from previous levies and the estimated amount for current levies (all funds) by the City of Springfield over the past five years.

\* Tax rate levy is for general operations in the General Fund

\*\* Includes Urban Renewal

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

	Assessed Valuation
FY22 Assessed Valuation (AV)	\$5,303,194,951
Add Estimated 2.5% Increase in Value	159,095,849
<b>Total City Assessed Valuation for all Levies</b>	<b>\$5,462,290,800</b>
Less: Urban Renewal Growth	(\$146,884,633)
<b>Total City AV for Permanent Rate net of UR</b>	<b>\$ 5,315,406,167</b>

## FINANCIAL SUMMARIES

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### FY23 Tax Rates

The City of Springfield's revised property tax rate per thousand is \$7.3610 (estimated), consisting of the following funding sources. (See above for details on the Bond Sinking Fund rate.)

<b><u>Tax Levy for Operations:</u></b>	
General Fund	\$4.7403
Fire Local Option Levy Fund	0.3800
Police Local Option Levy Fund	1.4000
<b>Rate for Operations</b>	<b>\$6.5203</b>
<b><u>Bond Sinking Fund (Est.)</u></b>	<b><u>\$0.7585</u></b>
<b><u>Total City Rate</u></b>	<b><u>\$7.2788</u></b>

### Tax and Assessed Valuation History

Fiscal Year	Tax Rate	Taxable Value
FY23	7.2788	\$ 5,462,290,800
FY22	7.3610	5,303,194,951
FY21	7.3366	5,122,187,950
FY20	7.4105	4,994,608,774
FY19	6.9011	4,857,115,762
FY18	6.7845	4,624,303,479
FY17	6.8830	4,471,924,355
FY16	6.8770	4,339,850,283
FY15	7.2501	4,253,901,084
FY14	7.2185	4,043,528,204
FY13	7.0103	3,998,513,276
FY12	7.0733	3,766,484,285
FY11	7.0923	3,747,745,557
FY10	7.1742	3,726,631,985
FY09	7.2281	3,502,295,304
FY08	6.1595	3,436,084,339
FY07	6.1391	3,149,357,159

Note: FY23 begins July 1, 2022 and ends June 30, 2023.

Includes Urban Renewal



## FINANCIAL SUMMARIES

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### Summary of City of Springfield Indebtedness

The City is subject to the state constitutional limit for issuing debt. Oregon Revised Statute Chapter 287 provides a debt limitation of three percent of the real market value of all taxable properties within the city boundaries. The following tables provide a summary of current outstanding debt, and a computation of the most recent calculation of the debt limit.

### Computation of Legal Debt Margin

Real Market Value for City of Springfield	\$9,594,834,513
General Obligation Debt Limit – 3% of Real Market Value	287,845,035
Net Debt Subject to 3% Limitation	<u>14,476,000</u>
Legal Debt Margin for General Obligation Debt	\$273,369,035

### Debt Summary

	<u>Outstanding debt as of 1-Jul-21</u>
<u>Governmental activities</u>	
General obligation bonds	\$ 14,476,000
Notes Payable	2,532,521
<u>Business-type activities:</u>	
Revenue bonds	\$ 13,644,936

## FINANCIAL SUMMARIES

### Summary of City of Springfield Bond Issues

The Series 2016 General Obligation bond was issued with an original amount of \$14,690,000 and effective interest rate of 1.36%. This bond was issued in a competitive sale after the city received a rating of Aa3 from Moody's. The purpose of the 2016 Bond was to defease the previous Series 2005 and Series 2007 General Obligation Bonds. The present value of the savings from the defeasement was \$1,6445,224.

The Series 2019 General Obligation bond was issued with an original amount of \$10,000,000. This issue was a direct placement with an effective interest rate of 1.8% and is subject to an interest rate increase of 1.5% in the event of an uncured default. The purpose of this issue was to construct and perform major repair work to street infrastructure. The debt service is supported by a property tax levy that was approved by voters in an election.

<b>Fiscal Year for Debt Service</b>	<b>2016 G.O. Bond Principal</b>	<b>2016 G.O. Bond Interest</b>	<b>2019 G.O. Bond Principal</b>	<b>2019 G.O. Bond Interest</b>	<b>Total G.O. Bond Principal</b>	<b>Total G.O. Bond Interest</b>
2021-22	\$ 1,625,000	\$ 342,200	\$ 1,625,000	\$ 106,578	\$ 3,250,000	\$ 448,778
2022-23	1,695,000	277,200	1,973,000	71,676	3,668,000	348,876
2023-24	1,765,000	209,400	2,009,000	36,162	3,774,000	245,562
2024-25	1,830,000	138,800			1,830,000	138,800
2025-26	1,640,000	65,600			1,640,000	65,600
	<u>\$ 8,555,000</u>	<u>\$ 1,033,200</u>	<u>\$ 5,607,000</u>	<u>\$ 214,416</u>	<u>\$ 14,162,000</u>	<u>\$ 1,247,616</u>

The 2017 Sewer Revenue Bond was issued with an original amount of \$13,610,000 with an effective interest rate of 1.725%. This issue was competitive issue after the City received a bond rating of AA- from S&P Global Ratings. The purpose of this bond was to refund the previous revenue bond Series 2009. The present value of the savings from the refunding was \$5,344,233.

The 2020 Sewer Revenue Bond was issued with an original amount of \$5,199,936. This issue was a direct placement with an effective interest rate of 1.2% and is subject to an interest rate increase of 4.0% in the event of an uncured default. The purpose of the Series 2020 bond was to refund the previous revenue bond Series 2010. The present value of the savings from the refunding was \$823,423.

## FINANCIAL SUMMARIES

Fiscal Year for Debt Service	2017 Sewer		2020 Sewer		2020 Sewer		Total	
	Revenue Bond Principal	Revenue Bond Interest	Revenue Bond Principal	Revenue Bond Interest	Revenue Bond Interest		Revenue Bond Principal	Revenue Bond Interest
2021-22	\$ 1,370,000	\$ 337,800	\$ 492,195	\$ 59,446			\$ 1,862,195	\$ 397,246
2022-23	1,425,000	283,000	498,213	53,504			1,923,213	336,504
2023-24	1,480,000	226,000	506,164	47,477			1,986,164	273,477
2024-25	1,540,000	166,800	510,866	41,375			2,050,866	208,175
2025-26	1,605,000	105,200	514,820	35,221			2,119,820	140,421
2026-27	1,025,000	41,000	522,947	28,994			1,547,947	69,994
2027-28	-	-	530,166	22,676			530,166	22,676
2028-29			536,466	16,276			536,466	16,276
2029-30			541,835	9,806			541,835	9,806
2030-31			546,264	3,278			546,264	3,278
	<u>\$ 8,445,000</u>	<u>\$ 1,159,800</u>	<u>\$ 5,199,936</u>	<u>\$ 318,053</u>			<u>\$ 13,644,936</u>	<u>\$ 1,477,853</u>

Both sewer revenue bonds are secured by sewer system user fees. The debt service covenant requires that user fees, combined with other gross revenues, exceed that year's debt service by 125%.

The following table displays the debt service coverage for the combined sanitary sewer and storm sewer bonds for five years in the past and two years in the future.

	Actual 2017	Actual 2018	Actual 2019	Actual FY 19-20	Actual FY 20-21	Projected FY 21-22	Projected FY 22-23
Sewer Operating Revenues	7,593,858	7,977,879	8,156,447	7,777,838	7,807,108	7,963,250.16	8,122,515
Storm Operating Revenues	7,147,149	7,612,361	7,780,623	7,637,340	7,869,883	8,027,280.66	8,187,826
Misc Income	-	-	-	12,000	2,410	-	-
Gross Revenues (1)	14,741,007	15,590,240	15,937,070	15,427,178	15,679,401	15,990,531	16,310,341
Storm SDCs	415,217	232,070	275,047	243,278	390,573	225,000	225,000
Sewer SDCs	1,355,637	873,080	920,124	1,103,610	1,205,044	800,000	800,000
Operating Expenses	8,584,216	9,430,586	9,117,789	9,955,541	11,031,158	11,472,404	11,931,300
Net Revenues (without SDCs)	6,156,791	6,159,654	6,819,281	5,471,637	4,648,243	4,518,127	4,379,041
Net Revenues (with SDCs)	7,927,645	7,264,804	8,014,452	6,818,525	6,243,860	5,543,127	5,404,041
Series 2005 Debt Service	-	-	-	-	-	-	-
Series 2009 Debt Service	1,709,131	-	-	-	-	-	-
Series 2010 Debt Service	704,150	706,325	708,050	704,400	3	593,750	
Series 2017 Debt Service		1,705,084	1,711,350	1,709,000	1,710,600	1,707,800	1,708,000
Series 2020 Debt Service					618,189	24,440	551,717
Total Senior Lien Bond Debt Service	2,413,281	2,411,409	2,419,400	2,413,400	2,328,789	2,325,990	2,259,717
Senior Lien Coverage (without SDCs)	2.55	2.55	2.82	2.27	2.00	1.94	1.94
Senior Lien Coverage (with SDCs) (2)	3.29	3.01	3.31	2.83	2.68	2.38	2.39
Net Revenues after Sr. Lien debt service	5,514,364	4,853,395	5,595,052	4,405,125	3,915,071	3,217,137	3,144,324

## FINANCIAL SUMMARIES

### Summary of Metropolitan Wastewater Management Commission (MWMC) Indebtedness

Metropolitan Wastewater Management Commission (MWMC) is a separate entity from the City of Springfield (City), however the MWMC contracts with the City for administrative services including budgeting and financial reporting. No City resources are committed to supporting the debt service of MWMC, which is supported by sewer user fees charged to all users in the MWMC district.

MWMC issued the Series 2016 bond for an original amount of \$32,725,000 at an interest rate of 1.461%. The purpose of this bond issue was to defease the previous revenue bond Series 2006 and Series 2008. This bond was issued in a competitive sale, which relied on the bond rating of AA from Standard & Poor's. The Master Declaration for the Series 2016 bonds requires MWMC to set rates at an amount that will, when combined with other gross revenues, be sufficient to exceed 125% of debt service for that year. Savings on the defeasement was \$5,657,186.

The MWMC Note Payable was issued in the fiscal year ended 6/30/2010. The loan was made by the State of Oregon revolving fund for an original amount of \$4million at an interest rate of 0%. The loan requires an annual fee to be paid which will amount to \$91,500 over the 20-year life of the loan. The purpose of this loan was to construct certain facilities at the Wastewater Treatment Plant that were required by the National Pollutant Discharge Elimination System (NPDES) regulatory permit issued by the Oregon Department of Environmental Quality. The loan also requires that MWMC budget a reserve equal to one principal payment, or \$50,000.

Year for Debt Service					Note	Note								
	2016 Revenue		2016 Revenue		Payable	Payable	Total	Total	Total Debt					
	Bond	Principal	Bond	Interest	Principal	Interest	Principal	Interest	Service					
2021-22	\$	3,245,000	\$	761,125	\$	100,000	\$	4,250	\$	3,345,000	\$	765,375	\$	4,110,375
2022-23		3,410,000		594,750		100,000		3,750		3,510,000		598,500		4,108,500
2023-24		3,590,000		419,750		100,000		3,250		3,690,000		423,000		4,113,000
2024-25		3,750,000		255,000		100,000		2,750		3,850,000		257,750		4,107,750
2025-26		3,900,000		102,000		100,000		2,250		4,000,000		104,250		4,104,250
2026-27		600,000		12,000		100,000		1,750		700,000		13,750		713,750
2027-28						100,000		1,250		100,000		1,250		101,250
2028-29						100,000		750		100,000		750		100,750
2029-30						100,000		250		100,000		250		100,250
	\$	18,495,000	\$	2,144,625	\$	900,000	\$	20,250	\$	19,395,000	\$	2,164,875	\$	21,559,875

## FINANCIAL SUMMARIES

The following table displays the debt service coverage for the MWMC Series 2016 revenue bonds:

	Actual 2017	Actual 2018	Actual 2019	Actual FY 19-20	Actual FY 20-21	Projected FY 21-22	Projected FY 22-23
Sewer Operating Revenues	7,593,858	7,977,879	8,156,447	7,777,838	7,807,108	7,963,250	8,122,515
Storm Operating Revenues	7,147,149	7,612,361	7,780,623	7,637,340	7,869,883	8,027,281	8,187,826
Misc Income	-	-	-	12,000	2,410	-	-
Gross Revenues (1)	14,741,007	15,590,240	15,937,070	15,427,178	15,679,401	15,990,531	16,310,341
Storm SDCs	415,217	232,070	275,047	243,278	390,573	225,000	225,000
Sewer SDCs	1,355,637	873,080	920,124	1,103,610	1,205,044	800,000	800,000
Operating Expenses	8,584,216	9,430,586	9,117,789	9,955,541	11,031,158	11,472,404	11,931,300
Net Revenues (without SDCs)	6,156,791	6,159,654	6,819,281	5,471,637	4,648,243	4,518,127	4,379,041
Net Revenues (with SDCs)	7,927,645	7,264,804	8,014,452	6,818,525	6,243,860	5,543,127	5,404,041
Series 2005 Debt Service	-	-	-	-	-	-	-
Series 2009 Debt Service	1,709,131	-	-	-	-	-	-
Series 2010 Debt Service	704,150	706,325	708,050	704,400	3	593,750	
Series 2017 Debt Service		1,705,084	1,711,350	1,709,000	1,710,600	1,707,800	1,708,000
Series 2020 Debt Service					618,189	24,440	551,717
Total Senior Lien Bond Debt Service	2,413,281	2,411,409	2,419,400	2,413,400	2,328,789	2,325,990	2,259,717
<b>Senior Lien Coverage (without SDCs)</b>	<b>2.55</b>	<b>2.55</b>	<b>2.82</b>	<b>2.27</b>	<b>2.00</b>	<b>1.94</b>	<b>1.94</b>
<b>Senior Lien Coverage (with SDCs) (2)</b>	<b>3.29</b>	<b>3.01</b>	<b>3.31</b>	<b>2.83</b>	<b>2.68</b>	<b>2.38</b>	<b>2.39</b>
Net Revenues after Sr. Lien debt service	5,514,364	4,853,395	5,595,052	4,405,125	3,915,071	3,217,137	3,144,324

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# OPERATING BUDGET SUMMARY

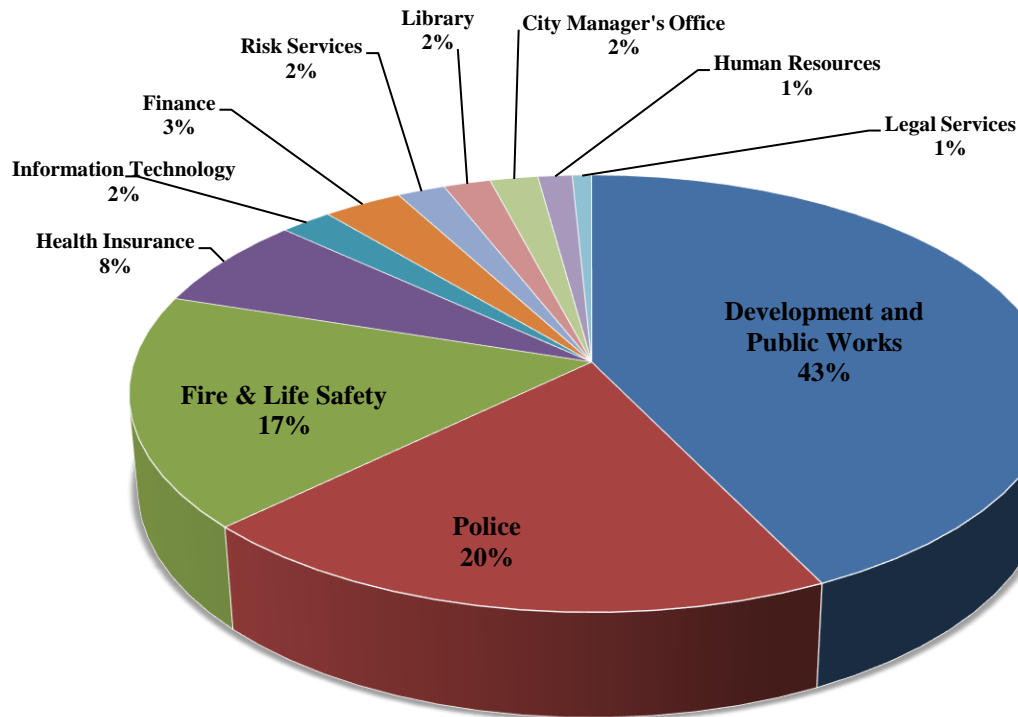


# OPERATING BUDGET

## Total Operating Fund Summary

		FY23 Proposed	
Expenditures by Department			
Development and Public Works	\$	53,921,720	43%
Police		25,201,705	20%
Fire & Life Safety		21,700,524	17%
Health Insurance		8,589,515	7%
Information Technology		2,636,411	2%
Finance		4,009,658	3%
Risk Services		2,429,567	2%
Library		2,385,070	2%
City Manager's Office		2,425,372	2%
Human Resources		1,731,644	1%
Legal Services		977,435	1%
Total All Funds		\$	126,008,622

FY23 Proposed	
Expenditures by Category	
Personal Services	\$ 63,695,039
Materials & Services	57,404,054
Capital Outlay	4,909,529
Total All Funds	\$ 126,008,622





# OPERATING BUDGET

## Total Operating Budget Summary All Funds

	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Proposed
<b>Expenditures by Department</b>				
City Manager's Office	1,933,447	1,902,160	2,294,686	2,425,372
Development and Public Works	39,432,177	41,991,050	58,038,795	53,921,720
Finance	3,174,037	3,267,933	4,717,526	4,009,658
Fire & Life Safety	19,830,503	21,529,722	23,023,367	21,700,524
Human Resources	1,229,881	1,323,912	1,453,199	1,731,644
Information Technology	3,008,259	3,506,298	4,158,359	2,636,411
Legal Services	641,202	830,245	866,786	977,435
Library	2,064,498	2,058,635	2,466,440	2,385,070
Police	22,288,370	22,594,163	24,359,885	25,201,705
Health Insurance	7,916,489	7,170,994	9,334,875	8,589,515
Risk Services	1,836,374	1,591,284	2,009,075	2,429,567
<b>Total All Funds</b>	<b>\$ 103,355,236</b>	<b>\$ 107,766,394</b>	<b>\$ 132,722,992</b>	<b>\$ 126,008,622</b>

## Expenditures by Fund

100 General Fund	38,298,558	39,944,376	41,442,929	42,778,166
201 Street Fund	6,245,592	6,374,178	6,989,061	7,077,835
204 Special Revenue Fund	723,646	1,446,671	7,674,399	2,265,508
208 Transient Room Tax Fund	702,804	583,719	522,119	522,357
210 Community Development Fund	1,196,000	1,155,718	2,144,666	1,347,824
224 Building Code Fund	1,119,069	1,180,177	1,514,058	1,503,087
235 Fire Local Option Levy Fund	1,366,563	1,550,348	1,631,991	1,647,095
236 Police Local Option Levy Fund	6,704,817	6,833,280	7,617,103	7,925,984
433 Regional Wastewater Capital Fd	564,056	1,510,431	3,678,700	3,896,000
434 Street Capital Fund	3,923	162,474	166,026	137,069
611 Sanitary Sewer Fund	3,760,844	4,199,131	5,410,171	5,157,322
612 Regional Wastewater Fund	17,348,781	17,402,347	20,790,019	22,319,896
615 Ambulance Fund	6,612,393	6,608,002	7,010,123	6,781,261
617 Storm Drainage Fund	5,275,290	5,639,744	7,335,491	7,113,330
618 Booth-Kelly Fund	460,999	398,756	753,822	580,528
629 Regional Fiber Consortium Fund	100,257	123,659	211,150	252,150
707 Insurance Fund	10,433,946	9,458,572	12,079,329	11,896,953
713 Vehicle & Equipment Fund	2,022,328	2,763,001	5,230,404	2,291,565
719 SDC Administration Fund	415,370	431,811	521,430	514,693
<b>Total All Funds</b>	<b>\$ 103,355,236</b>	<b>\$ 107,766,394</b>	<b>\$ 132,722,992</b>	<b>\$ 126,008,622</b>

## Expenditures by Category

Personal Services	55,267,332	56,306,894	60,761,718	63,695,039
Materials & Services	45,877,071	47,956,707	64,173,202	57,404,054
Capital Outlay	2,210,834	3,502,794	7,788,072	4,909,529
<b>Total All Funds</b>	<b>\$ 103,355,236</b>	<b>\$ 107,766,394</b>	<b>\$ 132,722,992</b>	<b>\$ 126,008,622</b>

Note: FY22 Amended as of February 22nd, 2022

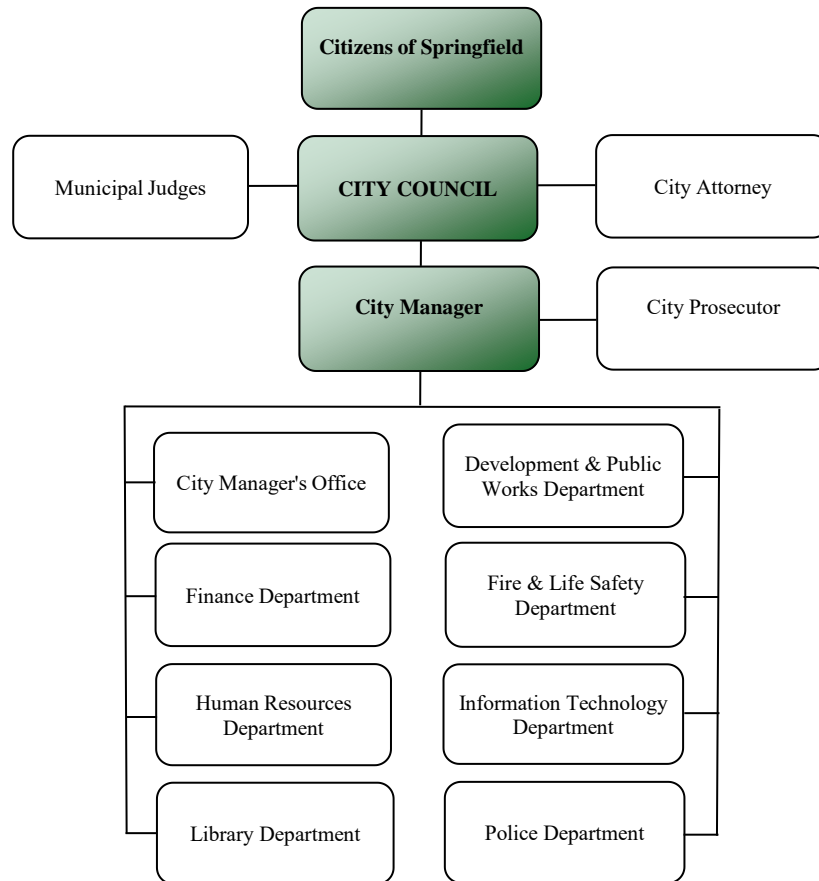
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# PERSONNEL DETAIL



# PERSONNEL

## Organizational Structure



## Department Staffing Full-Time Budgeted Positions

	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE	Change
City Manager's Office	7.00	7.00	7.00	9.00	2.00
Development and Public Works	128.55	134.05	135.88	144.85	8.97
Finance	18.74	19.04	19.04	19.14	0.10
Fire & Life Safety	101.65	92.00	91.00	93.00	2.00
Human Resources	7.00	7.00	7.00	8.00	1.00
Information Technology	15.80	14.80	14.80	10.00	(4.80)
Legal Services	3.00	3.00	3.00	3.00	-
Library	15.13	16.03	16.63	16.00	(0.63)
Police	123.00	123.50	122.00	124.00	2.00
<b>Total Personnel (FTE)</b>	<b>419.87</b>	<b>416.42</b>	<b>416.35</b>	<b>426.99</b>	<b>10.64</b>

# PERSONNEL

## FY23 Position Detail

Division	Position	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
City Attorney	Assistant City Attorney	1.00	1.00	1.00	1.00
	City Attorney	1.00	1.00	1.00	1.00
	Departmental Assistant	1.00	1.00	1.00	1.00
<b>City Attorney Total</b>		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
City Manager's Office	Admin Aide/City Recorder	1.00	1.00	1.00	1.00
	Administrative Specialist	1.00	1.00	1.00	1.00
	Assistant City Manager	-	-	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
	Legislative and Public Affairs Analyst	-	-	-	1.00
	Legislative and Public Affairs Manager	1.00	1.00	-	-
	Management Analyst	1.00	1.00	1.00	1.00
	Project Manager (ARPA)	-	-	-	1.00
	Public Affairs Analyst	1.00	1.00	1.00	1.00
<b>City Manager's Office Total</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>9.00</b>
DPW - Community Development	Admin Specialist-Annexation	1.00	1.00	1.00	1.00
	Administrative Specialist	1.35	1.35	1.35	1.35
	Building Inspector	3.00	3.00	3.00	3.00
	Building Official	1.00	1.00	1.00	1.00
	City Surveyor	1.00	1.00	1.00	1.00
	Civil Engineer	2.00	2.00	2.00	2.00
	Civil Engineer, Managing	2.00	2.00	2.00	2.00
	CMD Business Systems Analyst	1.00	-	1.00	1.00
	Code Enforce Officer	2.00	2.00	2.00	2.00
	Communications Coordinator	0.10	0.60	0.60	0.60
	Community Development Analyst	1.00	1.00	1.00	1.00
	Construction Inspector	3.00	3.00	3.00	3.00
	Contract Analyst	1.00	1.00	1.00	1.00
	Current Planning Supervisor	1.00	1.00	1.00	1.00
	DPW Community Development Dir	1.00	1.00	1.00	1.00
	Engineering Assistant	-	1.00	1.00	1.00
	Engineering Division Manager	1.00	1.00	1.00	1.00
	Engineering Technician	4.00	6.00	6.00	6.00
	Engineer-In-Training	1.00	1.00	1.00	1.00
	Finance Management Analyst	1.00	-	-	-
	Housing Programs Assistant	1.00	1.00	1.00	1.00
	Housing Specialist (ARPA)	-	-	-	1.00
	Lead Communications Coord	0.10	0.10	0.10	0.10

# PERSONNEL

## FY23 Position Detail

Division	Position	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
DPW - Community Development	Management Analyst	1.00	1.00	1.00	1.00
	Office Supervisor	1.00	1.00	1.00	1.00
	Permit Specialist	1.00	1.00	1.00	1.00
	Permit Technician	2.00	2.00	2.00	2.00
	Planner	2.00	2.00	2.00	2.00
	Planner, Senior	5.80	5.80	5.80	5.80
	Planner, Senior (ARPA)	-	-	-	2.00
	Planning Section Manager	1.00	1.00	1.00	1.00
	Plans Examiner	2.00	2.00	2.00	2.00
	Survey Party Chief	1.00	1.00	1.00	1.00
	Surveyor	1.00	1.00	1.00	1.00
<b>DPW - Community Development Total</b>		<b>47.35</b>	<b>48.85</b>	<b>49.85</b>	<b>52.85</b>
DPW - Environmental Services	Administrative Specialist	3.65	3.65	3.65	3.65
	Civil Engineer	1.00	1.00	1.00	1.00
	Civil Engineer, Managing	1.00	1.00	1.00	1.00
	Communications Coordinator	1.90	1.90	1.90	1.90
	Design & Construction Coord	2.00	2.00	2.00	2.00
	DPW Environmental Services Dir	1.00	1.00	1.00	1.00
	Environ Svcs Program Manager	1.00	1.00	1.00	1.00
	Environ Svcs Super	3.00	3.00	3.00	3.00
	Environmental Management Analyst	-	-	1.00	1.00
	Environmental Mngmnt Analyst	1.00	1.00	1.00	1.00
	Environmental Services Tech	4.00	4.00	4.00	4.00
	Environmental Svs Mgmt Analyst	1.00	1.00	1.00	1.00
	Lead Communications Coord	0.90	0.90	0.90	0.90
	Management Analyst	1.00	1.00	1.00	1.00
<b>DPW - Environmental Services Total</b>		<b>22.45</b>	<b>22.45</b>	<b>23.45</b>	<b>23.45</b>
DPW - Office of the Director	DPW Director	1.00	1.00	-	-
	Emergency Management Manager	1.00	1.00	-	-
<b>DPW - Office of the Director Total</b>		<b>2.00</b>	<b>2.00</b>	<b>-</b>	<b>-</b>
DPW - Operations	Administrative Specialist	2.00	2.00	2.00	2.00
	Bldg Maint Worker	2.00	2.00	2.00	2.00
	Civil Engineer	2.00	2.00	2.00	2.00
	Communications Coordinator	-	0.50	0.50	0.50
	Construction Inspector	1.00	1.00	1.00	1.00
	Custodian	2.00	2.00	2.00	3.00
	DPW Operations Director	1.00	1.00	1.00	1.00

# PERSONNEL

## FY23 Position Detail

Division	Position	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
DPW - Operations	Emergency Management Manager	-	-	1.00	1.00
	GIS Analyst	-	-	-	2.80
	GIS Database Administrator	-	-	-	1.00
	GIS Manager	-	-	-	1.00
	Infrastructure Systems Spc	1.00	1.00	1.00	1.00
	Maint Tech Crew Chief	5.00	5.00	5.00	5.00
	Maint Tech, Apprentice	9.00	13.00	13.00	13.00
	Maint Tech, Journey	16.00	15.00	15.00	15.00
	Maintenance Supervisor	5.00	5.00	5.00	4.00
	Maintenance Worker	1.25	1.25	1.25	1.25
	Maintenance Worker, Seasonal	0.75	0.75	0.75	0.75
	Mechanic	2.00	2.00	2.00	2.00
	Programmer Analyst	1.00	1.00	1.00	1.00
	Safety & Training Coordinator	-	-	-	1.00
	Seasonal Maintenance Worker	0.75	0.75	0.75	0.75
	Security Attendant	1.00	1.50	1.50	1.50
	Traffic Engineer	1.00	1.00	1.00	1.00
	Traffic Engineering Technician	1.00	1.00	1.00	1.00
	Traffic Maintenance Technician	1.00	1.00	1.00	1.00
	Traffic Signal Electrician	1.00	1.00	1.00	1.00
	Traffic/Capital Projects Engineer	-	-	1.00	1.00
<b>DPW - Operations Total</b>		<b>56.75</b>	<b>60.75</b>	<b>62.75</b>	<b>68.55</b>
Finance	Accountant	1.00	1.00	1.00	1.00
	Accounting Manager	1.00	1.00	1.00	1.00
	Accounting Technician	2.00	1.00	1.00	1.00
	Administrative Assistant	0.70	1.00	1.00	1.00
	Associate Program Manager	1.00	1.00	1.00	2.00
	Budget Officer	1.00	1.00	1.00	1.00
	Court Clerk	6.00	6.00	6.00	6.00
	Court Supervisor	1.00	1.00	1.00	1.00
	Finance Director	1.00	1.00	1.00	1.00
	Finance Management Analyst	-	1.00	1.00	-
	Judge	0.70	0.70	0.70	0.80
	Judge Pro-Tem	0.34	0.34	0.34	0.34
	Management Analyst	1.00	1.00	1.00	1.00
	Management Support Specialist	2.00	2.00	2.00	2.00
<b>Finance Total</b>		<b>18.74</b>	<b>19.04</b>	<b>19.04</b>	<b>19.14</b>

# PERSONNEL

## FY23 Position Detail

Division	Position	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
Fire and Life Safety	Administrative Specialist	1.00	1.00	1.00	1.00
	Application Tech Specialist	1.00	1.00	1.00	1.00
	Basic Life Support Technician	5.90	-	-	-
	Deputy Fire Marshal 2	2.00	2.00	2.00	1.00
	Ems Accounting Tech	4.00	3.00	2.00	2.00
	EMS Instructor	1.00	1.00	1.00	1.00
	EMS/Fire Instructor	1.00	-	-	1.00
	Fire Admin Div Mgr	1.00	1.00	1.00	1.00
	Fire Battalion Chief (Ops)	4.00	4.00	4.00	4.00
	Fire Captain (Shift)	16.00	16.00	16.00	16.00
	Fire Engineer (Shift)	15.00	15.00	15.00	15.00
	Fire Inspector	-	-	-	1.00
	Fire Marshal	-	-	-	1.00
	Firefighter (40L)	6.00	6.00	6.00	6.00
	Firefighter (Shift)	39.00	39.00	39.00	39.00
	Firedmed Temp	0.75	-	-	-
	Management Analyst	1.00	1.00	1.00	1.00
	Office Supervisor	1.00	-	-	-
	Program Specialist	1.00	1.00	1.00	1.00
	Training Officer	1.00	1.00	1.00	1.00
<b>Fire and Life Safety Total</b>		<b>101.65</b>	<b>92.00</b>	<b>91.00</b>	<b>93.00</b>
Human Resources	Human Resources Analyst	2.00	2.00	2.00	2.00
	Human Resources Analyst II	1.00	1.00	1.00	1.00
	Human Resources Director	1.00	1.00	1.00	1.00
	Human Resources Specialist	-	-	-	1.00
	Human Resources Specialist II	1.00	1.00	1.00	1.00
	Payroll Analyst	1.00	1.00	1.00	1.00
	Risk Manager	1.00	1.00	1.00	1.00
<b>Human Resources Total</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>8.00</b>
Information Technology	Database Administrator	1.00	1.00	1.00	1.00
	GIS Analyst	2.80	2.80	2.80	-
	GIS Database Administrator	1.00	1.00	1.00	-
	GIS Manager	1.00	1.00	1.00	-
	Information Technology Dir.	1.00	1.00	1.00	1.00
	Management Analyst	1.00	-	-	-
	Network Analyst	2.00	2.00	2.00	2.00



# PERSONNEL

## FY23 Position Detail

Division	Position	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
Information Technology	Network Manager	1.00	1.00	1.00	1.00
	Programmer Analyst	3.00	3.00	3.00	3.00
	Programmer Manager	1.00	1.00	1.00	1.00
	Service Desk Specialist	1.00	1.00	1.00	1.00
<b>Information Technology Total</b>		<b>15.80</b>	<b>14.80</b>	<b>14.80</b>	<b>10.00</b>
Library	Lib Tech Specialist	1.00	1.00	1.00	1.00
	Librarian	5.00	5.00	5.00	5.00
	Library Associate Manager	1.00	1.00	1.00	1.00
	Library Director	1.00	1.00	1.00	1.00
	Library Manager	1.00	1.00	1.00	1.00
	Library Technician	3.50	4.00	4.00	4.00
	Management Support Tech	1.00	1.00	1.00	1.00
	Museum Curator	1.00	1.00	1.00	1.00
	Outreach Specialist	-	0.40	1.00	1.00
	Temp - Librarian	0.63	0.63	0.63	-
<b>Library Total</b>		<b>15.13</b>	<b>16.03</b>	<b>16.63</b>	<b>16.00</b>
Police	Business Services Manager	-	-	-	1.00
	Comm Svcs Officer 2	4.00	4.00	3.00	3.00
	Comm Svcs Officer 2 AnSvc	1.00	1.00	1.00	1.00
	Crime Data Analyst	-	-	-	1.00
	Custodian	2.00	2.00	2.00	2.00
	Deputy Police Chief	-	-	-	1.00
	Detention Clerk	1.00	1.00	1.00	1.00
	Detention Officer	13.00	13.00	13.00	13.00
	Detention Sergeant (Non-sworn)	4.00	4.00	4.00	4.00
	Management Analyst	2.00	2.00	2.00	1.00
	Office Supervisor	1.00	1.00	1.00	1.00
	Police Call Taker/Records Clerk	10.00	10.00	9.00	9.00
	Police Chief	1.00	1.00	1.00	1.00
	Police Comm Information Coord	1.00	1.00	1.00	1.00
	Police Comm Outreach Coord	1.00	1.00	1.00	1.00
	Police Detective	10.00	10.00	10.00	10.00
	Police Digital Evidence Tech	-	0.50	1.00	1.00
	Police Dispatcher	12.00	12.00	12.00	12.00
	Police K-9	5.00	5.00	5.00	5.00
	Police Lieutenant - Detention	1.00	1.00	1.00	1.00
	Police Lieutenant - Operations	1.00	1.00	1.00	1.00

## PERSONNEL

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### FY23 Position Detail

Division	Position	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
Police	Police Lieutenant - Support Services	1.00	1.00	1.00	1.00
	Police Motors	3.00	3.00	3.00	3.00
	Police Office Supervisor	1.00	1.00	1.00	1.00
	Police Officer	35.00	35.00	35.00	35.00
	Police School Resource Officer	2.00	2.00	2.00	2.00
	Police Sergeant	2.00	2.00	2.00	2.00
	Police Sergeant - Detectives	1.00	1.00	1.00	1.00
	Police Sergeant Patrol	6.00	6.00	6.00	6.00
	Property Controller	2.00	2.00	2.00	2.00
<b>Police Total</b>		<b>123.00</b>	<b>123.50</b>	<b>122.00</b>	<b>124.00</b>
<b>Grand Total</b>		<b>419.87</b>	<b>416.42</b>	<b>416.52</b>	<b>426.99</b>

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# BUDGET BY FUND

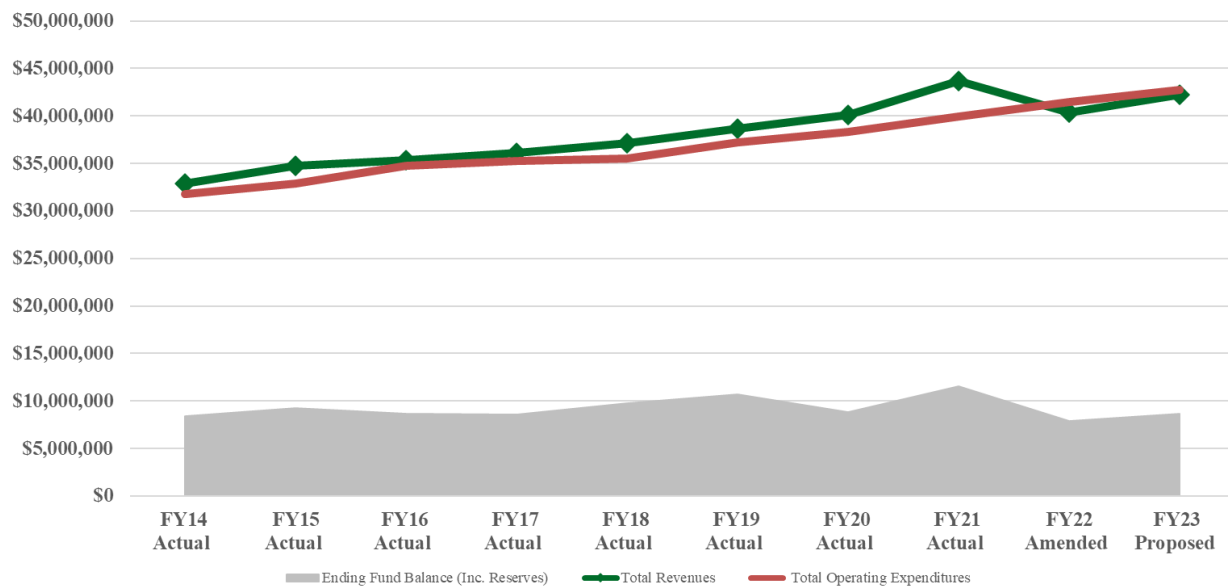


# GENERAL FUND

## General Fund Overview

The General Fund is the main operating fund of the City of Springfield and supports Police, Fire, Community Development, Municipal Court, Library, and Administrative Services.

**General Fund Table 1 – Fund Financial Summary**



**General Fund Table 2 – Fund Staffing Summary**

Division	FY20 FTE	FY21 FTE	FY22 FTE	FY23 Proposed FTE
011 City Manager's Office	6.55	6.55	6.05	6.25
021 Human Resources	4.00	4.00	4.00	4.00
031 Information Technology	11.33	10.33	10.33	9.00
041 Finance	15.09	14.39	14.39	14.49
051 Fire and Life Safety	58.60	57.60	57.60	57.60
061 Police	83.93	84.43	82.93	83.93
071 Office of the Director DPW	1.47	0.12	-	-
073 Operations	8.81	8.66	8.68	9.96
076 Community	9.90	11.75	11.80	11.09
081 Library	13.63	13.63	14.13	14.00
091 City Attorney	3.00	3.00	3.00	3.00
<b>Total</b>	<b>216.30</b>	<b>214.45</b>	<b>212.90</b>	<b>213.31</b>

# GENERAL FUND

## Resources and Requirements by Fund

100 - General Fund

	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
	<b>Actual</b>	<b>Actual</b>	<b>Amended</b>	<b>Proposed</b>
<b><u>Resources by Category</u></b>				
<b>Beginning Fund Balance</b>	<b>(10,736,992)</b>	<b>(8,850,288)</b>	<b>(11,553,214)</b>	<b>(11,083,195)</b>
<b>Current Revenues</b>				
41 Taxes	(22,519,116)	(23,171,809)	(22,885,858)	(24,226,814)
42 Licenses, Permits & Fees	(2,905,190)	(2,945,851)	(2,901,838)	(2,924,188)
43 Intergovernmental	(5,367,475)	(5,992,936)	(5,320,607)	(6,001,538)
44 Charges For Service	(3,712,332)	(3,833,131)	(3,634,402)	(4,058,262)
45 Fines And Forfeitures	(1,396,944)	(1,289,694)	(1,541,000)	(936,600)
46 Use Of Money & Property	(420,622)	(90,960)	(107,000)	(140,600)
47 Special Assessments	-	-	-	-
48 Miscellaneous Receipts	(335,454)	(776,785)	(346,600)	(237,000)
49 Other Financing Sources	(3,409,551)	(5,597,415)	(3,610,523)	(3,690,809)
<b>Total Revenues</b>	<b><u>(40,066,685)</u></b>	<b><u>(43,698,581)</u></b>	<b><u>(40,347,828)</u></b>	<b><u>(42,215,811)</u></b>
<b>Total Resources</b>	<b>(50,803,677)</b>	<b>(52,548,869)</b>	<b>(51,901,042)</b>	<b>(53,299,006)</b>
<b><u>Requirements by Category</u></b>				
<b>Operating Expenditures</b>				
01 City Manager's Office	1,555,247	1,473,740	1,677,653	1,599,228
02 Human Resources	548,797	624,412	713,820	750,152
03 Information Technology	1,901,923	1,921,777	1,941,296	1,856,407
04 Finance	2,267,870	2,240,963	2,411,951	2,590,964
05 Fire & Life Safety	11,696,241	12,686,131	12,434,952	12,589,148
06 Police	15,496,317	15,665,158	16,749,396	17,336,526
07 Development and Public Works	2,625,364	2,886,553	2,820,825	3,105,437
08 Library	1,649,279	1,704,316	1,915,951	2,062,570
09 Legal Services	557,519	741,325	777,086	887,735
<b>Total Operating Expenditures</b>	<b><u>38,298,558</u></b>	<b><u>39,944,376</u></b>	<b><u>41,442,929</u></b>	<b><u>42,778,166</u></b>
<b>Non-Departmental Expenditures</b>				
91 Contingency	-	-	560,650	1,000,000
94 Interfund Transfers	3,654,831	1,051,278	1,989,804	852,378
<b>Total Non-Departmental Expenditure</b>	<b><u>3,654,831</u></b>	<b><u>1,051,278</u></b>	<b><u>2,550,454</u></b>	<b><u>1,852,378</u></b>
<b>Total Requirements</b>	<b>41,953,389</b>	<b>40,995,654</b>	<b>43,993,383</b>	<b>44,630,544</b>
<b>Ending Fund Balance (Inc. Reserves)</b>	<b><u>(8,850,288)</u></b>	<b><u>(11,553,215)</u></b>	<b><u>(7,907,659)</u></b>	<b><u>(8,668,461)</u></b>

# GENERAL FUND

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## General Fund Revenue Summary

Revenues not designated for special purposes are recorded in the General Fund. The primary revenue in this fund is property taxes which comprise approximately 55% of the General Fund revenue. The other major revenue sources for this fund are in-lieu-of-tax payments, municipal court revenues, fire protection contracts, franchise fees, and state shared revenue. In addition to external revenues, other operating funds within the City pay indirect charges to the General Fund in order to help pay for their share of administrative service departments.

## General Fund Expenditure Summary

Personnel Services account for \$34.4M in the FY2022-23 budget, an increase of 4.1% since the General Fund supports Police, Fire, Administrative Services and Court, and the majority of its expenses are related to Personal Services (approximately 80%). Materials and Services comprise the other 20% and include software licenses, office supplies, professional services, supplies, utilities, and other departmental expenses.

Interfund transfers are mainly budgeted to help fund the Street and Ambulance Funds in recent years with the remaining budget to reserves. The General Fund budgets a \$1M Contingency Reserve each year with the rest in Operating and Working Capital Reserves.

The main areas supported by the General Fund are:

**Administrative Services** – This includes Human Resources, Finance, Information Technology, and the City Manager’s Office. These functions support all other departments handling personnel issues, benefits, financial reporting, budgeting and computer technical support. The City Manager’s Office handles city-wide issues and City Council activities.

**Fire & Life Safety** – Department services include fire protection and prevention, firefighting, basic and advanced life support and ambulance transportation, special rescue, hazardous materials control, code enforcement, and fire investigation.

**Police** – The Police Department responds to emergency and law enforcement needs of the community through response to prioritized calls for service, visible police patrols, investigation of crime, enforcement of traffic laws, animal control and providing detention services for municipal offenders. The programs included in the police department include a K-9 unit, Bicycle Patrols, Investigations, SWAT, Animal Control, Dispatch, and DUI enforcement.

**Library** – The Library Department includes the Springfield History Museum. Together they provide residents of all ages, backgrounds and economic statuses, access to services for personal enrichment and lifelong learning. The Library and Museum provide access to information, early literacy training, high-speed internet access and job development and business resources.

## GENERAL FUND

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**Development and Public Works** – Staff in this department administer the Development Code and participate in economic development projects. Comprehensive planning activities include involvement in housing issues and transportation planning.

**Municipal Court** – The expenditures of the City’s municipal court are accounted for primarily in the General Fund. The Springfield Municipal Court provides for the resolution and collection of fines from minor traffic infractions, parking citations and city ordinance violations. The court services consist of all functions necessary to process cases from intake through final disposition.

### **Significant Issues & Changes**

In the late 1990’s Oregon voters passed Measures 5 and 50 which put restraints on the growth of assessed value and a cap on the amount of property taxes paid per thousand of assessed value. The long-term impact of this has been revenue growth not keeping pace with expenditure growth. This structural imbalance makes it a challenge to adequately fund core government services at the level which the community expects. These challenges are common to most local governments across Oregon and a solution will most likely need to come through changes by the state legislature.

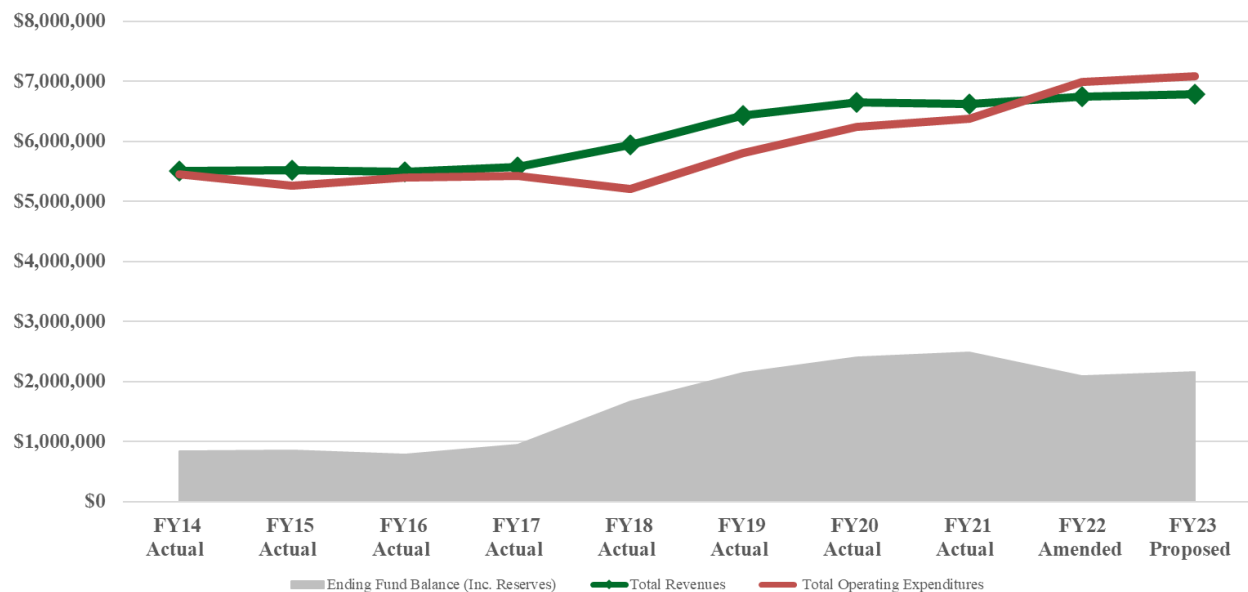


# STREET FUND

## Street Fund Overview

The Street Fund provides services for users of the transportation system so they can travel safely in Springfield, including walking, biking, transit, and motor vehicles. The Street Fund accounts for operations and maintenance of system facilities including 450 lane miles of streets (arterial, collector and local), as well as streetlights and traffic signals. Services include mandated transportation planning, engineering, survey, the federal transportation program, and operations activities such as crack-sealing, pothole repair, street sweeping, and open space management. Historically, the Street Fund has also budgeted a transfer to the Street Capital fund to provide funding for capital projects.

**Street Fund Table 1 – Fund Financial Summary**



**Street Fund Table 2 – Fund Staffing Summary**

Division	FY20	FY21	FY22	FY23
	FTE	FTE	FTE	Proposed FTE
011 City Manager's Office	-	-	0.10	0.10
031 Information Technology	1.49	1.49	1.49	-
041 Finance	-	0.40	0.40	0.40
071 Office of the Director (DPW)	1.64	0.50	-	-
073 Operations	21.68	22.86	23.46	24.43
074 Engineering	5.01	-	-	-
076 Community	1.72	7.82	8.72	8.03
<b>Total</b>	<b>31.54</b>	<b>33.07</b>	<b>34.17</b>	<b>32.96</b>

# STREET FUND

## Resources and Requirements by Fund

201 - Street Fund

	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
	<b>Actual</b>	<b>Actual</b>	<b>Amended</b>	<b>Proposed</b>
<b><u>Resources by Category</u></b>				
<b>Beginning Fund Balance</b>	<b>(2,144,633)</b>	<b>(2,402,134)</b>	<b>(2,492,480)</b>	<b>(2,810,823)</b>
<b>Current Revenues</b>				
41 Taxes	(977,948)	(860,440)	(850,000)	(850,000)
42 Licenses, Permits & Fees	(207,266)	(224,486)	(155,000)	(175,000)
43 Intergovernmental	(4,719,976)	(4,878,541)	(5,139,762)	(5,133,000)
44 Charges For Service	(284,990)	(150,205)	(75,515)	(120,515)
46 Use Of Money & Property	(44,480)	(9,395)	(22,000)	(25,000)
48 Miscellaneous Receipts	(6,395)	(2,107)	(19,000)	(10,000)
49 Other Financing Sources	(412,038)	(489,350)	(475,820)	(471,000)
<b>Total Revenues</b>	<b><u>(6,653,093)</u></b>	<b><u>(6,614,525)</u></b>	<b><u>(6,737,097)</u></b>	<b><u>(6,784,515)</u></b>
<b>Total Resources</b>	<b>(8,797,726)</b>	<b>(9,016,659)</b>	<b>(9,229,577)</b>	<b>(9,595,338)</b>
<b><u>Requirements by Category</u></b>				
<b>Operating Expenditures</b>				
01 City Manager's Office	-	-	56,570	57,912
03 Information Technology	261,972	297,933	408,092	-
04 Finance	-	38,982	55,075	68,156
07 Development and Public Works	5,983,620	6,037,264	6,469,325	6,951,767
<b>Total Operating Expenditures</b>	<b><u>6,245,592</u></b>	<b><u>6,374,178</u></b>	<b><u>6,989,061</u></b>	<b><u>7,077,835</u></b>
<b>Non-Departmental Expenditures</b>				
91 Contingency	-	-	-	200,000
94 Interfund Transfers	150,000	150,000	150,000	150,000
<b>Total Non-Departmental Expenditure</b>	<b><u>150,000</u></b>	<b><u>150,000</u></b>	<b><u>150,000</u></b>	<b><u>350,000</u></b>
<b>Total Requirements</b>	<b>6,395,592</b>	<b>6,524,178</b>	<b>7,139,061</b>	<b>7,427,835</b>
<b>Ending Fund Balance (Inc. Reserves)</b>	<b><u>(2,402,134)</u></b>	<b><u>(2,492,481)</u></b>	<b><u>(2,090,516)</u></b>	<b><u>(2,167,503)</u></b>

# STREET FUND

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## Street Fund Revenue Summary

The primary revenue sources supporting activities of the Street Fund are the State of Oregon Highway Apportionment and the Local Gas Tax. Together these two revenue sources provided over 82% of total fund revenue in the most recent fiscal year. Other revenues include Right-of-Way fees, Permit Fees, and others. The gas tax has been showing a downward trend over the last 15 years, making it increasingly difficult for the Street Fund to support transportation capital projects, match federal and state dollars, as well as maintain and preserve existing infrastructure. There is an estimated \$60 million deferred maintenance liability on Springfield streets. One strategy successfully employed by the City was a \$10 million, five year capital bond approved by the voters in 2018 and issued in 2019 to pay for upgrades on eight commercial street segments. The State of Oregon's passage of House Bill 2017 that same year provided additional transportation funding for municipalities statewide and increased the Springfield apportionment by over 8% the first year after enactment and has continued to increase each year.

## Street Fund Expenditure Summary

The direct costs of the Street Fund are all in the Development and Public Works Department and are reported in the Operations Division and the Community Development Division.

- The Operations Division includes such programs as Traffic Systems Engineering and Management, Street/Right-of-Way Management, Open Spaces, Street Sweeping, Emergency Management, Operations Training & Safety, Locates/Encroachments, Community Events and Bicycle Facilities and Management.
- The Community Development Division includes such programs as Capital Engineering, Transportation Planning, Survey, Land Development, and Bicycle Facilities and Management.

## Significant Issues & Changes

The revenue produced by the passage of House Bill 2017 is projected to increase over the next 10-years and forecasted to provide an additional \$1.5 million each year for City transportation programs.

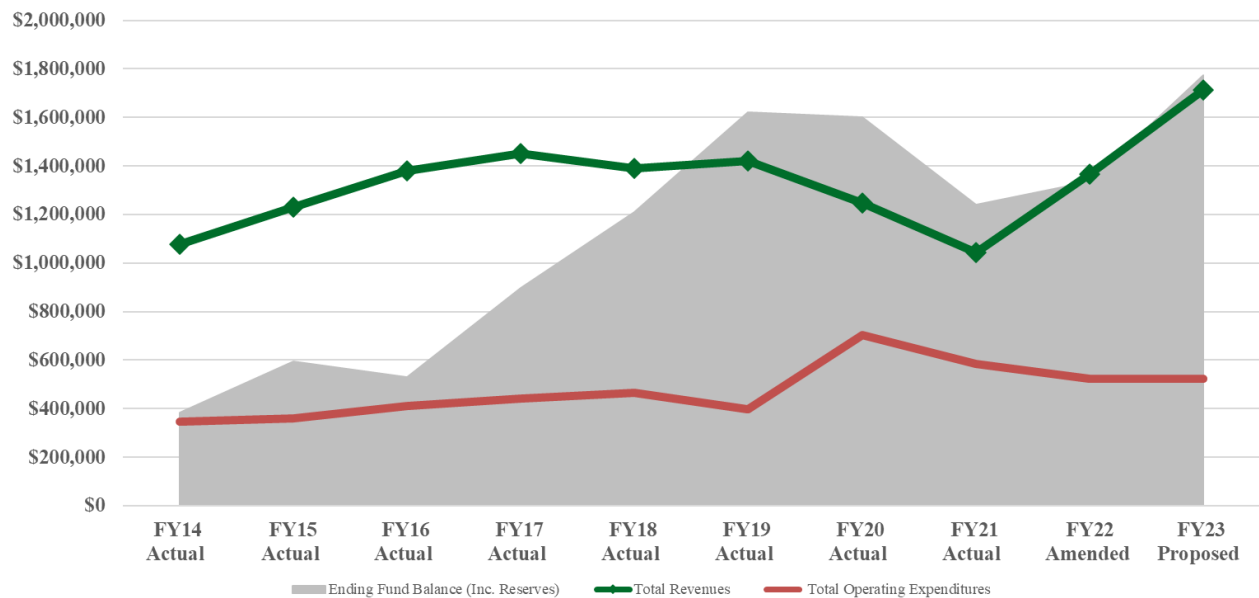
The passage of HB2017 has stabilized the Street Fund and allowed the City to bring back some core street operations functions such as the crack/slurry seal program. However, staff estimate there is still a \$60 million project backlog for those street segments requiring major preservation or reconstruction work. Federal discretionary dollars funded by the Central Lane Metropolitan Planning Organization is the largest resource available to support this capital work, but in order to truly address the backlog, alternative revenues sources such as a street utility fee or additional GO bonds will be necessary.

# TRANSIENT ROOM TAX FUND

## Transient Room Tax Fund Overview

The Transient Room Tax (TRT) Fund accounts for the revenues of transient room taxes collected on short term overnight stays in Springfield area hotels. Oregon State Law requires a portion of the TRT collection to be restricted for tourism infrastructure and promotion. Accordingly, the expenditures in this fund are used to support investments in tourism industry growth initiatives.

**Transient Room Tax Fund Table 1 – Fund Financial Summary**



**Transient Room Tax Fund Table 2 – Fund Staffing Summary**

Division	FY20	FY21	FY22	FY23
	FTE	FTE	FTE	Proposed FTE
011 City Manager's Office	0.45	0.45	0.45	0.45
073 Operations	0.25	0.24	0.12	0.17
076 Community	0.50	-	-	-
081 Library	1.50	1.50	2.24	2.00
<b>Total</b>	<b>2.70</b>	<b>2.19</b>	<b>2.81</b>	<b>2.62</b>

## TRANSIENT ROOM TAX FUND

### Resources and Requirements by Fund

208 - Transient Room Tax Fund

	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Amended</b>	<b>FY23 Proposed</b>
<b><u>Resources by Category</u></b>				
<b>Beginning Fund Balance</b>	<b>(1,621,708)</b>	<b>(1,600,112)</b>	<b>(1,238,932)</b>	<b>(1,529,862)</b>
<b>Current Revenues</b>				
41 Taxes	(1,203,132)	(1,032,879)	(1,350,000)	(1,700,000)
43 Intergovernmental	(4,795)	(3,153)	-	-
46 Use Of Money & Property	(39,785)	(6,926)	(18,000)	(12,000)
<b>Total Revenues</b>	<b><u>(1,247,713)</u></b>	<b><u>(1,042,958)</u></b>	<b><u>(1,368,000)</u></b>	<b><u>(1,712,000)</u></b>
<b>Total Resources</b>	<b>(2,869,421)</b>	<b>(2,643,070)</b>	<b>(2,606,932)</b>	<b>(3,241,862)</b>
<b><u>Requirements by Category</u></b>				
<b>Operating Expenditures</b>				
01 City Manager's Office	369,708	364,180	233,162	239,712
07 Development and Public Works	92,545	39,893	24,909	32,874
08 Library	240,551	179,645	264,048	249,771
<b>Total Operating Expenditures</b>	<b><u>702,804</u></b>	<b><u>583,719</u></b>	<b><u>522,119</u></b>	<b><u>522,357</u></b>
<b>Total Capital Project Expenditures</b>	<b>-</b>	<b>347,458</b>	<b>-</b>	<b>-</b>
<b>Non-Departmental Expenditures</b>				
94 Interfund Transfers	566,505	472,961	750,000	944,444
<b>Total Non-Departmental Expenditure</b>	<b><u>566,505</u></b>	<b><u>472,961</u></b>	<b><u>750,000</u></b>	<b><u>944,444</u></b>
<b>Total Requirements</b>	<b>1,269,310</b>	<b>1,404,137</b>	<b>1,272,119</b>	<b>1,466,801</b>
<b>Ending Fund Balance (Inc. Reserves)</b>	<b><u>(1,600,112)</u></b>	<b><u>(1,238,932)</u></b>	<b><u>(1,334,813)</u></b>	<b><u>(1,775,061)</u></b>

## **TRANSIENT ROOM TAX FUND**

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### **Transient Room Tax Fund Revenue Summary**

The primary revenue source for the TRT Fund are taxes collected on short term overnight stays in Springfield area hotels.

### **Transient Room Tax Fund Expenditure Summary**

The expenditures in the TRT Fund are made up of a combination of personal services, materials and services, and an interfund transfer to the General Fund in support of tourism related activities such as art installations, community events, and investments in Springfield quality of life features. This fund includes support for the Springfield Museum and funding for the Arts Commission, which supports exhibits, performances and collaborates with the Springfield Public Library on a youth arts program.

### **Significant Issues & Changes**

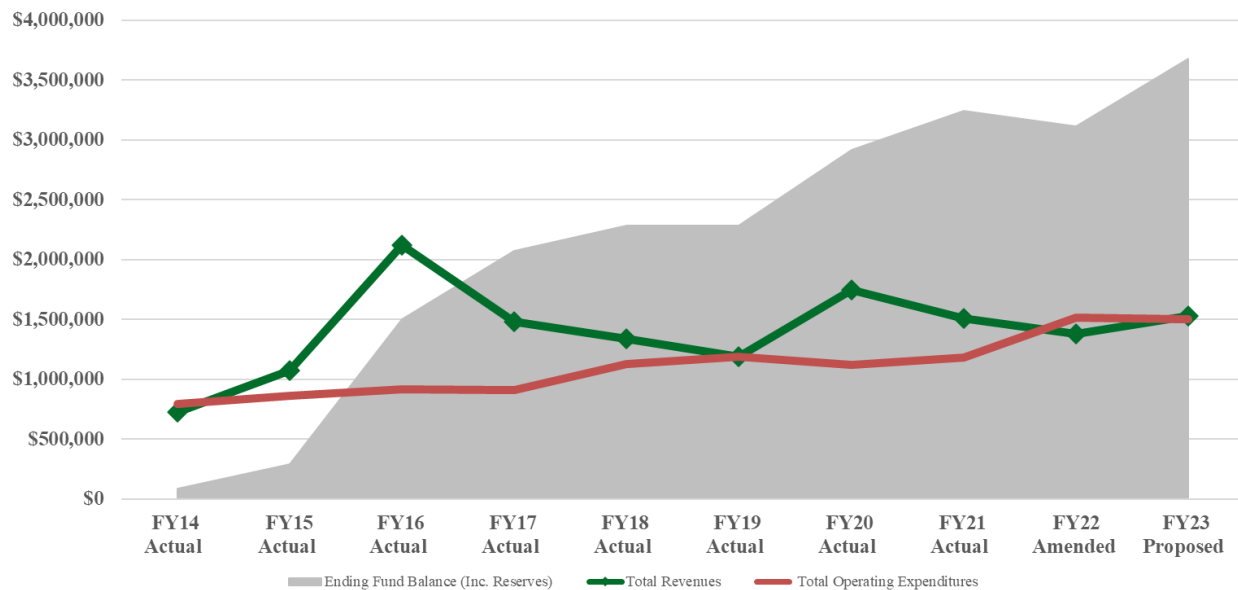
Covid-19 had a significant impact on the Transient Room Tax revenues in the 4<sup>th</sup> quarter of fiscal year 2020, and revenues were still down 28% for the fiscal year 2021. However, in fiscal year 2022, the revenues seem to have recovered and are currently on track to meet budgeted targets.

# BUILDING FUND

## Building Fund Overview

The Building Fund provides for the administration of the building code through the Building Permit section of the Development & Public Works Department. This fund receives revenues from the sale of permits for construction within the City and incurs expenses related to intake, plans review, permitting, inspections, and final occupancy.

**Building Fund Table 1 – Fund Financial Summary**



**Building Fund Table 2 – Fund Staffing Summary**

Division	FY20 FTE	FY21 FTE	FY22 FTE	FY23 Proposed FTE
011 City Manager's Office	-	-	0.05	0.05
051 Fire and Life Safety	0.40	0.40	0.40	0.40
071 Office of the Director (DPW)	1.10	0.10	-	-
076 Community	6.44	7.44	7.59	7.79
<b>Total</b>	<b>7.94</b>	<b>7.94</b>	<b>8.04</b>	<b>8.24</b>

## BUILDING FUND

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### Resources and Requirements by Fund

224 - Building Fund

	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Amended</b>	<b>FY23 Proposed</b>
<b><u>Resources by Category</u></b>				
<b>Beginning Fund Balance</b>	(2,285,478)	(2,914,507)	(3,245,641)	(3,690,813)
<b>Current Revenues</b>				
42 Licenses, Permits & Fees	(1,679,447)	(1,488,862)	(1,339,000)	(1,504,000)
43 Intergovernmental	(3,392)	(5,835)	-	-
46 Use Of Money & Property	(65,259)	(16,427)	(40,000)	(24,000)
48 Miscellaneous Receipts	-	(188)	-	-
<b>Total Revenues</b>	<b><u>(1,748,098)</u></b>	<b><u>(1,511,311)</u></b>	<b><u>(1,379,000)</u></b>	<b><u>(1,528,000)</u></b>
<b>Total Resources</b>	<b>(4,033,575)</b>	<b>(4,425,818)</b>	<b>(4,624,641)</b>	<b>(5,218,813)</b>
<b><u>Requirements by Category</u></b>				
<b>Operating Expenditures</b>				
01 City Manager's Office	-	-	21,742	22,647
05 Fire & Life Safety	62,260	76,248	80,701	84,213
07 Development and Public Works	1,056,808	1,103,928	1,411,615	1,396,226
<b>Total Operating Expenditures</b>	<b><u>1,119,069</u></b>	<b><u>1,180,177</u></b>	<b><u>1,514,058</u></b>	<b><u>1,503,087</u></b>
<b>Non-Departmental Expenditures</b>				
91 Contingency	-	-	-	35,000
<b>Total Non-Departmental Expenditure</b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>35,000</u></b>
<b>Total Requirements</b>	<b>1,119,069</b>	<b>1,180,177</b>	<b>1,514,058</b>	<b>1,538,087</b>
<b>Ending Fund Balance (Inc. Reserves)</b>	<b><u>(2,914,507)</u></b>	<b><u>(3,245,641)</u></b>	<b><u>(3,110,583)</u></b>	<b><u>(3,680,726)</u></b>



## **BUILDING FUND**

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### **Building Fund Revenue Summary**

The Building Fund is supported by building, plumbing, mechanical, and electrical permit and inspection fees. The annual revenues generated within this fund are influenced by the level of development in the community and are cyclical in nature. The target reserve in the Building Fund differs from other operating funds in that we try to build up the reserve balance during times of robust development to allow the fund to maintain minimum staffing through downturns in development activity.

### **Building Fund Expenditure Summary**

The Building Fund supports the Building Permit Section of the Community Development Division (CMD) of the Development & Public Works Department manages construction activity regulated by the Building Code. The budget is approximately 75% personal services and 25% materials services since the activities of the Building Fund rely primarily on staff providing direct customer service though assistance at the development counter, plans review, building permits, and inspections and final approvals.

### **Significant Issues & Changes**

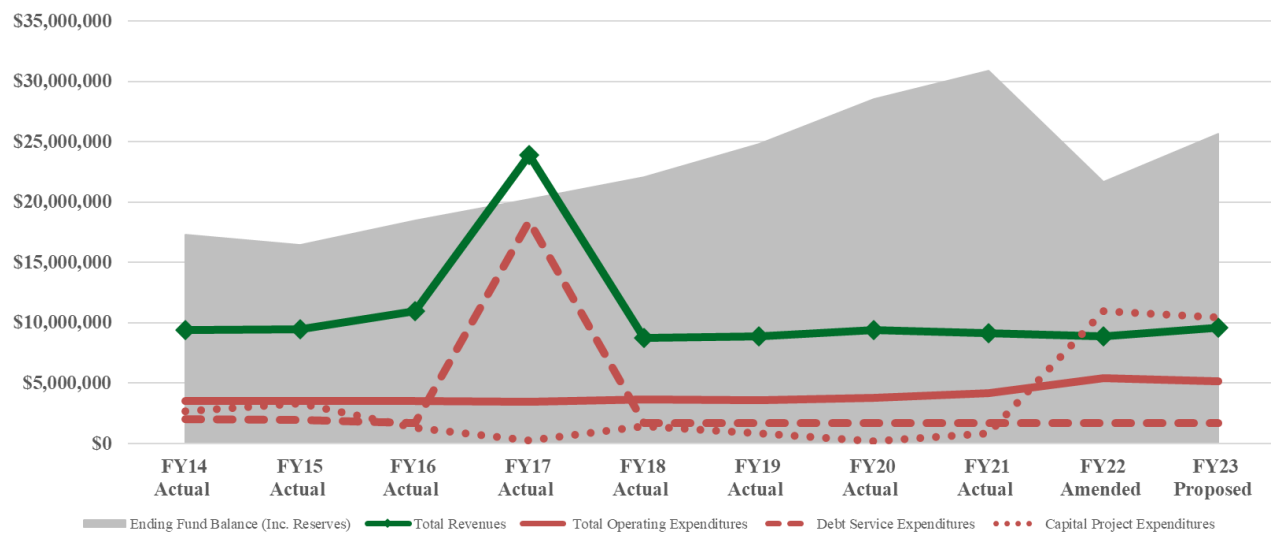
No significant issues or changes in this budget year.

# SANITARY SEWER FUND

## Sanitary Sewer Fund Overview

The Sanitary Sewer Fund provides for the operations and maintenance of the City's sewer system which includes facilities such as pipelines and pump stations for the purpose of transporting the City's wastewater to the regional treatment facility. The Sanitary Sewer Fund also provides resources for capital construction of sanitary sewer infrastructure and for city staff to assist and regulate private developers.

**Sanitary Sewer Fund Table 1 – Fund Financial Summary**



**Sanitary Sewer Fund Table 2 – Fund Staffing Summary**

Division	FY20 FTE	FY21 FTE	FY22 FTE	FY23 Proposed FTE
011 City Manager's Office	-	-	0.16	0.16
031 Information Technology	1.49	1.49	1.49	-
041 Finance	0.10	0.35	0.35	0.35
071 Office of the Director (DPW)	1.12	0.53	-	-
073 Operations	9.14	11.16	11.77	13.71
074 Engineering	5.36	-	-	-
075 Environmental Services	1.13	1.13	1.13	1.13
076 Community	0.87	7.86	7.34	7.69
<b>Total</b>	<b>19.22</b>	<b>22.53</b>	<b>22.24</b>	<b>23.04</b>

# SANITARY SEWER FUND

## Resources and Requirements by Fund

611 - Sanitary Sewer Fund

	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Amended</b>	<b>FY23 Proposed</b>
<b><u>Resources by Category</u></b>				
<b>Beginning Fund Balance</b>	<b>(24,798,330)</b>	<b>(28,532,073)</b>	<b>(30,918,717)</b>	<b>(33,524,786)</b>
<b>Current Revenues</b>				
42 Licenses, Permits & Fees	(883)	(1,745)	(1,000)	(2,000)
43 Intergovernmental	(52,387)	(91,914)	-	-
44 Charges For Service	(8,742,243)	(8,910,438)	(8,500,000)	(9,240,000)
46 Use Of Money & Property	(631,981)	(160,344)	(368,000)	(355,000)
48 Miscellaneous Receipts	-	(2,035)	-	-
<b>Total Revenues</b>	<b><u>(9,427,494)</u></b>	<b><u>(9,166,476)</u></b>	<b><u>(8,869,000)</u></b>	<b><u>(9,597,000)</u></b>
<b>Total Resources</b>	<b>(34,225,824)</b>	<b>(37,698,548)</b>	<b>(39,787,717)</b>	<b>(43,121,786)</b>
<b><u>Requirements by Category</u></b>				
<b>Operating Expenditures</b>				
01 City Manager's Office	-	-	81,550	81,907
03 Information Technology	254,901	282,196	391,242	-
04 Finance	16,296	41,775	53,109	61,922
07 Development and Public Works	3,489,647	3,875,160	4,884,271	5,013,493
<b>Total Operating Expenditures</b>	<b><u>3,760,844</u></b>	<b><u>4,199,131</u></b>	<b><u>5,410,171</u></b>	<b><u>5,157,322</u></b>
<b>Total Capital Project Expenditures</b>	<b>223,907</b>	<b>870,100</b>	<b>10,996,600</b>	<b>10,421,782</b>
<b>Non-Departmental Expenditures</b>				
91 Contingency	-	-	-	150,000
96 Debt Service	1,709,000	1,710,600	1,707,800	1,708,000
<b>Total Non-Departmental Expenditure</b>	<b><u>1,709,000</u></b>	<b><u>1,710,600</u></b>	<b><u>1,707,800</u></b>	<b><u>1,858,000</u></b>
<b>Total Requirements</b>	<b>5,693,751</b>	<b>6,779,831</b>	<b>18,114,571</b>	<b>17,437,104</b>
<b>Ending Fund Balance (Inc. Reserves)</b>	<b><u>(28,532,073)</u></b>	<b><u>(30,918,717)</u></b>	<b><u>(21,673,146)</u></b>	<b><u>(25,684,682)</u></b>

# SANITARY SEWER FUND

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## **Sanitary Sewer Fund Revenue Summary**

The primary revenue source for supporting operations & maintenance activities is the Sanitary Sewer User Fee charged to residential, commercial and industrial customers. User fees have been structured to allow for a transfer of approximately \$2 million per year to the Capital Reserve to decrease the reliance on debt to fund capital improvements. In addition to sewer fees this fund also collects System Development Charges (SDC's) which are used to fund the replacement of existing infrastructure as well as system expansion. SDC's are more cyclical in nature and fluctuate with the level of development in the community. The source of funds for stormwater capital construction costs are a combination of debt proceeds, SDC reserves and transfer of funds from operating surpluses.

## **Sanitary Sewer Fund Expenditure Summary**

The majority of expenditures in the Sanitary Sewer Fund are in the Development & Public Works Department and include the Operations, Community Development and Environmental Services divisions. Additionally, the Sanitary Sewer Fund partially supports the Information Technology Department's, Geographic Information System Division.

Personnel Services account for \$2.7 million (55%) in the FY2022-23 budget, while Materials and Services comprise \$2.3 Million (45%) which include, professional services, supplies, right of way use fees, and indirect charges.

## **Significant Issues & Changes**

Two of the more significant issues or changes facing the Sanitary Sewer Fund are I & I (Inflow and Infiltration) and new limits and/or regulations on wastewater.

Inflow and Infiltration of rainwater into the sanitary sewer collection system can overwhelm the capacity of the system, creating sewage overflows in Springfield. Another consequence would be that the sewage treatment plant could be overwhelmed and consequently need to bypass one or more of the treatment processes in order to move the water through the treatment plant more quickly. This could result in a permit violation. Inflow and Infiltration can occur anywhere in the collection system. The City is working on a multi-year project to identify and repair the pipe sections that are experiencing the worst Inflow and Infiltration.

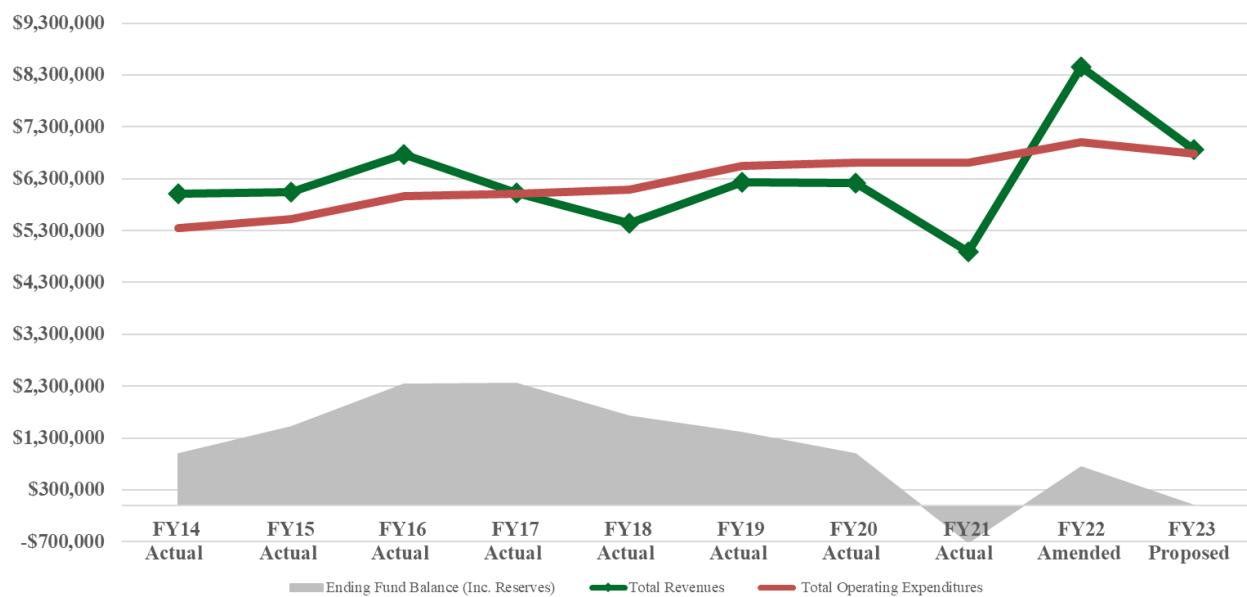
State regulation of wastewater discharged into Oregon rivers is managed by the Oregon Department of Environmental Quality (DEQ). The DEQ issues a permit to the regional wastewater treatment plant periodically and with it, usually come new requirements. The responsibility to keep certain pollutants out of the wastewater discharged to the river could fall on the locality from which the substance originates. Because of this, management of the City's Sanitary Sewer Fund must ensure that staff is paying attention to trends in regulation and has the capacity to quickly design and implement systems to respond to the most likely new permit requirements.

# AMBULANCE FUND

## Ambulance Fund Overview

The Ambulance Fund is an enterprise funds that accounts for the City's ambulance operations which includes ambulance transportation services and associated pre-hospital life support care, ambulance billing services, and the FireMed program. The Cities of Springfield and Eugene consolidated their fire departments via an intergovernmental agreement in 2010 and provide services within a coverage area of approximately 1,452 square miles.

**Ambulance Fund Table 1 – Fund Financial Summary**



**Ambulance Fund Table 2 – Fund Staffing Summary**

Division	FY20	FY21	FY22	FY23
	FTE	FTE	FTE	Proposed FTE
051 Fire and Life Safety	35.65	27.00	26.00	26.00
<b>Total</b>	<b>35.65</b>	<b>27.00</b>	<b>26.00</b>	<b>26.00</b>

# AMBULANCE FUND

## Resources and Requirements by Fund

615 - Ambulance Fund

	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Amended</b>	<b>FY23 Proposed</b>
<b><u>Resources by Category</u></b>				
<b>Beginning Fund Balance</b>	<b>(1,387,882)</b>	<b>(1,008,172)</b>	<b>708,295</b>	<b>(81,152)</b>
<b>Current Revenues</b>				
42 Licenses, Permits & Fees	(57,470)	(47,100)	(50,000)	(50,000)
43 Intergovernmental	(49,516)	(30,290)	(87,135)	(83,466)
44 Charges For Service	(5,947,960)	(4,805,272)	(6,841,591)	(6,390,760)
46 Use Of Money & Property	(32,524)	(3,337)	(5,000)	-
48 Miscellaneous Receipts	(133,308)	(5,536)	(6,500)	(6,500)
49 Other Financing Sources	-	-	(1,465,192)	(325,066)
<b>Total Revenues</b>	<b><u>(6,220,778)</u></b>	<b><u>(4,891,535)</u></b>	<b><u>(8,455,418)</u></b>	<b><u>(6,855,792)</u></b>
<b>Total Resources</b>	<b>(7,608,659)</b>	<b>(5,899,707)</b>	<b>(7,747,123)</b>	<b>(6,936,944)</b>
<b><u>Requirements by Category</u></b>				
<b>Operating Expenditures</b>				
05 Fire & Life Safety	6,612,393	6,608,002	7,010,123	6,781,261
<b>Total Operating Expenditures</b>	<b><u>6,612,393</u></b>	<b><u>6,608,002</u></b>	<b><u>7,010,123</u></b>	<b><u>6,781,261</u></b>
<b>Non-Departmental Expenditures</b>				
91 Contingency	-	-	-	150,000
<b>Total Non-Departmental Expenditure</b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>150,000</u></b>
<b>Total Requirements</b>	<b>6,612,393</b>	<b>6,608,002</b>	<b>7,010,123</b>	<b>6,931,261</b>
<b>Ending Fund Balance (Inc. Reserves)</b>	<b><u>(996,266)</u></b>	<b><u>708,295</u></b>	<b><u>(737,000)</u></b>	<b><u>(5,683)</u></b>

# AMBULANCE FUND

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## **Ambulance Fund Revenue Summary**

The primary revenue sources to the Ambulance Fund are user fees, including Medicare and Medicaid reimbursements charged for ambulance transportation services, and FireMed program membership fees.

## **Ambulance Fund Expenditure Summary**

Personnel Services account for \$4.2M million (63%) in the FY2022-23 budget, while Materials and Services comprise \$2.5M Million (37%) which include, general contractual services, dispatch contract expense, medical supplies, vehicle maintenance, and internal charges for future vehicle replacement.

Emergency Medical Services (EMS) Operations provide high quality pre-hospital emergency treatment and ambulance transportation throughout the Springfield/Eugene area. The program also provides paramedic continuing education and training, assuring the ability to provide Advanced Life Support level of care to all patients when needed. Stand-by medical care coverage is also provided throughout the community for special events.

FireMed is a voluntary ambulance membership program which covers patient out-of-pocket expenses for medically necessary ambulance transportation to the nearest appropriate hospital. The program has not increased annual membership fees since FY14 and has an average monthly membership of 8,250 since the beginning of the 2020 membership period. Administration services for marketing, outreach, and enrollment are provided by a third-part vendor.

## **Significant Issues & Changes**

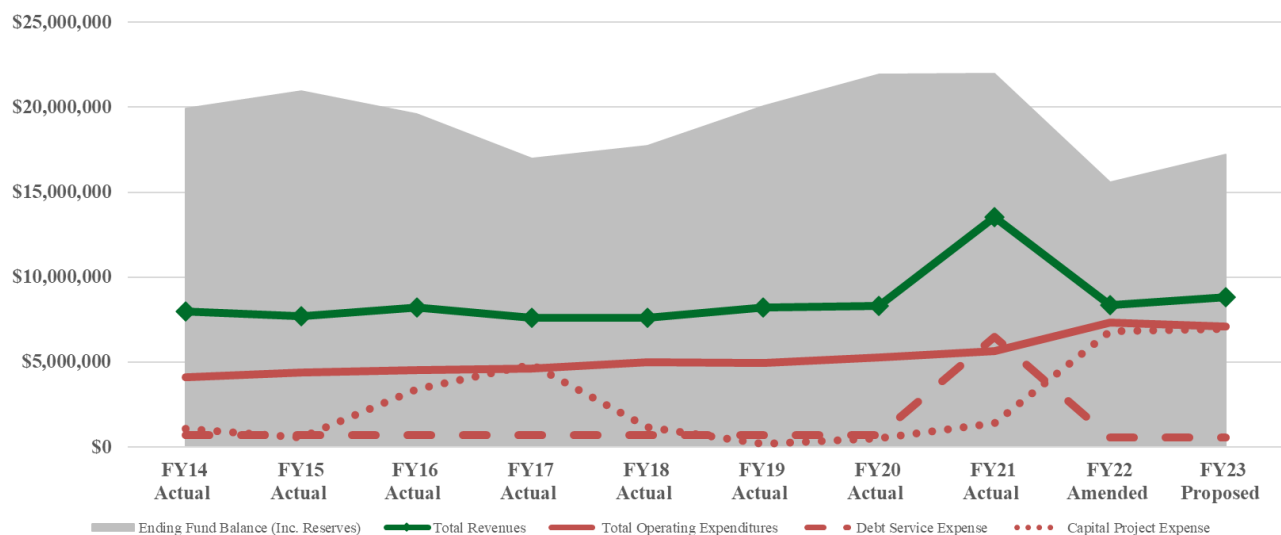
Revenues within the Ambulance Fund are not keeping pace with rising expenditures. Nearly 80% of all patients transported are covered by Medicare or Medicaid, which establish capitated fee schedules. These fee schedules have remained flat or shown only moderate increases (less than 2% annually) in recent years. The Ground Emergency Medical Transport (GEMT) program was enacted to address the resulting shortfall and its implementation by Oregon Health Authority in FY20 has helped capture more revenue for the Ambulance Fund and is anticipated to continue to do so. Expenditures are projected to continue outpacing revenues in the coming years, leaving a gap that will need to be funded.

# STORMWATER FUND

## Stormwater Fund Overview

The Stormwater Fund provides for the operations & maintenance of the City's stormwater system. Activities include cleaning over 200 miles of pipeline and 6,500 catch basins, sweeping 6,000 miles of paved streets, maintaining and inspecting water quality facilities throughout the City, and providing community education about stormwater management. The Stormwater Fund also provides resources for capital construction of stormwater infrastructure.

**Stormwater Fund Table 1 – Fund Financial Summary**



**Stormwater Fund Table 2 – Fund Staffing Summary**

Division	FY20 FTE	FY21 FTE	FY22 FTE	FY23 Proposed FTE
011 City Manager's Office	-	-	0.16	0.16
031 Information Technology	1.18	1.18	1.18	-
041 Finance	0.10	0.35	0.35	0.35
071 Office of the Director (DPW)	1.33	0.54	-	-
073 Operations	15.78	17.09	17.98	19.23
074 Engineering	7.23	-	-	-
075 Environmental Services	5.72	5.47	5.47	5.47
076 Community	1.07	9.78	9.66	9.74
<b>Total</b>	<b>32.41</b>	<b>34.41</b>	<b>34.80</b>	<b>34.95</b>



# STORMWATER FUND

## Resources and Requirements by Fund

617 - Storm Drainage Fund

	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Amended</b>	<b>FY23 Proposed</b>
<b><u>Resources by Category</u></b>				
<b>Beginning Fund Balance</b>	<b>(20,076,131)</b>	<b>(21,913,436)</b>	<b>(21,900,333)</b>	<b>(23,215,934)</b>
<b>Current Revenues</b>				
42 Licenses, Permits & Fees	(108,128)	(183,607)	(100,000)	(100,000)
43 Intergovernmental	(113,540)	(141,170)	(38,700)	(35,000)
44 Charges For Service	(7,592,215)	(7,915,395)	(7,970,000)	(8,440,000)
46 Use Of Money & Property	(488,768)	(113,779)	(261,000)	(236,000)
48 Miscellaneous Receipts	(12,000)	(375)	-	-
49 Other Financing Sources	-	(5,199,936)	-	-
<b>Total Revenues</b>	<b><u>(8,314,651)</u></b>	<b><u>(13,554,263)</u></b>	<b><u>(8,369,700)</u></b>	<b><u>(8,811,000)</u></b>
<b>Total Resources</b>	<b>(28,390,782)</b>	<b>(35,467,699)</b>	<b>(30,270,033)</b>	<b>(32,026,934)</b>
<b><u>Requirements by Category</u></b>				
<b>Operating Expenditures</b>				
01 City Manager's Office	-	-	81,991	82,228
03 Information Technology	195,980	217,596	297,471	-
04 Finance	16,296	41,775	53,110	61,923
07 Development and Public Works	5,063,013	5,380,372	6,902,919	6,969,180
<b>Total Operating Expenditures</b>	<b><u>5,275,290</u></b>	<b><u>5,639,744</u></b>	<b><u>7,335,491</u></b>	<b><u>7,113,330</u></b>
<b>Total Capital Project Expenditures</b>	<b>497,656</b>	<b>1,401,447</b>	<b>6,817,370</b>	<b>6,964,464</b>
<b>Non-Departmental Expenditures</b>				
91 Contingency	-	-	-	200,000
96 Debt Service	704,400	6,472,375	551,643	551,718
<b>Total Non-Departmental Expenditure</b>	<b><u>704,400</u></b>	<b><u>6,472,375</u></b>	<b><u>551,643</u></b>	<b><u>751,718</u></b>
<b>Total Requirements</b>	<b>6,477,346</b>	<b>13,513,566</b>	<b>14,704,504</b>	<b>14,829,512</b>
<b>Ending Fund Balance (Inc. Reserves)</b>	<b><u>(21,913,436)</u></b>	<b><u>(21,954,133)</u></b>	<b><u>(15,565,529)</u></b>	<b><u>(17,197,422)</u></b>

## Stormwater Fund Revenue Summary

## STORMWATER FUND

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The primary revenue source for supporting stormwater operations & maintenance activities is the Stormwater User Fee which is assessed on every property in the City. In addition to User Fees this fund also collects System Development Charges (SDC's) which are used to fund the replacement of existing infrastructure as well as system expansion. SDC's are more cyclical in nature and fluctuate with the level of development in the community. The source of funds for stormwater capital construction costs are a combination of debt proceeds, SDC reserves and transfer of funds from operating surpluses.

### **Stormwater Fund Expenditure Summary**

The majority of expenditures in the Stormwater Fund are in the Development & Public Works Department and include the Operations, Community Development and Environmental Services divisions. Additionally, the Sanitary Sewer Fund partially supports the Information Technology Department's, Geographic Information System Division.

Operating expenditures in the Stormwater Fund include Personnel Services of \$4M (57.8%) in the FY2022-23 budget, Materials and Services total \$3M (42.2%) which include, professional services, supplies, right of way use fees, and indirect charges. Additionally, capital project expenditures total \$6.M.

### **Significant Issues & Changes**

In November of 2020, the City refinanced the Series 2010 Stormwater Revenue Bonds. The Series 2010 bonds had an interest rate of 3.4% and the Series 2020 bonds have an interest rate of 1.2%. The net present value of the interest savings is \$823,423.

In November of 2018, the Oregon Department of Environmental Quality issued the MS4 Phase II General Permit (Municipal Separate Storm Sewer System) with which the City must comply. The Stormwater Fund is in the middle of a multiyear project to complete the permit implementation.

# BOOTH KELLY FUND

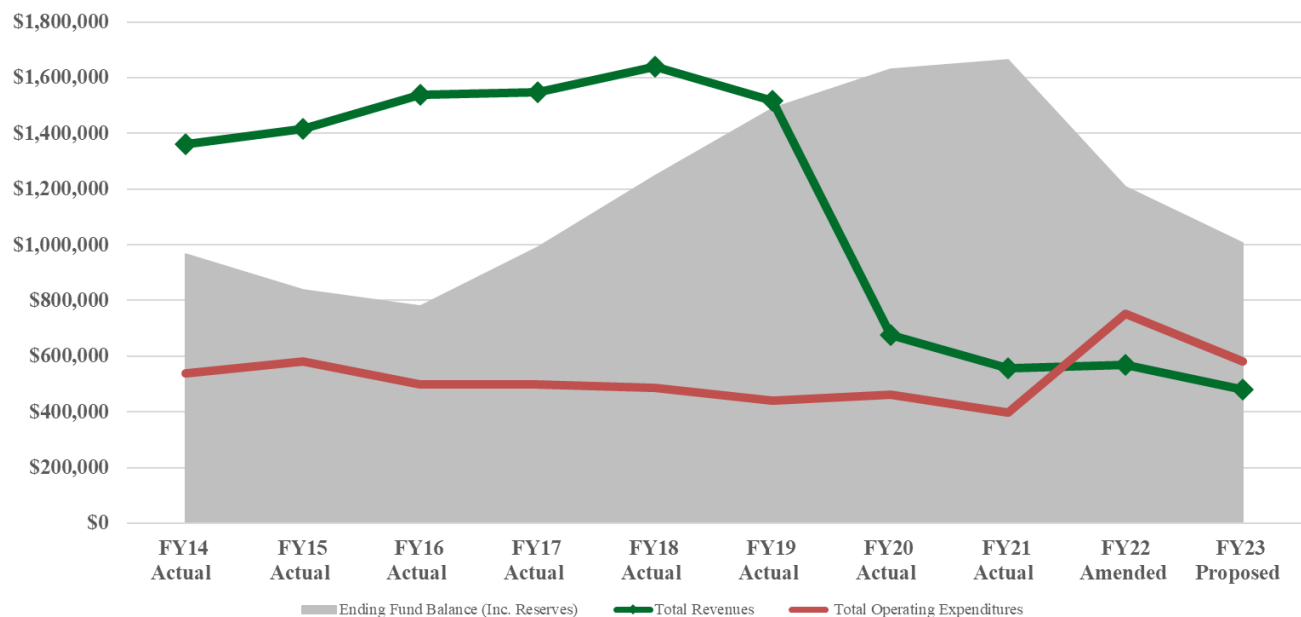
## Booth Kelly Fund Overview

The Booth Kelly Fund is an enterprise fund that accounts for the cost of operating leasable property owned and managed by the City. These properties primarily consist of the Booth Kelly Center, the historic Springfield Depot and other properties acquired for future development.

The Booth Kelly Center dates back to the early 1900's and was acquired by the City in 1986. The site consists of 17 acres of land and approximately 200,000 square feet of large industrial and commercial warehouse, storage, manufacturing and office spaces.

The Springfield Depot, originally constructed in 1891, was acquired by the City in 2008, and has undergone some minor remodeling in 2009, and currently houses the Springfield Area Chamber of Commerce.

**Booth Kelly Fund Table 1 – Fund Financial Summary**



**Booth Kelly Fund Table 2 – Fund Staffing Summary**

Division	FY20 FTE	FY21 FTE	FY22 FTE	FY23 Proposed FTE
011 City Manager's Office	-	-	-	0.40
071 Office of the Director (DPW)	0.14	0.04	-	-
073 Operations	0.79	0.44	0.44	0.44
076 Community	0.32	0.42	0.42	0.42
<b>Total</b>	<b>1.25</b>	<b>0.90</b>	<b>0.86</b>	<b>1.26</b>

## BOOTH KELLY FUND

### Resources and Requirements by Fund

618 - Booth-Kelly Fund

	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Amended</b>	<b>FY23 Proposed</b>
<b><u>Resources by Category</u></b>				
<b>Beginning Fund Balance</b>	<b>(1,490,288)</b>	<b>(1,631,003)</b>	<b>(1,662,693)</b>	<b>(1,397,076)</b>
<b>Current Revenues</b>				
43 Intergovernmental	(598)	(820)	-	-
44 Charges For Service	(634,101)	(545,645)	(561,900)	(472,700)
46 Use Of Money & Property	(39,894)	(8,982)	(7,500)	(7,622)
48 Miscellaneous Receipts	-	(188)	-	-
<b>Total Revenues</b>	<b><u>(674,593)</u></b>	<b><u>(555,635)</u></b>	<b><u>(569,400)</u></b>	<b><u>(480,322)</u></b>
<b>Total Resources</b>	<b>(2,164,882)</b>	<b>(2,186,638)</b>	<b>(2,232,093)</b>	<b>(1,877,398)</b>
<b><u>Requirements by Category</u></b>				
<b>Operating Expenditures</b>				
01 City Manager's Office	-	-	-	50,583
07 Development and Public Works	460,999	398,756	753,822	529,946
<b>Total Operating Expenditures</b>	<b><u>460,999</u></b>	<b><u>398,756</u></b>	<b><u>753,822</u></b>	<b><u>580,528</u></b>
<b>Total Capital Project Expenditures</b>	<b>-</b>	<b>51,564</b>	<b>190,000</b>	<b>190,000</b>
<b>Non-Departmental Expenditures</b>				
91 Contingency	-	-	-	15,000
94 Interfund Transfers	72,879	73,626	80,651	84,237
<b>Total Non-Departmental Expenditure</b>	<b><u>72,879</u></b>	<b><u>73,626</u></b>	<b><u>80,651</u></b>	<b><u>99,237</u></b>
<b>Total Requirements</b>	<b>533,878</b>	<b>523,946</b>	<b>1,024,473</b>	<b>869,765</b>
<b>Ending Fund Balance (Inc. Reserves)</b>	<b><u>(1,631,003)</u></b>	<b><u>(1,662,693)</u></b>	<b><u>(1,207,620)</u></b>	<b><u>(1,007,633)</u></b>

## **BOOTH KELLY FUND**

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### **Booth Kelly Fund Revenue Summary**

The primary source of revenue for the Booth Kelly Fund is generated by the leasing of commercial and light-industrial space to local businesses.

### **Booth Kelly Fund Expenditure Summary**

Expenditures for this fund vary from year to year and are primarily made up of materials and services and capital outlay for maintaining and improving facilities. There is roughly one full time equivalent supported by this fund for property management and maintenance.

### **Significant Issues & Changes**

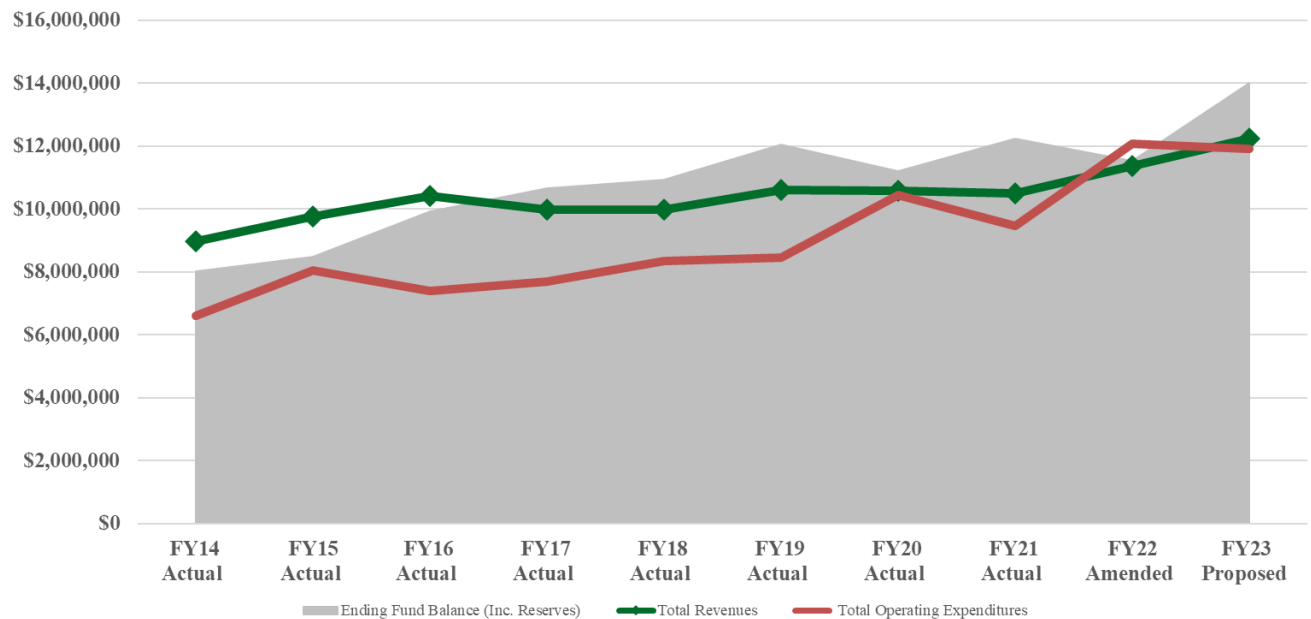
The Booth Kelly facilities are aging and in need of significant modernizations and improvements. Staff is in the process of evaluating options for the future of the site and will be bringing that to the City Council for discussion.

# INSURANCE FUND

## Insurance Fund Overview

The Insurance Fund is an internal service fund that accounts for the City’s self-insured health program, the property and liability insurance program, and the worker’s compensation program.

**Insurance Fund Table 1 – Fund Financial Summary**



**Insurance Fund Table 2 – Fund Staffing Summary**

Division	FY20	FY21	FY22	FY23
	FTE	FTE	FTE	Proposed FTE
021 Human Resources	3.00	3.00	3.00	3.00
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

# INSURANCE FUND

## Resources and Requirements by Fund

707 - Insurance Fund

	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Amended</b>	<b>FY23 Proposed</b>
<b><u>Resources by Category</u></b>				
<b>Beginning Fund Balance</b>	<b>(11,061,644)</b>	<b>(11,198,909)</b>	<b>(12,242,412)</b>	<b>(13,863,095)</b>
<b>Current Revenues</b>				
43 Intergovernmental	(115,148)	(85,650)	(63,769)	(50,560)
44 Charges For Service	(10,144,891)	(10,324,846)	(11,208,077)	(12,087,112)
46 Use Of Money & Property	(269,715)	(66,127)	(75,000)	(104,897)
48 Miscellaneous Receipts	(41,456)	(25,453)	(6,000)	(5,500)
<b>Total Revenues</b>	<b><u>(10,571,211)</u></b>	<b><u>(10,502,075)</u></b>	<b><u>(11,352,846)</u></b>	<b><u>(12,248,069)</u></b>
<b>Total Resources</b>	<b>(21,632,855)</b>	<b>(21,700,984)</b>	<b>(23,595,258)</b>	<b>(26,111,164)</b>
<b><u>Requirements by Category</u></b>				
<b>Operating Expenditures</b>				
02 Human Resources	681,084	696,294	735,379	877,871
31 Health Insurance	7,916,489	7,170,994	9,334,875	8,589,515
32 Risk Services	1,836,374	1,591,284	2,009,075	2,429,567
<b>Total Operating Expenditures</b>	<b><u>10,433,946</u></b>	<b><u>9,458,572</u></b>	<b><u>12,079,329</u></b>	<b><u>11,896,953</u></b>
<b>Non-Departmental Expenditures</b>				
91 Contingency	-	-	-	200,000
<b>Total Non-Departmental Expenditure</b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>200,000</u></b>
<b>Total Requirements</b>	<b>10,433,946</b>	<b>9,458,572</b>	<b>12,079,329</b>	<b>12,096,953</b>
<b>Ending Fund Balance (Inc. Reserves)</b>	<b><u>(11,198,909)</u></b>	<b><u>(12,242,412)</u></b>	<b><u>(11,515,929)</u></b>	<b><u>(14,014,211)</u></b>

# INSURANCE FUND

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## **Insurance Fund Revenue Summary**

The primary sources of revenue for the Insurance Fund are contributions by City departments in support of the programs for self-insured health, property and liability insurance, and workers compensation, as well as fees paid by employees and retirees for health insurance.

## **Insurance Fund Expenditure Summary**

The expenditures for the Insurance Fund are made up of operating costs for the City's HR department to administer these programs, premiums paid for health, property and liability, and workers compensation insurance, and claims paid on the self-insurance health program and deductible and claim costs for property and liability insurance.

## **Significant Issues & Changes**

The City initiated a self-funded health insurance program beginning in January 2013 and has successfully kept claim costs flat resulting in no rate increases to employees while maintaining a healthy reserve. One reason for the success of the City's self-funded health insurance program can be tied to the opening of the on-site Wellness Center in 2015, which allows for convenient access to primary and acute care services at negotiated rates. However, these costs continue to rise at a rate greater than inflation and with the City having maximized the benefits of having a wellness center, we may again need to increase rates to account for this inflation trend.

Beginning in FY23, the City is transitioning away from the previous self-insured workers' compensation paid-loss retro plan to a new carrier with a guaranteed cost coverage plan. The City anticipates financial savings beginning in FY24 as outstanding claims are closed out over the coming years.

The City is entering the second year of its implementation of an Enterprise Risk Management (ERM) program which will employ systematic methods and processes to proactively identify and manage risk and seize opportunities related to the achievement of City-wide objectives. To assist in this effort the City is implementing a Risk Management Information System (RMIS) to inform and improve the efficiency of managing incidents and claims and allow for a more equitable distribution of internal costs across departments.



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# BUDGET BY DEPARTMENT



# CITY MANAGER'S OFFICE

Nancy Newton, City Manager

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## Department Overview

The City Manager's Office provides leadership and guidance in implementing the city-wide policies and objectives developed by the Mayor and Council. To achieve these goals, the City Manager's Office continues to invest in efforts and strategies to support a high-level of customer service and efficiency in providing City Council support, policy implementation, organizational oversight, economic development, community outreach and networking with our local, state and federal partners to bring needed funding and services to our City.

The City Manager is the chief administrative officer for the City and is responsible for informing and advising the City Council regarding services the City provides to the community, ensuring that appropriate administrative processes are in place to facilitate effective and efficient provision of City services. Staff in the City Manager's Office support the Mayor and City Council and are responsible for city recorder functions, economic development, legislative and intergovernmental relations, city elections, media relations and public outreach, management of boards, commissions and committees as well as administration of the City budget and staffing of the Springfield Economic Development Agency. Additionally, The Divisions of Development and Public Works report to the Assistant City Manager.

	FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
5 PERSONNEL SERVICES	971,314	1,024,745	1,152,761	1,441,518
6 MATERIALS & SERVICES	962,133	877,415	1,141,925	983,854
<b>Grand Total</b>	<b>\$ 1,933,447</b>	<b>\$ 1,902,160</b>	<b>\$ 2,294,686</b>	<b>\$ 2,425,372</b>

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

## Budget Summary – FY2023

### Staffing

The City Manager's Office includes nine FTE across nine positions. This is a two FTE increase representing the new Legislative and Economic Development Analyst, which will handle the State and Federal Legislative session, CMO budget, contracts and procurement, data analysis and economic development work. It also includes a limited duration ARPA project manager, tasked with management of specific ARPA funded projects.

### Department Funding

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

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

- Street Fund 201, Building Code Fund 204, Sanitary Sewer Operations Fund 611, Regional Wastewater Fund 612 and Storm Drainage Operations Fund were added to the CMO budget in response to the reporting restructuring of Development and Public Works to the Assistant City Manager.

## Service Level Changes

Service level changes are anticipated for FY23 as a new Management Analyst has been added with a focus on State and Federal Legislative coordination, economic development efforts, data analysis, budget preparation, and a host of duties intended to create community benefit.

## Accomplishments FY2022

- **Hybrid meetings** – Allowing for better transparency and the ability for community members to participate in meetings, CMO is facilitating City Council meetings in a mixed hybrid setting with councilors, staff, and citizens attending virtually and in person.
- **Oregon Short session** – Legislative Staff completed the process with Department of Administrative Services to receive \$2 million in APRA Funds from Rep. John Lively for four city-identified priorities, secured an additional \$1,250,000 for unhoused related issues; tracked more than 50 bills during the 2022 “short” legislative session, advocating on issues of importance to the city, including a bill that would have negatively impacted the definition of substantial completion in residential developments.
- **American Rescue Plan Act** - Facilitated requests and coordination of one-time ARPA funding through the State Legislature.
- **Police Department Improvements** – Permanent appointment of Interim Police Chief to continue the positive changes in the department. Approved a new data analyst position to administer use of force reduction to identify areas for improvement. Invested in IA Pro software that will track use of force, training and citizen complaints.
- **Glenwood Development** – Assisted SEDA Board in selecting a development team for the Glenwood Riverfront project through a competitive Request for Qualifications process.
- **Eugene-Springfield Fire Governance Review** – Working in partnership with the City of Eugene, Springfield developed and finalized the inter-governmental agreement with Lane Council of Government to facilitate a broad, neutral evaluation of governance options for ESF. Phase 1 of the project is now underway.
- **Property management & city property** – Created policy and procedures centralizing the City property management process, to better serve our customers while providing increased transparency.
- **Boards Commissions Committees** – The structure of recruitment for the city’s numerous boards and commissions was revised to encourage increased and more diverse community participation.
- **DEI work in the City** – The City Manager was appointed co-Chair of the Equity and Community Consortium (ECC). Both the City Manager and Assistant City Manager actively participate in the City’s internal Diversity Committee. The City has made positive gains in recruiting under represented groups to improve the diversity of our workforce. The City also joined the Government Alliance on Race and Equity (GARE), which has provided useful training and resources for City administration.

- **State of the City** - The State of the City Address was translated into Spanish and held virtually, increasing the overall reach of the Address with nearly 500 views and counting.
- **CMO Reorganization** – To better meet the needs of our ever-changing community and organization, we have reorganized the City Manager's Office to focus our teams on Economic Development, Legislative Services and Community Outreach.

## Initiatives FY2023

- **Council and City Hall Security Upgrades**- The management of security upgrades for the Council Chambers and City Hall is a high priority initiative for CMO. ARPA funds have been allocated for this work and initial design discussions have begun.
- **Customer Service Request Tracking** – CMO is working to implement a software solution allowing better tracking of council and community members requests, from initial call or email to final completion.
- **Glenwood and Downtown Urban Renewal Projects** – While also appearing in the SEDA budget, staff from CMO will continue to facilitate redevelopment projects along the Glenwood Riverfront and the Downtown Blue McKenzie Project.
- **Equity Training** - Continue developing and increasing trainings to internally and externally focus and cultivate the Council goal of Fostering an Environment that Values Diversity and Inclusion. Initiatives include participation in the ECC, GARE and Oregon Humanities.
- **Mission, Vision, Values Update** – Complete the Mission, Vision, and Values work for our organization.
- **Eugene-Springfield Fire Governance Phase 1 and 2** – CMO will lead Springfield's continued work on the next phases of the ESF Fire Governance review.
- **City Manager's Art Program** – Following a pause due to COVID-19, restarting the popular City Manager's Art Program will bring new art and positive events to downtown and other areas of Springfield. A Welcome to Springfield Mural is the next project on the schedule.
- **City Website Implementation** – Supporting IT in moving forward with an update of the City's website.

## Future Year Considerations

- **Councilor Resources** - Councilor support and training resources continue to be areas of anticipated need in the coming years with Council requests for improved communications and tracking systems, technology, meeting support, training and networking opportunities.
- **City Strategic Plan** - City-wide strategic planning is expected to follow the completion of the Community Visioning Project.
- **Community Outreach** - Continue finding new and additional ways to reach all community members.
- **Glenwood and Downtown Urban Renewal Districts** – Springfield has two Urban Renewal District areas, which exist to provide financial tools and framework for incentivizing and driving taxable redevelopment in Glenwood (2005) and Downtown (2008). Staff uses financial tools for incentivizing and driving taxable redevelopment. We will need to be flexible as we address continuing changes and needs within the districts.
- **Structural Budget Deficit** – Work continues on a focused plan to address the structural budget deficit in the City's general fund. Measures 47 and 50, enacted the late 1990's capped

annual growth in total assessed value to 3 percent and required a 10 percent rollback of assessments for residential property. Unlike many other states' limits, the Oregon limits do not reset when a property is sold but instead are permanently attached to the property, which creates large disparities over time between existing and newly built property.

- **Future workforce** – It will be important to continue partnering with departments to coordinate recruitment, retention and succession planning. Develop a strategy to identify where our organization may lack resources (skills, etc.) and making the necessary improvements to attract, hire (and retain) the workforce of the future.
- **Fill Additional Staffing Needs** – The work required of the City has been steadily increasing as the City continues to grow. Many departments are still minimally staffed, while other others like Diversity, Equity, and Inclusion, have no dedicated staff to them still.
- **Citywide Deferred Maintenance** – Key City owned facilities and infrastructure are aging and it will become necessary to identify resources to provide for major replacements, renovations, or repairs. Staff have compiled all projects together, and identified costs but due to challenges in revenue streams from the constrained property tax and gas tax potential funding sources are limited.

# CITY MANAGER'S OFFICE

Nancy Newton, City Manager

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## Financial Summary by Fund

	FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
100 General Fund	1,555,247	1,473,740	1,677,653	1,599,228
201 Street Fund	-	-	56,570	57,912
204 Special Revenue Fund	8,492	64,240	126,241	273,934
208 Transient Room Tax Fund	369,708	364,180	233,162	239,712
224 Building Code Fund	-	-	21,742	22,647
612 Regional Wastewater Fund	-	-	15,777	17,222
618 Booth-Kelly Fund	-	-	-	50,583
617 Storm Drainage Fund	-	-	81,991	82,228
611 Sanitary Sewer Fund	-	-	81,550	81,907
<b>Grand Total</b>	<b>\$ 1,933,447</b>	<b>\$ 1,902,160</b>	<b>\$ 2,294,686</b>	<b>\$ 2,425,372</b>

## Financial Summary by Program

		FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
Active Programs	1002 External Public Communication	76,118	102,477	219,691	225,268
	1004 Outside Agency Contracts	375,642	326,409	413,448	415,489
	1005 Economic Development	256,197	218,852	303,030	294,138
	1009 Transient Room Tax Management	61,331	64,577	132,348	137,340
	1013 Intergovernmental and Legislative Mgmt	36,444	43,886	130,069	134,944
	1056 Regional Wastewater Administration	-	-	6,289	7,734
	7000 Department Administration	194,583	162,307	508,299	645,102
	7001 Mayor & Council	371,952	372,554	265,300	198,854
	7005 City-Wide Management & Oversight	207,424	198,855	316,212	315,920
	7902 Booth Kelly	-	-	-	50,583
<b>Active Programs Total</b>		<b>1,579,692</b>	<b>1,489,917</b>	<b>2,294,686</b>	<b>2,425,372</b>
Inactive Programs	1001 Legislative Support	34,152	35,583	-	-
	1003 Community Event Coordination & Prom.	138,437	60,418	-	-
	1006 Economic Development Agency Funding	20,591	21,297	-	-
	1007 Urban Renewal Management	-	833	-	-
	1008 Enterprise Zone	30,060	25,667	-	-
	1021 Emergency Management	-	111,998	-	-
	7004 Intergovernmental Relations Management	74,336	78,037	-	-
	7006 City-Wide Employee Communication	50,975	53,415	-	-
	7007 Organizational Development	5,204	24,994	-	-
<b>Inactive Programs Total</b>		<b>353,756</b>	<b>412,243</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>		<b>\$ 1,933,447</b>	<b>\$ 1,902,160</b>	<b>\$ 2,294,686</b>	<b>\$ 2,425,372</b>

# CITY MANAGER'S OFFICE

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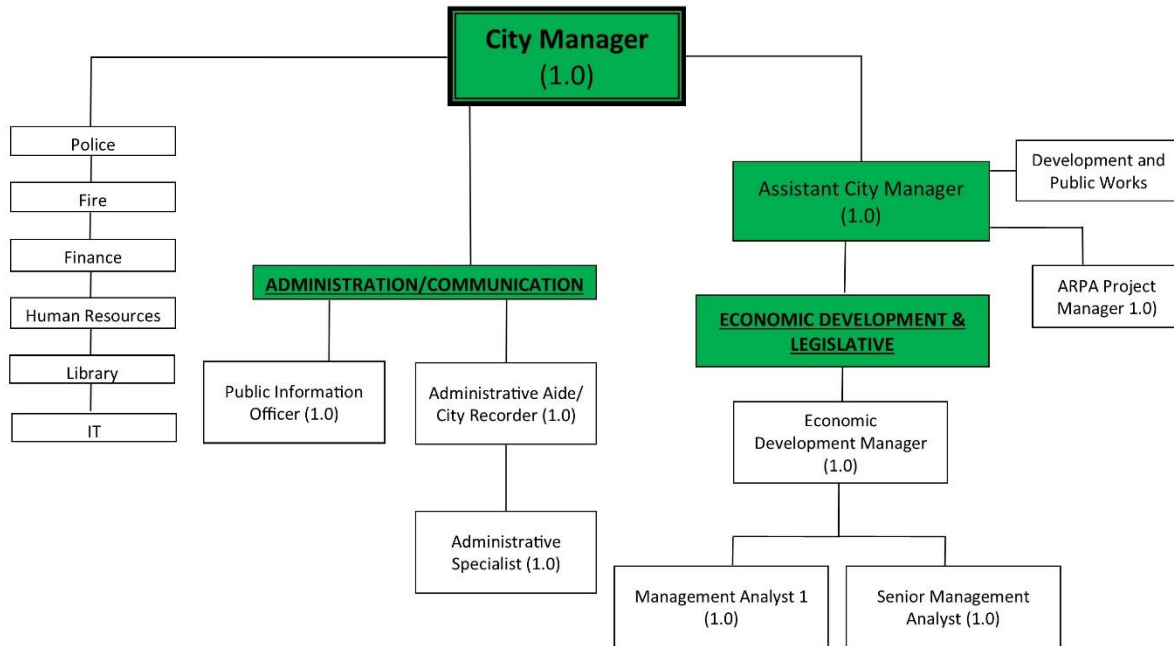
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## Organizational Structure

### City Manager's Office

9 FTE

FY2023



## Summary of Full-Time Equivalent by Position

	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
Admin Aide/City Recorder	1.00	1.00	1.00	1.00
Administrative Specialist	1.00	1.00	1.00	1.00
Assistant City Manager	-	-	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
Legislative & Public Affairs Manager	1.00	1.00	-	-
Legislative and Eco. Dev. Analyst	-	-	-	1.00
Management Analyst	1.00	1.00	1.00	1.00
Project Manager (ARPA)	-	-	-	1.00
Public Affairs Analyst	1.00	1.00	1.00	1.00
<b>Grand Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>9.00</b>

# CITY MANAGER'S OFFICE

Nancy Newton, City Manager

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## Summary of Full-Time Equivalent by Fund

	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
100 General Fund	6.55	6.55	6.05	6.25
201 Street Fund	-	-	0.10	0.10
208 Transient Room Tax Fund	0.45	0.45	0.45	0.45
224 Building Code Fund	-	-	0.05	0.05
612 Regional Wastewater Fund	-	-	0.03	0.03
618 Booth-Kelly Fund	-	-	-	0.40
204 Special Revenue Fund	-	-	-	1.40
611 Sanitary Sewer Fund	-	-	0.16	0.16
617 Storm Drainage Fund	-	-	0.16	0.16
<b>Grand Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>9.00</b>

## Summary of Full-Time Equivalent by Program

		FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
Active Programs	1002 External Public Communication	0.39	0.88	0.78	0.78
	1004 Outside Agency Contracts	0.35	0.35	0.35	0.35
	1005 Economic Development	1.22	1.45	1.45	1.65
	1009 Transient Room Tax Management	0.35	0.35	0.35	0.35
	1013 Intergovernmental and Legislative Mgmt	0.68	0.68	0.30	0.30
	1056 Regional Wastewater Administration	-	-	0.03	0.03
	7000 Department Administration	1.05	1.05	1.52	2.92
	7001 Mayor & Council	0.85	0.85	0.85	0.85
	7005 City-Wide Management & Oversight	1.40	1.40	1.37	1.37
	7902 Booth Kelly	-	-	-	0.40
<b>Active Programs Total</b>		<b>6.28</b>	<b>7.00</b>	<b>7.00</b>	<b>9.00</b>
Inactive Programs	1003 Community Event Coordination & Prom.	0.49	-	-	-
	1008 Enterprise Zone	0.23	-	-	-
<b>Inactive Programs Total</b>		<b>0.72</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>9.00</b>



# CITY MANAGER'S OFFICE

Nancy Newton, City Manager

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## Performance Measures

Measure	FY22 Target	FY22 Est. Actual	FY23 Target
1.) Timely and accurate posting and accessibility of Council packets.	100%	95%	100%
<b>Why this measure is important:</b> To provide accurate and timely information to our council and community on public meetings and opportunities for public engagement.			
2.) City Leases updated each year to reflect tenants and market rates.	100%	75%	100%
<b>Why this measure is important:</b> To provide clear, and consistent financial records for our tenants and better transparency of City Owned property agreements.			
3.) Provide annual maintenance and inspection of City owned art installations and murals.	100%	80%	100%
<b>Why this measure is important:</b> Art installations designed and owned by the City provide a sense of place and pride for our community. Annual maintenance and inspection will protect the city's significant art investments. Move to			
4.) Increase the engagement on social media platforms by 10% compared to the previous year.	100%	100%	100%
<b>Why this measure is important:</b> To continue providing engaging and informative content for community members.			
5.) Provide list of priority bills which need to be tracked in Oregon Legislature one week after the bills are published.	100%	100%	100%
<b>Why this measure is important:</b> To protect our community interests during the legislative session by accurately and strategically tracking all relevant legislation and providing our Council and community members with a voice on issues that impact local government.			

# DEVELOPMENT & PUBLIC WORKS

Tom Boyatt, Matt Stouder, Brian Conlon DPW@springfield-or.gov

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## Department Overview

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

### Community Development Division

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

### Environmental Services Division

The Environmental Services Division (ESD) is responsible for implementation of regional wastewater program functions associated with the Metropolitan Wastewater Management Commission (MWMC). The MWMC is a partnership between the Cities of Eugene, Springfield, and Lane County, and has been operating as such since 1977. Under the MWMC's Intergovernmental Agreement, the City of Springfield is responsible for administrative services, and the City of Eugene is responsible for operations and maintenance services for regional assets. Administrative functions that Springfield performs includes: Facilities Planning, Capital Project Delivery, Contract Management, Public Education and Outreach, NPDES Wastewater Permit Compliance, Budget & Financial Planning, User Fees and Systems Development Charges Implementation, Insurance and Risk Services, Property Management, Legislative, Intergovernmental and Public Affairs Coordination, and Commission Management. In addition, ESD also manages regulated stormwater and pretreatment functions for the City of Springfield, these activities include: Illicit Discharge and Detection, Water Quality Facility Inspection, MS4 Stormwater Permit Compliance, Total Maximum Daily Load (TMDL) Compliance, Storm Sewer and Local Wastewater User Fee Implementation, Industrial Permitting, and Public Education and Outreach.

### Operations Division

The Operations Division (OPS) is responsible for operating and maintaining the City's public infrastructure systems and assets. OPS service delivery principal responsibility is to effectively manage the city's many systems and facilities with an aim to achieve high quality work standards and extend the useful life of these assets. Some of the major systems and assets relative to this service charge include street right of way maintenance and traffic control management, wastewater conveyance, surface and subsurface storm drainage, street trees and landscape maintenance, fleet maintenance and acquisition, and building facilities and lease property maintenance. Performing preventive maintenance on public utility assets is the optimal target to prevent the higher cost of rehabilitation. OPS is the lead agency overseeing administrative management of the Regional Fuel Facility. The division provides technical support including asset data collection and infrastructure condition assessments that are integral in capital rehabilitation and city master plans outcomes. Emergency management program coordinates the city's efforts for the mitigation, preparedness, response, and recovery of the community and city government services to effectively manage unforeseen emergencies and disasters.

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	FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
5 PERSONNEL SERVICES	13,997,030	14,384,830	16,451,082	18,127,576
6 MATERIALS & SERVICES	24,013,250	25,334,136	36,027,850	31,589,144
7 CAPITAL OUTLAY	1,421,897	2,272,083	5,559,863	4,205,000
<b>Grand Total</b>	<b>\$ 39,432,177</b>	<b>\$ 41,991,050</b>	<b>\$ 58,038,795</b>	<b>\$ 53,921,720</b>

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

### Budget Summary – FY2023

#### Staffing

##### Community Development Division

The Community Development budget proposes 52.85 FTE for FY2023. This represents a 3.0 FTE addition of ARPA Funded Planner/Analyst positions to address state mandated service level changes described below.

##### Environmental Services Division

Total staffing includes 23.45 FTE for FY23. Regional staffing levels in Environmental Services include a total of 17.76 FTE supporting the MWMC, with 14.51 FTE in Regional Wastewater Administration and 3.25 FTE in Industrial Pretreatment in the Regional Wastewater Fund. Local program staffing levels include 5.57 FTE dedicated to Water Resources Services in the Stormwater Drainage Operations Fund, and 1.23 FTE to support local Wastewater Services in the Sanitary Sewer Operations Fund.

##### Operations Division

Operations staffing total includes 68.75 in FY23. The Geographic Information Systems (GIS) Division of the IT department will be relocated in FY23 to the Operations division which increases the staffing count of an additional 4.8 FTE. GIS provides GIS mapping support services and administers land management and facilities management systems. Additionally, Operations is proposing an addition of one FTE for a Custodian/Facilities Attendant position in FY23 discussed below in the Service Level Changes section.

#### Department Funding

While the DPW operating budget for FY23 shows a bottom line of \$53,476,720 it is important to understand that \$30,900,000 of that total represents the Metropolitan Wastewater Management Commission (MWMC) operational funding which passes through the Springfield DPW budget. The DPW operating budget for City services is \$22,576,720

DPW is primarily funded through six funds: Street Operations, Sanitary Sewer Operations, Storm Drainage Operations, the General Fund, the Building Code Fund, and the Regional Wastewater Fund. The Street Fund revenue sources are primarily composed of state and federal dollars including gas tax, highway apportionment, right of way fees, system development charge revenue, and various other smaller revenue sources. The Street Fund has shown an increase in revenue due to HB 2017 which increased fuel taxes and car registrations across the state to fund state, county and city street preservation work. The Sanitary Sewer and the Storm Drainage operating funds are comprised of local user fees and system development charges. The revenue from these two funds has increased slightly to keep up with inflation. These operating funds also support transfers to the Capital Program to fund projects to preserve, improve and add new capacity to the City's infrastructure systems. General Fund revenues in DPW are budgeted primarily for land development review and approval, and fleet maintenance. The building code fund receives revenue from construction permits and inspections. Regional wastewater fund revenues are

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primarily composed of regional wastewater user fees, fees from mobile waste haulers and regional system development charges.

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

### Service Level Changes

#### Community Development Division

Community Development anticipates managing significant service level challenges in FY 2023. Recent and pending State mandates to address climate change through transportation and land use planning layered with additional climate related scenario planning requirements will be one major new program area. Another new state mandated focus area will be developing and implementing housing analyses and strategies to address housing availability and affordability. Climate and housing mandates represent a dramatic increase in the planning work program and are the driver for the mid-cycle 2022 staffing increase. The second key area of service level change will be the programming and work planning of several large one-time increases in state and federal revenues for a variety of projects to address both infrastructure needs and affordable housing, unhoused and social services. The third area of note is the continued strong development market and the projected continuation of record-breaking development numbers. The context for these new programs and projects is a very tight labor market compounded by the evolving post pandemic workplace and the high cost of housing in the metro area. Community Development is experiencing retirement and pandemic related turn over and continues to prioritize recruiting while existing staff manage work priorities with an ongoing 10-15% FTE vacancy rate. This 'perfect storm' of state mandates, upside funding awards, strong development including significant urban renewal projects, and staffing challenges will require thoughtfulness, intention and patience as we move into new territory in FY2023.

#### Environmental Services Division

Increased service level changes are anticipated with two National Pollution Discharge Elimination System (NPDES) permits that have been issued (or will to be issued) by the Oregon Department of Environmental Quality (DEQ). In June 2021, after a multiple year work effort to resolve permit litigation, the City was reissued an updated NPDES Phase II Stormwater Permit. Increased regulatory requirements contained within the reissued permit will result in additional level of effort across the department, including infrastructure maintenance, code/ordinance updates, implementation of new development standards, and other water quality programmatic requirements. Additionally, the MWMC is expected to receive a renewed NPDES wastewater permit in the first quarter of FY 23. Staff anticipates this renewed permit to result in additional work effort in the coming budget year, including tasks to update the MWMC's 20-year Facilities Plan and regional wastewater system development charge methodology. Staff also expects additional effort related to the MWMC's Capital Improvement Program, Pretreatment program, and public education and outreach efforts.

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## Operations Division

The OPS division has experienced significant personnel turnover over the last two budget cycles due to a higher volume of staff retirements, which has corresponding implications on the reduction on field work experience and program accomplishments. OPS continues to focus on resurrecting preventive maintenance treatments on City residential streets including crack and slurry sealing; address surface stormwater bioswales and subsurface pipe maintenance needs to improve operational efficiency; perform repair and construction on wastewater pipe and manholes; support flow monitoring and system hydraulic modeling to provide system conveyance data that is used to inform the sanitary sewer master plan update; implement a public community engagement program to provide important community outreach related to Operations and Engineering program objectives. Additionally, Operations has been without custodian services since April 2020 when the contract for services was discontinued due to Covid. With the hire of a Custodian/Maintenance Attendant, consistent cleaning/sanitizing will occur throughout the complex and routine facility upkeep will be accomplished.

## **Accomplishments FY22**

### Community Development

- **Continuity of Development Services** – Processed a record number of development applications and permits in a hybrid remote/in person pandemic environment.
- **Franklin Blvd Phase 2** – Awarded \$19.2 million Federal RAISE Grant with Eugene for next phases of construction on Franklin Blvd. Continued to design Springfield Phase.
- **Springfield Development Code Update** – Integrated new state legislation into the Draft Development Code amendments. Council and Board of County Commissioners adoption is anticipated June 2022.
- **Glenwood Riverfront** – Completed a conceptual design for stormwater management for the Phase 1 Glenwood Refinement Plan to inform infrastructure planning and re-development.
- **FEMA Flood Plain Ordinance** – The City and Lane County adopted code amendments required to implement federal flood plain regulation changes that provide the basis for development in floodplain areas and qualify homeowners for new or ongoing discounted flood insurance rates.
- **Street Bond Project Delivery** – The final 2018 Street Bond project, improvements to Centennial Blvd, is scheduled to be under construction summer 2022.
- **Completed ODOT Negotiations for HB2017 42<sup>nd</sup> Street Earmark, and Pioneer Parkway Jurisdictional Transfer** – ODOT transferred Pioneer Parkways East and West to the City, from S. A Street to Oregon 126. In FY2023 ODOT expects to make the \$12 million from HB2017 to the City for improvements to the 42<sup>nd</sup> St corridor.
- **Comprehensive Plan Map Clarification Project** – Launched project to convert vague metro plan map to property-specific Comprehensive Plan Map for Springfield.

### Environmental Services Division

- **Renewable Natural Gas Project** - Construction was completed for the MWMC's Renewable Natural Gas (RNG) project and the system is up and running. This project will allow the MWMC to sell upgraded biogas derived from anerobic digesters at the wastewater plant as renewable fuel through offtake agreements. The MWMC will receive revenue from environmental credits associated with the RNG as well as through sale of the gas.
- **MWMC Partnership Video** – Staff created a video to promote and share with community members, elected officials and other partners that covers the importance of clean water and the MWMC's role in providing clean water in the Eugene-Springfield metropolitan area.
- **National Awards** – The MWMC and the City of Springfield were recognized by the National Association of Clean Water Agencies in Phoenix, AZ, winning three National Environmental Achievement Awards. Awards were received in the categories of: Individual (Todd Miller),



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Public Information and Education: E-Media (MWMC Partnership Video) and Public Information and Education: Educational (Springfield CMOM Video).

- **NPDES Wastewater Permit** - It is anticipated that DEQ will reissue the jointly held NPDES wastewater permit for the MWMC, Springfield and Eugene in early FY23. To date, a significant level of effort from Springfield, Eugene and MWMC Legal Counsel has occurred with DEQ.
- **Upstream Art Contest** - The City of Springfield's 6th Annual Upstream Art Contest was held to promote education and protection of stormwater quality in Springfield.
- **Clean Water University** - Clean Water University was successfully delivered virtually for the second year in a row. Online content was provided to 5<sup>th</sup> grade teachers within the Eugene 4J, Springfield, and Bethel School Districts. Nine schools participated in the program. Staff looks forward to a return to the in-person event next fall.

## Operations

- **Street Maintenance Management** – Cracked sealed 15 lane miles on City local residential streets in preparation of the FY23 slurry seal project – coordinated mapping and segment information to be utilized in the design and project development with Lane County. Completed approximately 2,800 linear feet of thin lift overlay on 31<sup>st</sup> Street and 33<sup>rd</sup> Street between Industrial Avenue and Olympic Street.
- **Open Spaces (Street Tree and Surface Drainage Management)** – Performed approximately 700 tree trimming services and/or removal requests and planted approximately 80 trees. Sediment removal from 2,000 feet of roadside water conveyance ditches and canals, completed approximately 80 work orders for water quality facility maintenance (bio-swales) and contracted with youth organization to maintain over 20 acres of water quality facilities.
- **Safety and Training Coordinator** – Hired new staff to improve comprehensive safety and training programs; major initiatives include work with BOLI to indenture a new Maintenance Technician Apprentice Affirmative Action Plan, enhance the education and training curriculum, address training activities for safety-sensitive jobs, increase employee knowledge and develop operational skills and proficiency and mitigate employee risk exposure.
- **Main Street Emergency Pedestrian Safety Project** – Collaborated with ODOT to complete safety improvement initiatives on the Main/South A Streets corridor. The project included design and procurement to expedite replacement of over 200 existing streetlights converting to LED, and installation of 100 new LED fixtures, installation of new traffic signal controllers and cabinet upgrades, installation of passive pedestrian detection, and signing and striping upgrades.
- **GIS Data Services Replacement** – Moved Geographic Information Services, data services, from LCOG to an ESRI Geoportal platform hosted at Springfield. The project is the first step in a series of upgrades to provide improved geospatial data services for both employees and citizens.

## **Initiatives FY23**

### Community Development

- **Engage Climate Friendly Equitable Communities Rule Requirements** – Start unpacking and working through new state mandates for changes to transportation and land use plans, zoning, and the development code, as well as renewed scenario planning requirements and outcomes.
- **Housing Strategy** - Identify housing projects that meet community needs and make use of the various state and federal resources made available in our community through one-time funding allocations, distributed locally in response to the pandemic.
- **Springfield Development Code Update** – Implement newly adopted code sections and begin Phase 3, including Land Division regulations, natural resource protections, and mixed-use districts. Incorporate pending additional state laws and rules through the public process.

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- **Mill Street Improvement Project** – Prepare for the Mill Street improvement project including rehabilitate sanitary sewer lines and change electric service configuration. Complete final design.
- **Franklin Blvd Phase 2** – Complete Federal Grant Agreement with Eugene, complete Springfield Phase 2 design, begin scoping right of way needs.
- **Virtual Development Center** – Launch project to develop the Springfield Development Portal to improve access to land development and permitting services via the internet.
- **Street Bond Renewal** – Work with the Mayor and Council to determine Street Bond renewal options. Current Five Year \$10 million Bond approved by voters November 2018, levied July 2019, and eight funded projects delivered by Fall 2022.

### Environmental Services Division

- **Regional Capital Construction** - Initiate a \$30.9 million capital improvement program for the MWMC that funds regional wastewater planning and capital projects for FY23. Projects include an upgraded Administrative Operations Building, Class A Disinfection Facilities, Aeration Basin Improvements, Glenwood Pump Station Upgrades, Comprehensive Facility Plan Updates, and more.
- **Pure Water Partnership** – To meet thermal load (temperature) requirements associated with wastewater discharges at the treatment plant, the MWMC will continue participation with the Eugene Water and Electric Board to restore riparian areas along the McKenzie River by planting shade trees on select sites, including those burned in the Holiday Farm fire.
- **Comprehensive Facility Plan Update** -
- **MWMC Biocycle Farm** – The MWMC expects to complete harvest and associated replanting of Management Unit 3 (approximately 117 acres of poplar trees) at the MWMC's Biocycle Farm near Awbrey Lane in Eugene.
- **Clean Water University** – Clean Water University will return to an in-person event. The MWMC has a goal to expand public education and outreach associated with the Clean Water University to reach 25% of all 5<sup>th</sup> grade students in Eugene/Springfield service area.
- **NPDES Permit Implementation** – In FY 2022, staff will continue to implement requirements associated with the recently issued MS4 Phase II General Stormwater Permit. Additionally, the MWMC expects to begin implementing requirements associated with its renewed NPDES Wastewater Permit.

### Operations

- **LED Streetlight Upgrades** - Complete Citywide LED streetlight replacement project for energy, operations, and maintenance savings; this initiative will entail researching lighting technology and financing options.
- **ODOT All Roads Transportation Safety** - Guide and support City capital project development and construction of safety enhancements at all City owned traffic signals, and a new RFB pedestrian crossing of Gateway Street. Guide and support ODOT's project delivery of safety enhancements at all ODOT owned traffic signals in City.
- **Street and Right of Way Management** - Complete comprehensive street condition survey in 2022 by way of contractual services using high tech digital cameras and laser devices. Complete 3,000 feet of thin lift overlay on unimproved residential streets. Complete 14 lane miles of crack sealing on residential and collector streets. Plant 100 street trees utilizing Operations staff and contractual services.
- **Surface Drainage Management** – Complete sediment removal from conveyance channels (i.e., 69<sup>th</sup> street channel) and reconstruct 2 forebays on water quality facilities and inspect/maintain 100+ additional facilities.

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- **42<sup>nd</sup> Street Levee Feasibility Study** - Initiate a Feasibility Study with the Army Corps of Engineers to determine whether a federal nexus exists for addressing deficiencies in the Levee. The timeline to complete the Study is about 3 years.
- **Facilities Management Systems Upgrade** – Complete the movement of all fixed asset data services into the ESRI Geoportal environment and update the asset management systems in fully integrate with the ESRI Geoportal.

### Future Year Considerations FY24-FY26

#### Community Development

- **Planning** – Manage public processes and draft and implement new mandated state rules through amendments to the Springfield Comprehensive Plan, Transportation System Plan, Zoning Districts and Development Code required by the 2022 Climate Friendly Equitable Communities Rules. Undertake city-specific and metro-wide mandated Green House Gas Reduction Scenario Planning, complete public process and adopt required amendments to the Comprehensive Plan, Transportation System Plan, Regional Transportation Plan, Development Code and other areas as required.
- **Housing** – Based on progress implementing the city’s Housing Strategy, reassess the city’s housing capacity and residential land supply and create a housing production strategy to address the identified housing needs. Continue to respond to new state mandates for middle housing and other legislation. Process and manage one-time Covid related spending on identified projects.
- **Infrastructure** – Plan, design and deliver a robust capital infrastructure program including Mill Street, Q Street, 42<sup>nd</sup> Street, and Franklin Phase 2 reconstruction; identify 42<sup>nd</sup> Street Levee improvements or reconstruction; complete ODOT Federal Aid Certification process; identify funding and construct infrastructure to entitle Glenwood redevelopment.

#### Environmental Services Division

- **NPDES Stormwater Permit** – The DEQ “reissues” the City’s NPDES Stormwater Permit every 5 years. Each reissued permit contains additional water quality standards and requirements the City will need to meet. Staff expects the City will receive a subsequent reissued NPDES Stormwater Permit in 2024.
- **Stormwater Codes/Standards Update** - Requirements in the MS4 Stormwater permit for stormwater runoff will need to be implemented. An increased level of service associated with staffing across DPW will be felt, including areas such as water quality facility maintenance, inspections, development code updates, etc.
- **TMDL IP** - Compliance requirements associated with Springfield’s Total Maximum Daily Load Implementation Plan and associated programs will need to be implemented.
- **Resiliency Follow-Up** – The MWMC expects to continue to implement the recommendations outlined in the MWMC’s Disaster Recovery and Mitigation Plan for major regional wastewater infrastructure, following the guidance outlined in the state’s Oregon Resilience Plan.
- **SDC Methodology** – Upon completion of the MWMC’s updated Comprehensive Facility Plan, the regional wastewater Systems Development Charge Methodology will need to be updated.

#### Operations

- **All Roads Transportation Safety Projects** - Design and construct both systemic and spot location projects as identified and funded by ARTS program. Probable locations include Main Street from 20<sup>th</sup> Street to 70<sup>th</sup> Street, Gateway Street intersections, Mohawk Blvd. intersections, Centennial Blvd. from Mohawk Blvd. to Prescott Street.
- **Comprehensive Street Management Tool** - Research and develop contract that utilizes laser street condition assessment that will provide improved identification of preventive maintenance



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and rehabilitation needs. These data sets will inform City operations and capital improvement project planning and state HB2017 reporting requirements.

- **City Right of Way Tree Infill** – Improve urban tree canopy in our community by continuing to build the cities tree asset inventory, working with Team Springfield partners, and research community volunteer potential for building Springfield tree canopy management plan.
- **City Street Repair Backlog** - In 2016 the City had a \$30 million backlog of needed street repairs and limited funding to address it. As of 2022 the current backlog continues to grow and is approaching \$60 million. New state gas tax revenue associated with House Bill 2017 has helped to stabilize the Street Fund and ensure continuation of existing services. Staff will be reassessing street conditions to meet biennial reporting requirements to ODOT as required by HB2017, and it is likely that the cost of the backlog has grown. Financial projections indicate that the new revenue will not be sufficient to eliminate the capital backlog directly though it should enhance the City's ability to provide local match for federal and state transportation dollars.
- **City Facilities Repair and Replacement Funding** - As City-owned facilities such as City Hall, Justice Center and Booth Kelly age, it will become necessary to identify resources to provide for major building system replacement/renovation/repair. Department staff has developed a comprehensive project list and estimated costs, but limited capital dollars are available to address the need. Staff will continue internal conversations about how to address the project list and will seek guidance from budget team and City Council regarding strategies.
- **GIS Strategic Plan** – Start a GIS strategic planning exercise for Operations. The deliverables from this plan will define a roadmap for GIS projects over the next several years. Anticipated projects may include: expanded facilities management analysis, improved tools for field workers, remote sensing applications and better information sharing with community.

### Financial Summary by Fund

	FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
100 General Fund	2,625,364	2,886,553	2,820,825	3,105,437
201 Street Fund	5,983,620	6,037,264	6,469,325	6,951,767
204 Special Revenue Fund	15,627	743,243	5,283,666	1,034,827
208 Transient Room Tax Fund	92,545	39,893	24,909	32,874
210 Community Development Fund	1,174,192	1,134,612	2,120,076	1,321,783
224 Building Code Fund	1,056,808	1,103,928	1,411,615	1,396,226
433 Regional Wastewater Capital Fund	564,056	1,510,431	3,678,700	3,896,000
434 Street Capital Fund	3,923	162,474	166,026	137,069
612 Regional Wastewater Fund	17,196,815	17,243,644	20,592,373	22,115,080
618 Booth-Kelly Fund	460,999	398,756	753,822	529,946
713 Vehicle & Equipment Fund	1,366,930	1,137,876	2,518,113	948,400
719 SDC Administration Fund	338,636	336,844	412,155	469,638
617 Storm Drainage Fund	5,063,013	5,380,372	6,902,919	6,969,180
611 Sanitary Sewer Fund	3,489,647	3,875,160	4,884,271	5,013,493
<b>Grand Total</b>	<b>\$ 39,432,177</b>	<b>\$ 41,991,050</b>	<b>\$ 58,038,795</b>	<b>\$ 53,921,720</b>

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## Financial Summary by Program

		FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
Active Programs	1014 Engineering	2,476	2,295,721	2,716,535	2,873,326
	1015 Infrastructure Planning	(231)	254,903	1,225,361	427,404
	1021 Emergency Management	-	42	292,806	286,508
	1023 Community Events	179,617	170,213	236,197	254,358
	1024 Survey	9,757	440,277	552,389	561,798
	1025 Operations Training and Safety Programs	40,529	14,399	52,210	52,598
	1028 Business Licensing	1,043	66,413	71,409	75,386
	1030 Building Plan Review	212,185	201,967	315,897	297,232
	1032 Building Field Inspections	124,775	810,188	994,875	962,804
	1036 Housing and Community Development	127,310	1,143,118	2,205,083	1,902,550
	1038 Comprehensive Land Use Planning	290,495	341,717	580,864	616,392
	1039 Development Review	795,209	829,420	942,280	1,008,852
	1040 Development Code Updates and Maintenance	200,590	228,215	284,061	262,774
	1041 Code Enforcement	239,478	311,559	342,676	361,651
	1044 Stormwater Fiscal Mgmt and Customer Services	529,547	613,984	636,581	723,996
	1045 Stormwater Regulatory Administration	739,928	750,295	849,419	929,910
	1048 Land Drainage & Alteration Permit	4,652	293,812	286,700	299,910
	1049 Surface Stormwater Management	400,711	459,118	1,672,591	1,561,344
	1050 Open Spaces	379,777	375,892	887,212	892,434
	1053 Subsurface Drainage and Repair	460,784	487,891	972,583	995,798
	1056 Regional Wastewater Administration	3,095,346	3,217,723	3,971,220	4,346,812
	1057 Industrial Pretreatment	474,269	490,358	552,459	566,693
	1058 Regional Wastewater Operations	14,175,806	15,019,115	19,740,819	21,081,000
	1059 Wastewater Fiscal Mgmt and Customer Services	590,610	645,969	694,999	779,724
	1062 Wastewater, Repair, Locates and CMOM	1,400,677	1,402,108	1,920,131	2,018,622
	1064 Capacity Management Operations & Maintenance	5,404	10,385	10,438	10,718
	1065 Transportation Planning	334,052	354,537	504,509	463,445
	1067 Street Sweeping	560,226	600,529	540,625	455,889
	1068 Bicycle Facilities and Programs	81,154	81,914	109,806	110,838
	1069 Locates and Encroachments	289,395	352,024	386,936	414,514
	1070 Street and ROW Management	1,114,923	1,169,942	1,302,315	1,288,810
	1072 Traffic System Engineering and Management	358,448	445,152	2,072,934	2,165,295
	1077 Transient Related Issues	27,280	34,675	37,000	37,000
	7000 Department Administration	60,557	272,909	508,730	562,821
	7022 City Facilities, Maintenance and Custodial Service:	547,271	559,391	835,725	953,007
	7024 Fuel Facility Operations and Management	497,525	494,776	558,100	573,700
	7026 Vehicle & Equipment Services	234,749	243,349	251,700	448,369
	7031 Annual Audit	-	350	-	-
	7082 GIS	-	-	-	1,046,634
	7900 Real Property Management	151,547	131,578	455,793	152,681
	7902 Booth Kelly	218,141	180,487	-	313,450
	7904 Depot	7,484	8,615	-	13,500
	8800 Capital Projects	19,614	423,118	4,985,034	382,473
	8810 MWMC Capital	1,872	6,179	4,000	14,000
	9000 Non-Program	747,432	643,100	1,960,013	374,700
<b>Active Programs Total</b>		<b>29,732,415</b>	<b>36,877,428</b>	<b>57,521,012</b>	<b>53,921,720</b>

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## Financial Summary by Program, Continued

	FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
Inactive Programs _ Not Available	135	-	-	-
0000 Revenues	(10)	100	-	-
1007 Urban Renewal Management	0	-	-	-
1014 Engineering	-	(35)	-	-
1021 Emergency Management	478,919	1,328,134	-	-
1022 Intergovernmental Relations	38,888	39,455	-	-
1023 Community Events	30,939	92	-	-
1024 Survey	403,045	-	-	-
1026 Buildings & Facilities Planning	4,552	7,617	6	-
1027 Building and Facility Architectural & Engineering	4,512	5,425	-	-
1028 Business Licensing	57,935	70	-	-
1029 Licensing and Franchising	(33)	2	-	-
1030 Building Plan Review	33,103	-	-	-
1031 Mechanical Inspections	122,773	445	-	-
1032 Building Field Inspections	12,322	-	-	-
1033 Electrical Inspections	241,153	1,930	-	-
1034 Plumbing Inspections	210,869	71	-	-
1035 Affordable Housing	1,054,454	22	-	-
1037 Social Services	95,512	-	-	-
1038 Comprehensive Land Use Planning	28,297	15,210	-	-
1039 Development Review	103,013	-	-	-
1040 Development Code Updates and Maintenance	32,220	2,595	-	-
1041 Code Enforcement	23,290	-	-	-
1042 Floodplain Management	22,823	816	-	-
1043 Historic Preservation	10,723	3,897	-	-
1044 Stormwater Fiscal Mgmt and Customer Services	387	-	-	-
1045 Stormwater Regulatory Administration	4	15	-	-
1046 Stormwater Planning	57,060	95	-	-
1047 Stormwater Engineering	688,865	17,641	-	-
1048 Land Drainage & Alteration Permit	268,569	-	-	-
1051 Landscape Maintenance	405,179	434,649	-	-
1052 Surface Drainage Maintenance	808,277	864,140	-	-
1054 Subsurface Drainage Repair	128,525	139,752	-	-
1055 Stormwater Illicit Discharge	0	-	-	-
1056 Regional Wastewater Administration	3,584	525	-	-
1057 Industrial Pretreatment	-	7,588	-	-
1059 Wastewater Fiscal Mgmt and Customer Services	1,137	7,938	-	-
1060 Wastewater Planning	76,868	95	-	-
1061 Wastewater Engineering	615,812	9,730	-	-
1063 Wastewater Maintenance Repair	164,633	182,065	-	-
1064 Capacity Management Operations & Maintenance	90,684	54,241	-	-
1065 Transportation Planning	23,419	-	-	-
1066 Street Engineering	873,582	12,988	-	-
1069 Locates and Encroachments	55,766	-	-	-
1071 Street Sidewalk Maintenance and Preservation	74,076	90,417	-	-
1072 Traffic System Engineering and Management	11,273	10,538	-	-
1073 Traffic Operations -Signal Maintenance and Repai	545,934	504,851	-	-
1074 Traffic Operations -Signs and Pavement Markings	379,236	386,358	-	-
1075 Street Lighting	559,746	745,934	17,777	-
1077 Transient Related Issues	4,406	-	-	-
1105 Community Outreach	-	4	-	-
7000 Department Administration	474,538	18,169	-	-

# DEVELOPMENT & PUBLIC WORKS

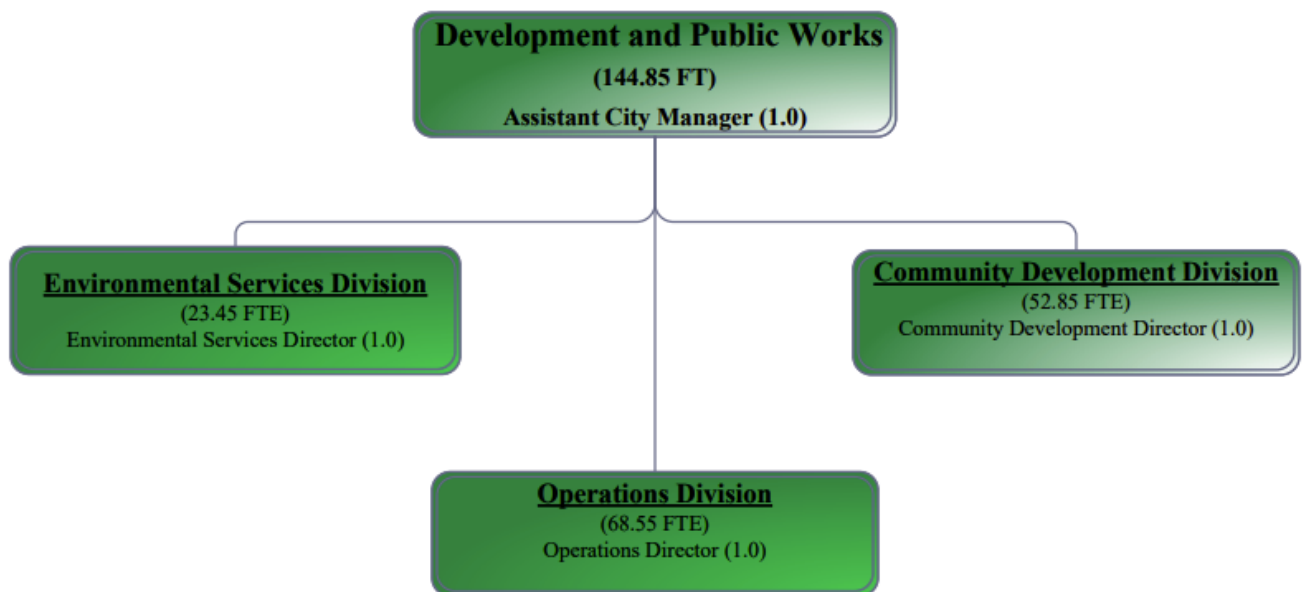
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## Financial Summary by Program, Continued

		FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
Inactive Programs	7005 City-Wide Management & Oversight	-	276	-	-
	7020 Real Property Management	12	14,732	-	-
	7023 Facilities Maintenance-Custodial Services	198,697	183,347	-	-
	7025 Vehicle & Equipment Services	86	552	-	-
	7035 Municipal Court Administration	188	-	-	-
	7072 Land Management Systems	3	-	-	-
	7900 Real Property Management	20,922	-	-	-
	7901 Miscellaneous Leased Property	(0)	3,821	-	-
	7903 Carter Building	19,751	17,314	250,000	-
	8800 Capital Projects	17,139	-	250,000	-
	9000 Non-Program	121,974	-	-	-
<b>Inactive Programs Total</b>		<b>9,699,762</b>	<b>5,113,621</b>	<b>517,783</b>	<b>-</b>
<b>Grand Total</b>		<b>\$ 39,432,177</b>	<b>\$ 41,991,050</b>	<b>\$ 58,038,795</b>	<b>\$ 53,921,720</b>

## Organizational Chart



## DEVELOPMENT & PUBLIC WORKS

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### Summary of Full-Time Equivalent by Position

	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
Admin Specialist-Annexation	1.00	1.00	1.00	1.00
Administrative Specialist	7.00	7.00	7.00	7.00
Bldg Maint Worker	2.00	2.00	2.00	2.00
Building Inspector	3.00	3.00	3.00	3.00
Building Official	1.00	1.00	1.00	1.00
City Surveyor	1.00	1.00	1.00	1.00
Civil Engineer	5.00	5.00	5.00	5.00
Civil Engineer, Managing	3.00	3.00	3.00	3.00
CMD Business Systems Analyst	1.00	-	1.00	1.00
Code Enforce Officer	2.00	2.00	2.00	2.00
Communications Coordinator	1.00	3.00	3.00	3.00
Community Development Analyst	1.00	1.00	1.00	1.00
Construction Inspector	4.00	4.00	4.00	4.00
Contract Analyst	1.00	1.00	1.00	1.00
Current Planning Supervisor	1.00	1.00	1.00	1.00
Custodian	2.00	2.00	2.00	2.00
Design & Construction Coord	2.00	2.00	2.00	2.00
DPW Community Development Dir	1.00	1.00	1.00	1.00
DPW Environmental Services Dir	1.00	1.00	1.00	1.00
DPW Operations Director	1.00	1.00	1.00	1.00
Emergency Management Manager	1.00	1.00	1.00	1.00
Engineering Assistant	-	1.00	1.00	1.00
Engineering Division Manager	1.00	1.00	1.00	1.00
Engineering Technician	4.00	6.00	6.00	6.00
Engineer-In-Training	1.00	1.00	1.00	1.00
Environ Svcs Program Manager	1.00	1.00	1.00	1.00
Environ Svcs Super	3.00	3.00	3.00	3.00
Environmental Mngmnt Analyst	1.00	1.00	1.00	1.00
Environmental Services Tech	4.00	4.00	4.00	4.00
Environmental Svs Mgmt Analyst	1.00	1.00	1.00	1.00
Finance Management Analyst	1.00	-	-	-
GIS Analyst	-	-	-	2.80
GIS Database Administrator	-	-	-	1.00
GIS Manager	-	-	-	1.00
Housing Programs Assistant	1.00	1.00	1.00	1.00
Housing Specialist (ARPA)	-	-	-	1.00
Infrastructure Systems Spc	1.00	1.00	1.00	1.00

## DEVELOPMENT & PUBLIC WORKS

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### Summary of Full-Time Equivalent by Position Cont.

	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
Lead Communications Coord	1.00	1.00	1.00	1.00
Maint Tech Crew Chief	5.00	5.00	5.00	5.00
Maint Tech, Apprentice	9.00	13.00	13.00	13.00
Maint Tech, Journey	16.00	15.00	15.00	15.00
Maintenance Supervisor	5.00	5.00	5.00	4.00
Maintenance Worker	1.25	1.25	1.25	1.25
Maintenance Worker, Seasonal	0.75	0.75	0.75	0.75
Management Analyst	2.00	2.00	2.00	2.00
Mechanic	2.00	2.00	2.00	2.00
MWMC Environmental Manager	1.00	-	1.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
OPS Custodial Staff	1.00	1.00	-	1.00
Permit Specialist	1.00	1.00	1.00	1.00
Permit Technician	2.00	2.00	2.00	2.00
Planner	2.00	2.00	2.00	2.00
Planner, Senior	4.80	4.80	4.80	4.80
Planner, Senior	1.00	1.00	1.00	1.00
Planner, Senior (ARPA)	-	-	-	2.00
Planning Section Manager	1.00	1.00	1.00	1.00
Plans Examiner	2.00	2.00	2.00	2.00
Programmer Analyst	1.00	1.00	1.00	1.00
Safety & Training Coordinator	-	-	-	1.00
Seasonal Maintenance Worker	0.75	0.75	0.75	0.75
Security Attendant	1.00	1.50	1.50	1.50
Survey Party Chief	1.00	1.00	1.00	1.00
Surveyor	1.00	1.00	1.00	1.00
Traffic Engineer	1.00	1.00	1.00	1.00
Traffic Engineering Technician	1.00	1.00	1.00	1.00
Traffic Maintenance Technician	1.00	1.00	1.00	1.00
Traffic Signal Electrician	1.00	1.00	1.00	1.00
Traffic/Capital Projects Engineer	-	-	1.00	1.00
<b>Grand Total</b>	<b>128.55</b>	<b>134.05</b>	<b>136.05</b>	<b>144.85</b>

## DEVELOPMENT & PUBLIC WORKS

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### Summary of Full-Time Equivalent by Fund

	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
100 General Fund	20.18	20.53	20.48	21.05
201 Street Fund	30.05	31.18	32.18	32.46
204 Special Revenue Fund	-	-	0.50	4.50
208 Transient Room Tax Fund	0.75	0.24	0.12	0.17
210 Community Development Fund	2.10	2.00	2.00	2.00
224 Building Code Fund	7.54	7.54	7.59	7.79
611 Sanitary Sewer Fund	17.62	20.68	20.24	22.53
612 Regional Wastewater Fund	15.68	15.90	16.68	16.85
617 Storm Drainage Fund	31.13	32.88	33.11	34.44
618 Booth-Kelly Fund	1.25	0.90	0.86	0.86
719 SDC Administration Fund	2.25	2.20	2.13	2.20
<b>Grand Total</b>	<b>128.55</b>	<b>134.05</b>	<b>135.88</b>	<b>144.85</b>

# DEVELOPMENT & PUBLIC WORKS

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## Summary of Full-Time Equivalent by Program

		FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
Active Programs	1014 Engineering	-	16.34	16.65	16.58
	1015 Infrastructure Planning	-	1.00	1.10	1.00
	1021 Emergency Management	1.00	1.00	1.00	1.00
	1023 Community Events	1.55	1.54	1.42	1.47
	1024 Survey	3.00	3.00	3.00	3.00
	1025 Operations Training and Safety Programs	0.20	0.20	0.20	0.20
	1028 Business Licensing	0.61	0.61	0.61	0.61
	1030 Building Plan Review	1.83	1.83	1.83	1.83
	1032 Building Field Inspections	1.03	5.27	5.27	5.27
	1036 Housing and Community Development	0.70	2.05	2.05	3.05
	1038 Comprehensive Land Use Planning	2.34	2.28	2.13	4.14
	1039 Development Review	6.32	6.69	6.69	6.85
	1040 Development Code Updates and Maintenance	1.37	1.47	1.55	1.54
	1041 Code Enforcement	2.44	2.44	2.38	2.37
	1044 Stormwater Fiscal Management and Customer Services	0.87	0.87	0.87	0.87
	1045 Stormwater Regulatory Administration	4.85	4.60	4.60	4.60
	1048 Land Drainage & Alteration Permit	1.70	1.70	1.70	1.70
	1049 Surface Stormwater Management	3.35	3.82	9.03	9.26
	1050 Open Spaces	2.27	2.06	4.94	4.94
	1053 Subsurface Drainage and Repair	3.51	4.47	6.21	6.21
	1056 Regional Wastewater Administration	12.43	12.65	13.44	13.60
	1057 Industrial Pretreatment	3.25	3.25	3.25	3.25
	1059 Wastewater Fiscal Management and Customer Services	1.13	1.13	1.13	1.13
	1062 Wastewater Preventive, Repair, Locates and CMOM	7.30	8.54	10.28	10.40
	1064 Capacity Management Operations & Maintenance (CMOM)	0.34	0.38	0.07	0.07
	1065 Transportation Planning	1.85	2.01	1.94	1.74
	1067 Street Sweeping	2.92	3.12	3.27	2.77
	1068 Bicycle Facilities and Programs	0.42	0.41	0.42	0.44
	1069 Locates and Encroachments	2.26	2.41	2.41	2.41
	1070 Street and ROW Management	5.66	6.63	7.22	6.37
	1072 Traffic System Engineering and Management	2.41	2.40	7.92	7.92
	7000 Department Administration	3.06	2.09	2.09	2.29
	7022 City Facilities Operations, Maintenance and Custodial Services	4.75	4.60	6.68	7.63
	7026 Vehicle & Equipment Services	2.00	2.00	2.00	3.00
	7082 GIS	-	-	-	4.80
	7900 Real Property Management	0.89	0.54	0.54	0.54
<b>Active Programs Total</b>		<b>89.61</b>	<b>115.40</b>	<b>135.88</b>	<b>144.85</b>



## DEVELOPMENT & PUBLIC WORKS

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### Summary of Full-Time Equivalent by Program Cont.

	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
Inactive Programs 1022 Intergovernmental Relations	0.05	0.05	-	-
1026 Buildings & Facilities Planning	0.04	0.08	-	-
1027 Building and Facility Architectural & Engineering	0.04	0.04	-	-
1031 Mechanical Inspections	1.03	-	-	-
1033 Electrical Inspections	1.72	-	-	-
1034 Plumbing Inspections	1.49	-	-	-
1035 Affordable Housing	1.45	-	-	-
1042 Floodplain Management	0.13	-	-	-
1043 Historic Preservation	0.15	-	-	-
1046 Stormwater Planning	0.34	-	-	-
1047 Stormwater Engineering	5.04	-	-	-
1051 Landscape Maintenance	3.01	2.93	-	-
1052 Surface Drainage Maintenance	5.31	5.20	-	-
1054 Subsurface Drainage Repair	0.86	1.20	-	-
1060 Wastewater Planning	0.47	-	-	-
1061 Wastewater Engineering	4.88	-	-	-
1063 Wastewater Maintenance Repair	0.93	1.24	-	-
1066 Street Engineering	4.41	-	-	-
1071 Street Sidewalk Maintenance and Preservation	0.57	0.70	-	-
1073 Traffic Operations -Signal Maintenance and Repair	2.32	2.59	-	-
1074 Traffic Operations -Signs and Pavement Markings	2.02	1.93	-	-
1075 Street Lighting	0.69	0.69	-	-
7023 Facilities Maintenance-Custodial Services	2.00	2.00	-	-
<b>Inactive Programs Total</b>	<b>38.94</b>	<b>18.65</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>	<b>128.55</b>	<b>134.05</b>	<b>135.88</b>	<b>144.85</b>

## DEVELOPMENT & PUBLIC WORKS

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### Performance Measures

#### Community Development

Performance measures for the Community Development division will be added in a future budget year.

#### Environmental Services

Measure	FY22 Target	FY22 Est. Actual	FY23 Target
1.) Resource Recovery: Construct Renewable Natural Gas (RNG) System and achieve full-scale production	Complete construction	Project acceptance; Begin injecting gas	Full scale production of RNG with \$1.5 million annual revenue
<b>Why this measure is important:</b> Eliminates flaring of methane gas from the treatment facility; additional revenue source for the regional wastewater program; Supports elements of the MWMC's Strategic Plan			
2.) Number of Illicit Discharge technical education and assistance sessions provided to target audiences	20	50	20
<b>Why this measure is important:</b> Protects sensitive environmental areas from illegal or overuse; required element of the City's NPDES Stormwater Permit			
3.) Community presentations regarding MWMC partnership, services and outcomes delivered jointly	4 presentations delivered by staff to groups in the service area	4 presentations delivered by staff to groups in the service area	4 presentations delivered by staff to groups in the service area
<b>Why this measure is important:</b> Achieves and maintains public awareness and understanding of the MWMC and the regional wastewater systems			
4.) Clean Water University	Deliver content virtually to 8 fifth grade classes	9 fifth grade classes participated virtually	Return to in-person format; Reach 25% of fifth graders in the MWMC service area
<b>Why this measure is important:</b> Promotes stormwater awareness in Springfield as required in NPDES Permit; Promotes partnership with the MWMC			
5.) Provide tours of regional MWMC facilities	Limited tours due to COVID-19 restrictions	Tours resumed in March 2022	Provide tours for > 1,000 people
<b>Why this measure is important:</b> Achieve and maintain public awareness and understanding of the MWMC and the regional wastewater systems; Supports elements of the MWMC's Strategic Plan			

## DEVELOPMENT & PUBLIC WORKS

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### Operations

Measure	FY22 Target	FY22 Est. Actual	FY23 Target
1.) Number of Safety/Training provided annually	12	15	15
<b>Why this measure is important:</b> Maintain OSHA compliance and ensure a safe/skilled workforce.			
2.) Number of trees planted	14 trees	80 trees	100 trees
<b>Why this measure is important:</b> To increase tree canopy which helps reduce urban heat, help reduce stormwater runoff, clean the air, and improve air quality and decrease circulation of greenhouse gases like carbon dioxide and ozone.			
3.) % of Wastewater Collection System TV inspected annually	15	20	20
<b>Why this measure is important:</b> Follows guidelines for Springfield's CMOM plan and ensures proper stewardship of city infrastructure.			
<b>Why was the target not met:</b> Lack of experienced operators and multiple equipment breakdown.			
4.) Number of kilowatt-hours per fixture per year	600	558	500
<b>Why this measure is important:</b> Tracking energy use per fixture is an objective measure of energy consumption over time and reflects one cost to operate the street light system.			
5.) Street Condition Index (SCI) average condition of local residentials and neighborhood collectors	15% of streets surveyed in good category	13% of streets in good category	15% of streets in good category
<b>Why this measure is important:</b> Staying current on street condition index allows for strategic planning and decision criteria for determining preservation maintenance and rehabilitation activities.			
<b>Why was the target not met:</b> Lack of experience with current staff.			

**Department Overview**

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

In addition to financial services, the operations of the Municipal Court are under the authority of the Finance Director. Municipal Court strives to maintain public confidence in the ability of the legal judicial system to uphold the rule of law, fairly and impartially resolve legal contests in a timely manner, and to compel compliance with the laws that protect the safety and quality of life in the community.

	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Amended</b>	<b>Proposed</b>
5 PERSONNEL SERVICES	2,078,430	2,169,923	2,327,525	2,485,807
6 MATERIALS & SERVICES	1,003,414	1,089,644	2,390,001	1,523,851
7 CAPITAL OUTLAY	92,192	8,366	-	-
<b>Grand Total</b>	<b>\$ 3,174,037</b>	<b>\$ 3,267,933</b>	<b>\$ 4,717,526</b>	<b>\$ 4,009,658</b>

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

**Budget Summary – FY2023****Staffing**

The Finance Department is made up of 19.14 FTE, an increase of 0.1 FTE over the prior year due to an increase to the FTE associated with the presiding judge position.

The Finance Department is split into two divisions, Municipal Court with eight FTE and the Finance Division with 11.14 FTE.

**Department Funding**

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

**Service Level Changes**

There are no service level changes proposed in the FY23 Finance Department budget.

**Accomplishments FY2022**

- **Certificate of Achievement for Excellence in Financial Reporting** – The Government Finance Officers Association (GFOA) awarded the City the Certificate of Achievement for Excellence in

Financial Reporting for its FY20 Comprehensive Annual Financial Report. This is the fortieth consecutive year that the City has achieved this prestigious award.

- **Update to Electric Utility Payment In-Lieu of Tax (PILOT) Agreement** – In cooperation with the City Attorney’s Office and the City Manager’s Office, successfully negotiated a new PILOT agreement between the City and the Springfield Utility Board that brings the agreement in alignment with other peer City’s.
- **Reorganize and Streamline Budget Document** – Finance staff have restructured content of the Budget document to better align with budget document best practices. The goal has been to create a GFOA award-winning document that is more accessible to the general public and still provides the right amount of information and detail that is conducive to the decision-making process.
- **Municipal Court Implemented A More Efficient Failure To Appear Process** - In FY22, Court staff changed their failure to appear process so that warrants for failures to appear were signed by the Judge and issued almost immediately as opposed to the previous process that could take several weeks. This change has helped ensure timely justice in the community with a case closure rate of 83% within 90 days and 96% within 1 year.

## Initiatives FY2023

- **Court Online Updates**– The Court is continuing to work on providing more accessible self-service information for the public online. Court staff are focusing on providing online access to commonly requested forms, useful links, court guidelines, and other important information. The goal will be for the public to utilize more information online and to free up staff resources to handle more complex in-person customer service needs.
- **Procurement Process Improvements** – Implement a software solution to increase the level of automation in the procurement and contracting process.
- **Court Security/Safety** – Staff will conduct an evaluation and implement courtroom security/safety options that meet the Council’s goal of providing a safe environment for court operations.
- **Utility Fund Financial Management** - In coordination with Development & Public Works, restructure an existing Finance Analyst position to better support Utility Fund financial management. Areas of focus will include long term financial planning, utility rate planning, and the evaluation of capital improvement needs relative to annual maintenance requirements.

## Three Year Considerations FY2024-FY2026

- **Mental Health Impact on the Courts** – Individuals who are caught up in the justice system and struggling with mental illness generally require more time and assistance, which results in greater costs to the City. In this time of limited resources, we will need to get creative to prevent individuals from being left without options and cycling through the system repeatedly. The court is currently involved as a participant in the Lane County Mental Health Summit, the Crisis Center Steering Committee, and actively involved in the FITT team and engaging the mental health needs of our community.
- **Performance Measures and Benchmarks** – With efforts underway in the City Manager’s Office to pursue a community branding and visioning initiative that will eventually lead to a strategic

plan, Finance staff will use the strategic plan as a foundation to develop performance measures and benchmarks, which allow us to demonstrate that we are maximizing the use of City resources in the delivery of services.

- **Long Range Financial Modeling** – Improve upon the City’s long range financial modeling to better identify longer range trends and produce more accurate forecasts. Improving the accuracy of our forecasts will aide City management in maximizing the use of the City’s limited resources so as to continue delivering the level of service our citizens have come to expect.
- **PeopleSoft Upgrade** – The City’s Oracle financial reporting software has been in use since 1998 and should be scheduled for a software version upgrade to 9.2. Done as an in-house project, it will require significant Finance and IT staff resources to complete, diverting staff resources from other needed initiatives and projects.
- **Legislation Impacting Court Operations** – New legislation and upcoming changes to the criminal justice system may change the ways courts operate and the practices they use to provide justice and ensure compliance. There is a continuing shift in the criminal justice system away from monetary penalties and more focus on providing substance abuse treatment, mental health resources, and community restoration options. Changes may increase operational costs while reducing the traditional revenues courts have previously seen. In the upcoming years, the Court will be monitoring and adapting to these changes.
- **Franchising and Licensing** – Currently, resources do not exist to allow for consistent audit/financial reviews of utility license holders. With the shift of this program into the Finance Department staff will evaluate the benefit of conducting more regular reviews and how to resource such an effort.

# FINANCE

Nathan Bell, Finance Director

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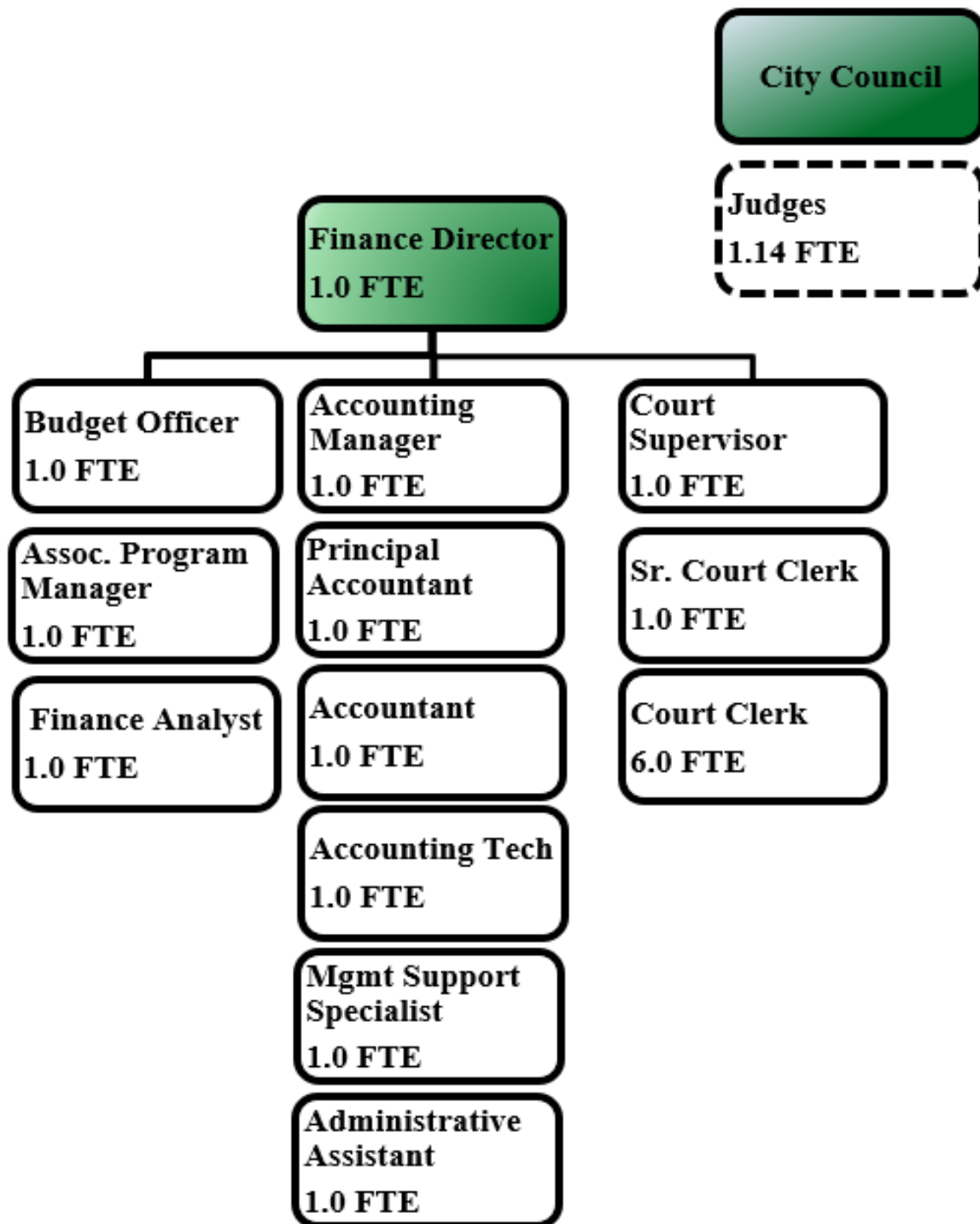
## Financial Summary by Fund

	FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
100 General Fund	2,267,870	2,240,963	2,411,951	2,590,964
201 Street Fund	-	38,982	55,075	68,156
204 Special Revenue Fund	21,714	-	1,000,000	14,000
210 Community Development Fund	21,807	21,106	24,590	26,041
236 Police Local Option Levy Fund	551,338	557,995	687,452	701,355
611 Sanitary Sewer Fund	16,296	41,775	53,109	61,922
612 Regional Wastewater Fund	151,966	158,703	181,869	187,593
617 Storm Drainage Fund	16,296	41,775	53,110	61,923
629 Regional Fiber Consortium Fund	100,257	123,659	211,150	252,150
713 Vehicle & Equipment Fund	3,634	8,951	-	500
719 SDC Administration Fund	22,857	34,023	39,222	45,054
<b>Grand Total</b>	<b>\$ 3,174,037</b>	<b>\$ 3,267,933</b>	<b>\$ 4,717,526</b>	<b>\$ 4,009,658</b>

## Financial Summary by Program

		FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
Active Programs	1044 Stormwater Fiscal Management	16,296	17,365	26,279	19,380
	1056 Regional Wastewater Administration	151,966	158,645	181,869	187,593
	1059 Wastewater Fiscal Management	16,296	17,423	26,279	19,380
	1200 Municipal Court Services	694,401	863,475	1,623,859	2,009,616
	7000 Department Administration	2,125	762	1,000,000	224,027
	7030 Accounting and Audit division	266,194	192,575	226,195	831,789
	7032 Budget and Procurement	368,957	444,147	522,440	465,224
	7150 Fiber Consortium	98,165	123,659	211,150	252,150
	9000 Non-Program	3,634	8,951	-	500
<b>Active Programs Total</b>		<b>1,618,035</b>	<b>1,827,002</b>	<b>3,818,071</b>	<b>4,009,658</b>
Inactive Programs	1012 City Prosecutor	140	140	-	-
	1029 Licensing and Franchising	7,573	3,496	9,976	-
	1030 Building Plan Review	50	-	-	-
	1033 Electrical Inspections	159	-	-	-
	7031 Annual Audit	381,590	443,133	408,278	-
	7033 Procurement and Contracts	142,784	99,799	98,558	-
	7034 Treasury Management	62,794	53,837	80,960	-
	7035 Municipal Court Administration	340,145	248,280	301,684	-
	7036 Case Management	397,813	376,791	-	-
	7037 Court Accounts Receivables	119,467	110,643	-	-
	7038 General Services & Cust. Support	103,487	103,357	-	-
	7053 Talent Acquisition	-	1,455	-	-
<b>Inactive Programs Total</b>		<b>1,556,001</b>	<b>1,440,931</b>	<b>899,455</b>	<b>-</b>
<b>Grand Total</b>		<b>\$ 3,174,037</b>	<b>\$ 3,267,933</b>	<b>\$ 4,717,526</b>	<b>\$ 4,009,658</b>

## Organizational Structure



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



## Summary of Full-Time Equivalent by Position

	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
Accountant	1.00	1.00	1.00	1.00
Accounting Manager	1.00	1.00	1.00	1.00
Accounting Technician	2.00	1.00	1.00	1.00
Administrative Assistant	0.70	1.00	1.00	1.00
Associate Program Manager	1.00	1.00	1.00	2.00
Budget Officer	1.00	1.00	1.00	1.00
Court Clerk	6.00	6.00	6.00	6.00
Court Supervisor	1.00	1.00	1.00	1.00
Finance Director	1.00	1.00	1.00	1.00
Finance Management Analyst	-	1.00	1.00	-
Judge	0.70	0.70	0.70	0.80
Judge Pro-Tem	0.34	0.34	0.34	0.34
Management Analyst	1.00	1.00	1.00	1.00
Management Support Specialist	2.00	2.00	2.00	2.00
<b>Grand Total</b>	<b>18.74</b>	<b>19.04</b>	<b>19.04</b>	<b>19.14</b>

## Summary of Full-Time Equivalent by Fund

	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
100 General Fund	15.09	14.39	14.39	14.49
201 Street Fund	-	0.40	0.40	0.40
210 Community Development Fund	0.22	0.22	0.22	0.22
236 Police Local Option Levy Fund	2.23	2.23	2.23	2.23
612 Regional Wastewater Fund	0.88	0.88	0.88	0.88
719 SDC Administration Fund	0.13	0.23	0.23	0.23
611 Sanitary Sewer Fund	0.10	0.35	0.35	0.35
617 Storm Drainage Fund	0.10	0.35	0.35	0.35
<b>Grand Total</b>	<b>18.74</b>	<b>19.04</b>	<b>19.04</b>	<b>19.14</b>

# FINANCE

Nathan Bell, Finance Director

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## Summary of Full-Time Equivalent by Program

		FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
Active Programs	1044 Stormwater Fiscal Mgmt and Customer Services	0.10	0.10	0.10	0.10
	1056 Regional Wastewater Administration	0.88	0.88	0.88	0.88
	1059 Wastewater Fiscal Mgmt and Customer Services	0.10	0.10	0.10	0.10
	1200 Municipal Court Services	7.83	7.83	7.63	9.14
	7000 Department Administration	-	-	-	1.00
	7030 Accounting and Audit division	2.44	1.71	1.95	5.27
	7032 Budget and Procurement	2.29	3.29	3.37	2.65
<b>Active Programs Total</b>		<b>13.64</b>	<b>13.91</b>	<b>14.03</b>	<b>19.14</b>
Inactive Programs	7033 Procurement and Contracts	0.99	0.99	0.67	-
	7034 Treasury Management	0.12	0.12	0.12	-
	7035 Municipal Court Administration	1.26	1.26	1.46	-
	7031 Annual Audit	2.74	2.77	2.77	-
<b>Inactive Programs Total</b>		<b>5.10</b>	<b>5.13</b>	<b>5.01</b>	<b>-</b>
<b>Grand Total</b>		<b>18.74</b>	<b>19.04</b>	<b>19.04</b>	<b>19.14</b>

## Performance Measures

Measure	FY22 Target	FY22 Est. Actual	FY23 Target
1.) Court- Age of Active Pending Cases	25% < 0-90 Days Old 90% < 365 Days Old	26% < 90 Days Old 91% < 365 Days Old	25% < 0-90 Days Old 95% < 365 Days Old
<b>Why this measure is important:</b> Having an accurate inventory of active pending cases as well as tracking their age is important to ensure cases are brought to completion within reasonable timeframes.			
2.) Court- Time To Disposition	75% within 90 days 90% within 180 days	83% within 90 days 92% within 180 days	75% within 90 days 90% within 180 days
<b>Why this measure is important:</b> This measure is a fundamental management tool that assesses the length of time it takes a court to process cases. It compares a court's performance with the national guidelines for timely case processing to ensure timely justice standards are being met.			
3.) Percent variance between budgeted General Fund revenue and actual	<3.0% Variance	1.9%	<3.0% Variance
<b>Why this measure is important:</b> Accurate revenue estimates serve as a basis for sound financial planning, support quality decision-making and inform the development of a fiscally responsible budget.			
4.) Operating reserves in the General Fund as a percent of operating expenses	>20%	25.3%	>20%
<b>Why this measure is important:</b> Appropriate reserves levels provide for sufficient working capital, allow the City to accommodate emergency expenditures, and respond to unanticipated fluctuations in revenues or expenditures			
5.) Receive the Certificate of Achievement for Excellence in Financial Reporting	Receive Award	Expect to Receive	Receive Award
<b>Why this measure is important:</b> Provide assurance of regulatory and policy compliance to minimize and mitigate risk.			
6.) Receive unmodified opinion on the City annual audit	Receive Unmodified Opinion	Expect to Receive	Receive Unmodified Opinion
<b>Why this measure is important:</b> Provide assurance of regulatory and policy compliance to minimize and mitigate risk.			

# FIRE & LIFE SAFETY

Scott Cockrum, Interim Fire Chief

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## Department Overview

The Cities of Springfield and Eugene consolidated their fire departments via an intergovernmental agreement in 2010. Operating as Eugene Springfield Fire, the three-battalion system provides services that prevent the loss of life and property and protect the environment not only within the boundaries of those two cities, but services extend to the urban growth boundaries and East Lane Ambulance Services areas. The City of Springfield contracts to provide fire, rescue, and emergency services to the Glenwood and Rainbow Water Districts and a portion of the Willakenzie Fire Protection District, providing fire suppression services to 20 square miles and an ambulance service area of 1,452 square miles.

Departmental services include fire protection and prevention; firefighting; basic and advanced life support and ambulance transportation; illness and injury prevention; special rescue; hazardous materials control; fire safety education; code enforcement; and fire investigation. Administration in the department supports the direct departmental services for finances, technology, logistics and facilities, as well as ambulance billing services.

	FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
5 PERSONNEL SERVICES	15,319,034	15,605,426	16,008,222	16,480,545
6 MATERIALS & SERVICES	4,418,859	5,336,804	5,800,645	4,917,979
7 CAPITAL OUTLAY	92,611	587,492	1,214,500	302,000
<b>Grand Total</b>	<b>\$ 19,830,503</b>	<b>\$ 21,529,722</b>	<b>\$ 23,023,367</b>	<b>\$ 21,700,524</b>

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

## Budget Summary – FY2023

### Staffing

In FY23, the staffing levels for Springfield Fire and Life Safety will increase by 2.0 full time equivalent (FTE) positions. The Fire Marshal's Office is adding 1.0 FTE Fire Inspector position and Training is refunding 1.0 FTE EMS/Fire Instructor position. Both positions are funded in FY23 by Fund 204, the Special Revenue Fund. The remaining 91 FTE include 57.6 FTE supported by the General Fund, 26 FTE supported by the Ambulance Fund, 7 FTE funded by the Fire Option Levy Fund, and 0.4 FTE funded by the Building Code Fund.

### Department Funding

Fire Operations are funded through General Fund sources and the Fire Local Option Levy, as well as by fees for service including fire suppression services for other fire districts, ambulance transport fees and billing services, FireMed membership fees, and building permits and inspection fees.

### Service Level Changes

The addition of 1.0 FTE Fire Inspector in the Fire Marshal's office will increase the number of fire inspections completed in FY23.

## Accomplishments FY22

- **COVID Response** – The Department’s response to the COVID-19 pandemic has been an ever-changing accomplishment in FY21 and FY22. At the onset of the pandemic the Department took lead on standing up the emergency operations center for the local response to the outbreak. This response evolved into leveraging Federal CARES dollars to secure personal protective equipment stocks, acquire and deploy decontamination equipment, and aid in the vaccination rollout and administration.
- **Conflagration season** – The Department provided resources in the Summer and Fall of 2021 to eight separate wildfires. Eugene Springfield Fire invoiced the Oregon State Fire Marshal’s office over \$183,000 for Springfield’s share of these efforts, the largest of which was the Bootleg Fire which accounted for \$115,000 of the reimbursement packet.
- **Radio System Replacement** – The Department replaced its aging radio system with a tri-band radio system. The new radio system replaces a 20 plus year old platform that was becoming increasingly difficult to find parts for.
- **Ground Emergency Medical Transport Program** – The Department completed FY21 filing documents for the Ground Emergency Medical Transport (GEMT) program. The GEMT program makes supplemental payments to eligible GEMT providers who furnish qualifying emergency ambulance services to Oregon Health Authority Medicaid recipients. In 2021 the Oregon Health Authority added Coordinated Care Organization (CCO) Medicaid transports to the existing program which will increase GEMT revenues in FY22.
- **Apparatus Updates** – The replacement process for one Springfield fire engine and one Springfield ambulance was started in FY21 under the normal age and mileage replacement schedule and in FY22 both vehicles entered service.

## Initiatives FY2023

- **Eugene Springfield Fire Consolidation Evaluation** – The Cities of Springfield and Eugene consolidated their fire departments via an intergovernmental agreement in 2010. This consolidation of departments created a three-battalion system to provide an integrated response to fire-service related emergencies, regardless of the emergency’s location, while each City retains full budget authority over its expenditures. This consolidation has worked smoothly in many operational areas and presented challenges in many administrative areas. The Department began formal evaluation of the consolidation in FY22 to look for areas of improvement and next steps for the consolidation. This work will extend into FY23.
- **Fire Inspection Resources** – The Fire Marshal’s Office is adding 1.0 FTE, an entry level Life Safety Inspector position, based on the recommendation of a study by Emergency Services Consulting International that was funded through an AFG Grant. In addition, 1.0 FTE Deputy Fire Marshal 2 will be reclassified to Fire Marshal. The additional FTE will increase the number of inspections completed by prioritizing high hazard occupancies and places of assembly while the Fire Marshal position will provide leadership and management to the Fire Marshal’s Office.
- **2021 World Games** – The Department is actively planning and preparing for the rescheduled 2021 World Games being held in our community and the anticipated additional people these events will bring into our cities.

## Three Year Considerations FY2024-FY2026

- **Population and Call Volume** –Emergency response has steadily increased over the last five years with the exception of a temporary dip in call volume due to the COVID-19 pandemic. Call volume started to return to pre-COVID levels in FY21 and is expected to continue to increase with population growth and an aging population. The department will continue to update its Standards of Cover which will serve as the basis for strategic future growth planning, including future land acquisition needs and station placement.
- **Ambulance Transport Fund** – Even with a projected increase in call volume, revenues within the Ambulance Fund do not keep pace with rising expenditures. Nearly 80% of all patients transported are covered by Medicare or Medicaid, which establish capitated fee schedules. These fee schedules have remained flat or shown only moderate increases (historically less than 2% annually). GEMT was enacted to address the resulting shortfall and its implementation by Oregon Health Authority in FY20 has helped capture more revenue for the Ambulance Fund. In FY22, OHA expanded GEMT to include CCO transports. Due to the limited experience with the new GEMT CCO program and the long-term uncertainty of the program, it is difficult to know the full impact on the Ambulance Transport Fund. Expenses are still projected to outpace revenues in the coming years. Fire staff are actively in the process of evaluating the EMS system design for potential expense savings in the coming years.

# FIRE & LIFE SAFETY

Scott Cockrum, Interim Fire Chief

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## Financial Summary by Fund

	FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
100 General Fund	11,696,241	12,686,131	12,434,952	12,589,148
204 Special Revenue Fund	-	-	630,000	270,508
224 Building Code Fund	62,260	76,248	80,701	84,213
235 Fire Local Option Levy Fund	1,366,563	1,550,348	1,631,991	1,647,095
615 Ambulance Fund	6,612,393	6,608,002	7,010,123	6,781,261
713 Vehicle & Equipment Fund	93,045	608,992	1,235,600	328,300
<b>Grand Total</b>	<b>\$ 19,830,503</b>	<b>\$ 21,529,722</b>	<b>\$ 23,023,367</b>	<b>\$ 21,700,524</b>

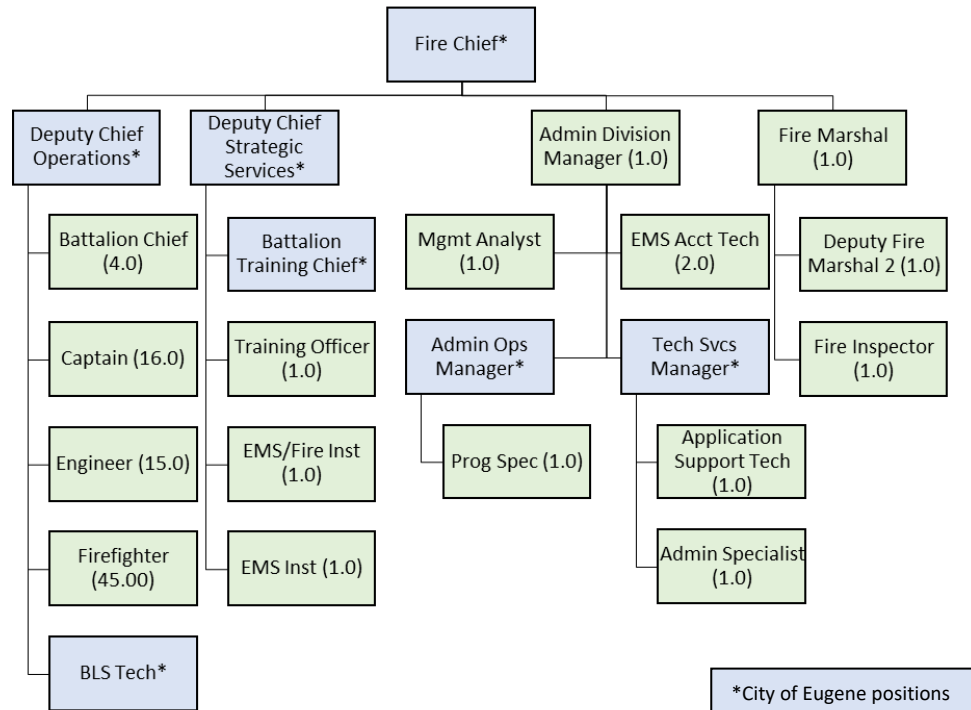
## Financial Summary by Program

		FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
Active Programs	1030 Building Plan Review	102,051	116,976	127,075	132,113
	1039 Development Review	31,832	32,557	34,638	35,694
	1090 Fire & Arson Investigation	55,746	93,417	70,206	77,300
	1091 Community Risk Reduction	30,780	342,737	177,577	202,176
	1093 Apparatus & Equipment Maintenance	302,820	334,090	329,350	347,200
	1096 Fire Suppression Operations	11,482,374	12,303,052	12,979,627	12,492,784
	1097 Dispatch and Communication	755,516	796,700	881,641	881,641
	1098 Training & Development	550,956	467,742	411,450	579,753
	1099 EMS Operations	4,199,458	4,763,575	4,916,933	4,719,679
	1100 Fire Logistics	151,275	155,225	218,483	179,860
	1102 EMS Billing - Enterprise	356,623	480,525	462,107	460,610
	1104 FireMed	209,629	221,152	183,422	135,200
	1105 Community Outreach	10,000	-	10,000	8,200
	1106 BLS Operations	451,743	294,424	303,500	302,300
Inactive Programs	7000 Department Administration	436,273	498,318	681,759	817,713
	9000 Non-Program	93,045	608,992	1,235,600	328,300
	<b>Active Programs Total</b>	<b>19,220,121</b>	<b>21,509,483</b>	<b>23,023,367</b>	<b>21,700,524</b>
Inactive Programs	1006 Economic Development Agency Funding	-	20,099	-	-
	1103 EMS Billing - Springfield	609,444	0	-	-
	7005 City-Wide Management & Oversight	-	100	-	-
	7060 Property & Liability	769	-	-	-
	7022 City Facilities Operations, Maint. and Cust.	169	40	-	-
<b>Inactive Programs Total</b>		<b>610,382</b>	<b>20,239</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>		<b>\$ 19,830,503</b>	<b>\$ 21,529,722</b>	<b>\$ 23,023,367</b>	<b>\$ 21,700,524</b>

### Notes:

- Program 1103 was merged into program 1102 in FY21.
- Program 9000 FY21 Actuals reflects an accounting change for recording Fund 713 vehicle and equipment replacement items.

## Organizational Structure



## Summary of Full-Time Equivalent by Position

	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
Administrative Specialist	1.00	1.00	1.00	1.00
Application Tech Specialist	1.00	1.00	1.00	1.00
Basic Life Support Technician	5.90	-	-	-
Deputy Fire Marshal 2	1.00	1.00	1.00	1.00
Ems Accounting Tech	4.00	3.00	2.00	2.00
EMS Instructor	1.00	1.00	1.00	1.00
EMS/Fire Instructor	1.00	-	-	1.00
Fire Admin Div Mgr	1.00	1.00	1.00	1.00
Fire Battalion Chief (Ops)	4.00	4.00	4.00	4.00
Fire Captain (Shift)	16.00	16.00	16.00	16.00
Fire Engineer (Shift)	15.00	15.00	15.00	15.00
Fire Inspector	-	-	-	1.00
Fire Marshal	1.00	1.00	1.00	1.00
Firefighter (40L)	6.00	6.00	6.00	6.00
Firefighter (Shift)	39.00	39.00	39.00	39.00
Firedmed Temp	0.75	-	-	-
Management Analyst	1.00	1.00	1.00	1.00
Office Supervisor	1.00	-	-	-
Program Specialist	1.00	1.00	1.00	1.00
Training Officer	1.00	1.00	1.00	1.00
<b>Grand Total</b>	<b>101.65</b>	<b>92.00</b>	<b>91.00</b>	<b>93.00</b>



# FIRE & LIFE SAFETY

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## Summary of Full-Time Equivalent by Fund

	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
100 General Fund	58.60	57.60	57.60	57.60
224 Building Code Fund	0.40	0.40	0.40	0.40
235 Fire Local Option Levy Fund	7.00	7.00	7.00	7.00
615 Ambulance Fund	35.65	27.00	26.00	26.00
204 Special Revenue Fund	-	-	-	2.00
<b>Grand Total</b>	<b>101.65</b>	<b>92.00</b>	<b>91.00</b>	<b>93.00</b>

## Summary of Full-Time Equivalent by Program

		FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
Active Programs	1030 Building Plan Review	0.65	0.65	0.65	0.65
	1039 Development Review	0.20	0.20	0.20	0.20
	1090 Fire & Arson Investigation	0.35	0.35	0.35	0.35
	1091 Community Risk Reduction	0.80	0.80	0.80	0.80
	1096 Fire Suppression Operations	61.00	61.00	61.00	61.00
	1098 Training & Development	3.00	2.00	2.00	3.00
	1099 EMS Operations	19.00	19.00	19.00	19.00
	1102 EMS Billing - Enterprise	3.05	3.00	2.00	2.00
	7000 Department Administration	4.00	5.00	5.00	6.00
<b>Active Programs Total</b>		<b>92.05</b>	<b>92.00</b>	<b>91.00</b>	<b>93.00</b>
Inactive Programs	1103 EMS Billing - Springfield	1.95	-	-	-
	1104 FireMed	1.75	-	-	-
	1106 BLS Operations	5.90	-	-	-
<b>Inactive Programs Total</b>		<b>9.60</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>		<b>101.65</b>	<b>92.00</b>	<b>91.00</b>	<b>93.00</b>

# FIRE & LIFE SAFETY

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## Performance Measures

Measure	FY22 Target	FY22 Est. Actual	FY23 Target
1.) Percentage of fire investigations with cause determination and documentation completed within 7 days of incident	100%	75%	100%
<b>Why this measure is important:</b> Provides assurance of regulatory and policy compliance to minimize and mitigate risk			
2.) Percentage of emergency responses within 5 minutes	80%	45%	80%
<b>Why this measure is important:</b> Maintain a consistent level of service year after year			
3.) Percentage of Calls processed within 2 minutes	70%	54%	70%
<b>Why this measure is important:</b> Maintain a consistent level of service year after year			
4.) Percentage of Emergency Ambulance Responses within 10 minutes	90%	99%	90%
<b>Why this measure is important:</b> Maintain a consistent level of service year after year			
5.) Percentage of Accounts Receivable over 90 days	< 29%	14%	< 29%
<b>Why this measure is important:</b> Support timely collection of revenues			
6.) Average days to entry from trip date	< 8	29	< 8
<b>Why this measure is important:</b> Support timely collection of revenues			
7.) Percentage of City of Springfield households that are FireMed members	45%	23%	45%
<b>Why this measure is important:</b> Provide valued medical related coverage and increased citizen financial stability			

# HUMAN RESOURCES

## Department Overview

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

	FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
5 PERSONNEL SERVICES	890,023	911,691	974,859	1,147,768
6 MATERIALS & SERVICES	10,092,721	9,174,499	11,822,290	11,602,958
<b>Grand Total</b>	<b>\$ 10,982,744</b>	<b>\$ 10,086,190</b>	<b>\$ 12,797,149</b>	<b>\$ 12,750,726</b>

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

## Budget Summary – FY2023

### Staffing

The Department's FTE count for FY23 will increase from seven (7) to eight (8) FTE. The Department's day-to-day activities are performed by staff with a reliance on technology support to handle the daily work volume.

### Department Funding

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

### Service Level Changes

At the request of the City Manager an additional Human Resources Specialist was added in March of 2022. This new position will focus on recruitment support and the onboarding of new hires. Hiring within the City has increased by more than 20% over the last 3 years as a result of increased turnover and employee retirements. The added position will increase capacity within the department to support the implementation and administration of statutory leaves, including Oregon's new paid family leave law, which takes effect in 2023.

### Accomplishments FY2022

- **Increased the Diversity of the City's Workforce** – The diversity of the City's workforce does not reflect the community it services. Roughly 15% of the community members within the City of Springfield identify themselves as non-white. The City's workforce diversity has ranged between 7-9% dating back to 2017. The HR Department, in partnership with City departments, implemented changes in training and hiring processes as well as improvements to the City's careers webpage. These changes have resulted in the City's workforce diversity rising to 10.7%.

# HUMAN RESOURCES

- **Incentivized COVID-19 Vaccinations** – To promote better community health during the COVID-19 pandemic, the HR Department developed an incentive program to encourage City employees to get vaccinated. The HR Department offered City employees a \$250.00 contribution to their medical Health Reimbursement Arrangement (HRA) account upon proof of full vaccination. This incentive was funded through the City's benefit reserve account and resulted in a City-wide vaccination rate of 83%. Fortunately, no benefit plan members were hospitalized due to COVID.
- **Workers Compensation Transition to SAIF** – The Department successfully transitioned from CIS who had previously provided Workers Compensation Insurance for the City over to SAIF on July 1, 2021. As part of this transition, the City successfully negotiated agreements with all five of its collective bargaining contracts and put in place a transition budget strategy and workflow process to support the administration of employee time loss claims. Long term, it is anticipated that this change will result in a financial savings to the City.
- **Implementation of a Risk Management Information System (RMIS)** – The Department has implemented the incident intake portion of the new Risk Management Information System (RMIS) with the City's DPW Operations team to improve the efficiency of managing incidents and claims. Foundational groundwork regarding vehicles and properties has been completed and centralized into the City's database. These initiatives as well as the new RMIS system will help the City ensure compliance with required federal and state reporting and potentially increase the City's ability to collect reimbursements related to damage of City-owned property.
- **Implemented a New Background Check Vendor** –The HR Department received funding approval to outsource pre-employment background checks. HR completed the RFP process, negotiated a contract, and implemented the new technology solution. Due to Criminal Justice Information System (CJIS) requirements the Police Department criminal background checks could not meet regulatory requirements related to third-party reporting. The transition not only complies with regulatory requirements but has allowed for a more thorough nationwide search that includes E-Verify, Social Security Trace, and Sex Offender Registry. With increased turnover, the criminal background check process was placing additional strain on the Police Department which is now resolved.

## Initiatives FY2023

- **Vendor Solution for Administering Protected Leave** – The HR Department needs to ensure compliance with its administration of protected leaves including Oregon's new paid leave law. The Department has requested additional budget dollars to acquire technology to keep up with regulatory compliance.
- **Implementation of the New Oregon Paid Family Leave Law** – Starting on January 1, 2023, a 1% payroll tax will take effect to fund Oregon's new paid family leave law. The impact of the tax is approximately \$325,000 per year. The HR Department will be tasked with negotiating the effects of the tax and administration of the protected leave with its collective bargaining groups before the law is implemented. Additionally, the Department will need to design and implement the new paid leave program by September of 2023 as required by the State of Oregon.
- **Enterprise Risk Management (ERM).** The Department plans to implement the ERM module of the RMIS system which will help the ERM team's work in identifying, ranking, prioritizing, and mitigating City-wide risks. This work supports the executive strategic planning effort by allowing executives to compare widely different risks from all departments.

- **Diversity and Inclusion** – The HR Department will continue to make efforts to change and improve hiring process to promote inclusiveness. Over the next year the HR Department will develop interview training to include adverse impact and improve its data tracking.

## Future Year Considerations FY2024-FY2027

- **Benefit Cost** – For the last eight (8) years, the City’s benefit design plan has successfully kept costs flat with no rate increases to employees. Future work to continue to keep cost increases under control will include looking for opportunities to reduce administrative expenses, exploring lower cost health care options for retirees, managing prescription costs, mental health care, and on-going wellness initiatives.
- **Turnover & Recruitment** – The City has seen continual increases in both voluntary and retirement turnover which puts more strain on the City’s recruitment efforts. Maintaining competitive wages is important for both recruitment and retention. HR is working to improve the classification system which will include staff/leader education, redesign of the job descriptions, and working with department leadership to create both development opportunities to support hard-to-fill positions and develop future City leaders. Additionally, HR will develop education programs to develop and strengthen competencies.
- **Insurance** – As part of the effort to ensure the City is making informed decisions, the HR Department needs to complete an evaluation of workers compensation funding, review the property insurance program to determine if the City should purchase excess coverage outside of the region, evaluate cyber security readiness, and partner with Emergency Management on a business continuity plan with regards to major disaster events. Additionally, the Department will need to develop a proposal to increase City funding for ergonomic workstations.
- **Administration of Leaves** – Management of protected leaves, coordination of short and long term disability plans, and management of return to work initiatives is an administrative challenge that will continue to grow in complexity. The passing of HB 2005, Oregon Paid Family Leave Law, will add additional administrative burden and economic costs. It is critical for HR to implement operational changes which may include an outsource option to meet compliance with current and upcoming regulatory requirements.
- **Technology** – The HR Department will continue to rely heavily on technology solutions to continue its work. This includes solutions to track and monitor protected leaves, recruitment, benefit administration, payroll, time keeping, and risk management. Additionally, the HR Department needs to assess the feasibility and cost/benefit analysis of requesting and implementing a learning management system and a software product for performance evaluations.
- **City-wide Employee Development and Training** – Training and employee development are vital to the long term sustainable success of City services. In addition to both regulatory requirements and risk management strategies, many City positions are hard-to-fill and require certifications by state statute. The addition of a City program dedicated to development and training will afford the City the opportunity to ensure compliance requirements, support department succession planning needs, and to develop programs to improve employee competencies.

# HUMAN RESOURCES

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

541.726.3787

## Financial Summary by Fund

	FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
100 General Fund	548,797	624,412	713,820	750,152
204 Special Revenue Fund	-	-	-	103,622
707 Insurance Fund	10,433,946	9,458,572	12,079,329	11,896,953
713 Vehicle & Equipment Fund	-	3,206	4,000	-
<b>Grand Total</b>	<b>\$ 10,982,744</b>	<b>\$ 10,086,190</b>	<b>\$ 12,797,149</b>	<b>\$ 12,750,726</b>

## Financial Summary by Program

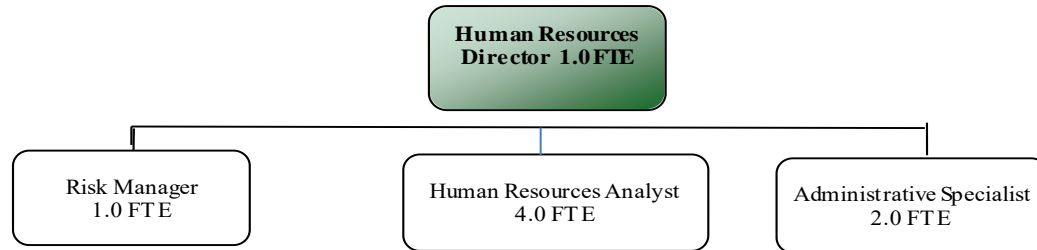
		FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
Active Programs	7000 Department Administration	498,865	1,016,250	1,450,839	1,701,644
	7060 Property & Liability	1,206,045	1,071,763	1,058,895	1,687,609
	7062 Workers Compensation	854,999	839,950	950,180	771,958
	8300 Self-Funded Medical	6,992,098	6,154,279	8,199,567	7,563,738
	8301 Self-Funded Dental	557,533	611,532	711,145	633,806
	8350 Wellness Center	366,858	378,181	396,773	391,971
	9000 Non-Program	-	3,206	4,000	-
<b>Active Programs Total</b>		<b>10,476,398</b>	<b>10,075,161</b>	<b>12,771,399</b>	<b>12,750,726</b>
Inactive Programs	7005 City-Wide Mgmt. & Oversight	-	300	-	-
	7022 City Facilities Operations, Maint	-	-	25,750	-
	7050 Organizational Development	485	-	-	-
	7051 Class and Compensation	58,910	291	-	-
	7052 Employee and Labor Relations	62,222	351	-	-
	7053 Talent Acquisition	122,304	8,885	-	-
	7056 Employee Training	912	-	-	-
	7057 Benefit Administration	68,936	-	-	-
	7059 Leave Administration	63,327	(0)	-	-
	7065 Payroll Administration	129,250	1,203	-	-
<b>Inactive Programs Total</b>		<b>506,345</b>	<b>11,029</b>	<b>25,750</b>	<b>-</b>
<b>Grand Total</b>		<b>\$ 10,982,744</b>	<b>\$ 10,086,190</b>	<b>\$ 12,797,149</b>	<b>\$ 12,750,726</b>

# HUMAN RESOURCES

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

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## Organizational Structure



## Summary of Full-Time Equivalent by Position

	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
Human Resources Analyst	2.00	2.00	2.00	2.00
Human Resources Analyst II	1.00	1.00	1.00	1.00
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Specialist	-	-	-	1.00
Human Resources Specialist II	1.00	1.00	1.00	1.00
Payroll Analyst	1.00	1.00	1.00	1.00
Risk Manager	1.00	1.00	1.00	1.00
<b>Grand Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>8.00</b>

## Summary of Full-Time Equivalent by Fund

	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
100 General Fund	4.00	4.00	4.00	4.00
707 Insurance Fund	3.00	3.00	3.00	3.00
204 Special Revenue Fund	-	-	-	1.00
<b>Grand Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>8.00</b>

## Summary of Full-Time Equivalent by Program

		FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
Active Programs	7000 Department Administration	2.00	5.50	7.00	8.00
<b>Active Programs Total</b>		<b>2.00</b>	<b>5.50</b>	<b>7.00</b>	<b>8.00</b>
Inactive Programs	7051 Class and Compensation	0.50	-	-	-
	7052 Emp. and Labor Relations	0.50	-	-	-
	7053 Talent Acquisition	1.00	-	-	-
	7057 Benefit Administration	0.50	-	-	-
	7059 Leave Administration	0.50	-	-	-
	7062 Workers Compensation	-	0.75	-	-
	7065 Payroll Administration	1.00	-	-	-
	7060 Property & Liability	1.00	0.75	-	-
<b>Inactive Programs Total</b>		<b>5.00</b>	<b>1.50</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>8.00</b>

# HUMAN RESOURCES

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

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## Performance Measures

Measure	FY22 Target	FY22 Est. Actual	FY23 Target
1.) Percent of turnover, excluding limited duration, temp positions, and retirements	4%	10.26%	5%
<b>Why this measure is important:</b> Turnover is a common data point used to evaluate employee culture and business health. <b>Why was this target not met:</b> The City's unusually high turnover is similar to what is being seen nationally with a high number of retirements and what has been labeled as the "great resignation" with individuals re-evaluating their career choices as a result of the pandemic.			
2.) General Liability Loss Ratio	<60%	202%	<60%
<b>Why this measure is important:</b> This measures the ratio of claim costs to premiums paid over the last five years. Anything over 100% means that the carrier is paying more in claims than they are receiving in premiums. The 60% mark is usually the threshold where carriers evaluate future insurability. <b>Why was this target not met:</b> Claims in the last five years have been significantly high but recent changes have resulted in noticeable reduction in claim frequency and cost.			
3.) Workers' Compensation Mod Factor	<1.0	.95	<1.0
<b>Why this measure is important:</b> This measures how much the City pays in WC premiums compared to similar organizations. Industry average is reflected by 1.0			
4.) Percent of minorities employed at the City	N/A	10.7%	14.8%
<b>Why this measure is important:</b> The City is committed to fostering an environment that values diversity and inclusion. The target of 14.8% is reflective of the diverse community that we are here to serve. <b>Why was this target not met:</b> This is an on-going process, and the 10.7% workforce diversity is an improvement from prior years. The City is making efforts to improve diversity, equity, and inclusion in such areas as hiring, retention, workplace culture, and community outreach.			



# INFORMATION TECHNOLOGY

Nathan Bell, Interim IT Director

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## Department Overview

The Information Technology (IT) Department provides City staff with access to applications, data storage and other business resources. This includes the design, development, deployment, and retirement of IT services. The IT Department manages the IT infrastructure for all City-owned IT assets, as well as provides maintenance and support for the City's core business applications. The IT Department also leads the City-wide effort to protect the City's IT systems from cybersecurity threats in order to ensure the availability and integrity of all data managed by the City's IT systems.

	FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
5 PERSONNEL SERVICES	2,057,479	2,053,510	2,224,626	1,541,604
6 MATERIALS & SERVICES	889,545	1,248,485	1,579,233	1,094,807
7 CAPITAL OUTLAY	61,235	204,303	354,500	-
<b>Grand Total</b>	<b>\$ 3,008,259</b>	<b>\$ 3,506,298</b>	<b>\$ 4,158,359</b>	<b>\$ 2,636,411</b>

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

## Budget Summary – FY2023

### Staffing

The IT Department is composed of ten employees (10 FTE), a decrease of 4.8 FTE from the prior year and due to a restructuring that occurred in late FY22 that involved moving the Geographic Information Systems (GIS) Division into the Development and Public Works (DPW) Operations Division.

The Department has two divisions: the Applications Division and the Network Division. The Applications Division manages applications that support financial, human resource, document management, and other shared systems. The Network Division manages the Helpdesk requests as well as servers, switches, personal computers, and the networks upon which all IT services are provided.

### Department Funding

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

### Service Level Changes

Beginning in mid-FY22, the IT Department made some changes to the structure of the department to better utilize staff resources and refocus on the City's core IT services. This included moving the GIS Division back under the DPW Department to better align this function with its primary customer base and funding source. Additionally, a Project Manager position, that was originally added to help with the implementation of multiple Public Safety software systems that are now completed, was reclassified to a Service Desk Technician position on the City's IT help desk. This will allow for better coverage on the help desk and a more robust response to the increasing volume of help desk requests.

## Accomplishments FY2022

- **Implemented New Phone System** – Replaced the outdated telephone system with a Mitel voice over internet solution. This project required replacing the outdated telephone infrastructure.
- **Completed E-Mail Migration to Cloud Based E-mail Server** – The migration of e-mail accounts from on-premises servers to cloud-hosted provides far greater reliability, larger mailbox sizes and the ability for City staff to leverage encrypted e-mail.
- **Replaced the City's Core Server Infrastructure** – New server and storage hardware provides modern, updated, and supported infrastructure on which the City's server infrastructure runs.
- **Implemented a Self-Service Help Desk Portal** – Implemented a self-service help desk portal that allows for City employees to submit help desk requests, track the progress of those requests, and to search for solutions to common problems from a library of documents.

## Initiatives FY2023

- **Continue Cybersecurity Work** – The IT Department will continue to evaluate and enhance the City's cybersecurity posture, ensuring that City systems are reliable and protected in the most efficient, cost-effective means possible.
- **City Website Update** – The IT Department will take the lead in a City-wide project to update the City's website.

## Three Year Considerations FY2024-FY2026

- **IT Reserves** – IT will continue to work with Finance to ensure that IT reserves are adequately funded to provide replacement of Hardware and Software systems before the end of their useful life, eliminating significant risk.
- **Changing Technology Needs** – Needs for automation and technology steadily outpace the capacity of the IT Department. With telework these trends have increased at a steeper rate. As a result, customer frustration is high and critical systems are in jeopardy of failure. Drivers include external factors such as information security, technological complexity, software licensing complexity, and hybrid environments applications integration and support for the ever-increasing number of devices used by employees.

# INFORMATION TECHNOLOGY

Nathan Bell, Interim IT Director

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## Financial Summary by Fund

	FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
100 General Fund	1,901,923	1,921,777	1,941,296	1,856,407
201 Street Fund	261,972	297,933	408,092	-
204 Special Revenue Fund	18,247	16,563	20,000	143,889
713 Vehicle & Equipment Fund	321,359	709,289	1,030,204	636,115
719 SDC Administration Fund	53,878	60,944	70,054	-
617 Storm Drainage Fund	195,980	217,596	297,471	-
611 Sanitary Sewer Fund	254,901	282,196	391,242	-
<b>Grand Total</b>	<b>\$ 3,008,259</b>	<b>\$ 3,506,298</b>	<b>\$ 4,158,359</b>	<b>\$ 2,636,411</b>

## Financial Summary by Program

	FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
Active Programs				
7000 Department Administration	615,046	644,093	718,150	245,996
9000 Non-Program	260,124	530,738	1,030,204	636,115
7080 Network	-	-	-	966,808
7081 Applications	-	-	-	787,491
<b>Active Programs Total</b>	<b>875,170</b>	<b>1,174,831</b>	<b>1,748,354</b>	<b>2,636,411</b>
Inactive Programs				
1170 Property/Evidence	-	1,011	-	-
7005 City-Wide Mgmt & Oversight	-	80	-	-
7070 Financial Systems	117,881	141,050	187,928	-
7071 Human Resource Systems	167,037	208,111	251,147	-
7072 Land Management Systems	133,584	170,600	302,202	-
7073 Facilities Management Systems	235,501	248,770	250,697	-
7074 Criminal Justice Systems	190,674	197,198	234,687	-
7075 Fire and Life Safety Systems	38,657	23,063	47,529	-
7076 Community Development Systems	113,021	106,324	195,226	-
7077 Public Library Systems	14,554	12,748	35,672	-
7078 Shared Systems	915,058	1,048,358	746,851	-
7079 Information Security Compliance	207,123	174,154	158,065	-
<b>Inactive Programs Total</b>	<b>2,133,090</b>	<b>2,331,467</b>	<b>2,410,004</b>	<b>-</b>
<b>Grand Total</b>	<b>\$ 3,008,259</b>	<b>\$ 3,506,298</b>	<b>\$ 4,158,359</b>	<b>\$ 2,636,411</b>

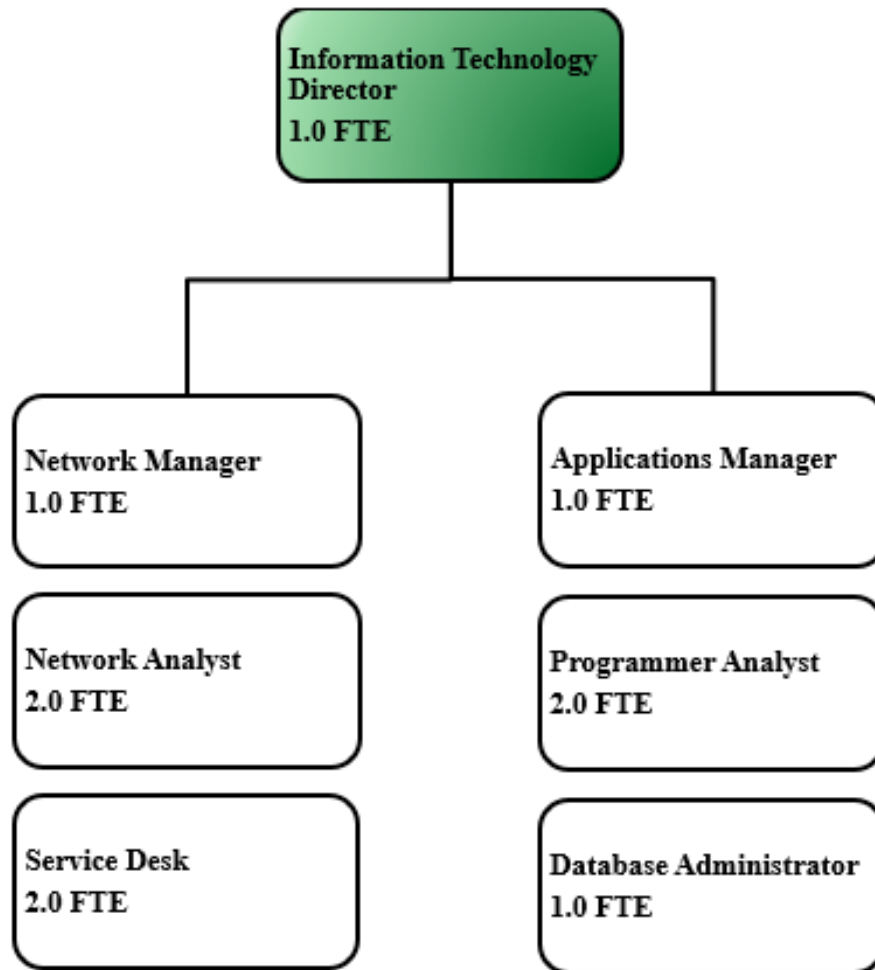
# INFORMATION TECHNOLOGY

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## Organizational Structure



# INFORMATION TECHNOLOGY

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## Summary of Full-Time Equivalent by Position

	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
Database Administrator	1.00	1.00	1.00	1.00
GIS Analyst	2.80	2.80	2.80	-
GIS Database Administrator	1.00	1.00	1.00	-
GIS Manager	1.00	1.00	1.00	-
Information Technology Dir.	1.00	1.00	1.00	1.00
Management Analyst	1.00	-	-	-
Network Analyst	2.00	2.00	2.00	2.00
Network Manager	1.00	1.00	1.00	1.00
Programmer Analyst	3.00	3.00	3.00	3.00
Programmer Manager	1.00	1.00	1.00	1.00
Service Desk Specialist	1.00	1.00	1.00	1.00
<b>Grand Total</b>	<b>15.80</b>	<b>14.80</b>	<b>14.80</b>	<b>10.00</b>

## Summary of Full-Time Equivalent by Fund

	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
100 General Fund	11.33	10.33	10.33	9.00
201 Street Fund	1.49	1.49	1.49	-
719 SDC Administration Fund	0.30	0.30	0.30	-
204 Special Revenue Fund	-	-	-	1.00
611 Sanitary Sewer Fund	1.49	1.49	1.49	-
617 Storm Drainage Fund	1.18	1.18	1.18	-
<b>Grand Total</b>	<b>15.80</b>	<b>14.80</b>	<b>14.80</b>	<b>10.00</b>

## Summary of Full-Time Equivalent by Program

		FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
Active Programs	7000 Department Administration	2.17	2.32	2.42	1.00
	7080 Network	-	-	-	5.00
	7081 Applications	-	-	-	4.00
<b>Active Programs Total</b>		<b>2.17</b>	<b>2.32</b>	<b>2.42</b>	<b>10.00</b>
Inactive Programs	7070 Financial Systems	1.39	1.06	1.06	-
	7071 Human Resource Systems	1.67	1.46	1.46	-
	7072 Land Management Systems	0.93	1.46	1.46	-
	7073 Facilities Management Systems	1.80	1.26	1.26	-
	7074 Criminal Justice Systems	1.51	1.38	1.38	-
	7075 Fire and Life Safety Systems	0.43	0.27	0.27	-
	7076 Community Dev. Systems	1.27	1.09	1.09	-
	7077 Public Library Systems	0.09	0.20	0.20	-
	7078 Shared Systems	3.50	3.70	3.70	-
	7079 Info. Security Compliance	1.04	0.60	0.50	-
<b>Inactive Programs Total</b>		<b>13.63</b>	<b>12.48</b>	<b>12.38</b>	<b>-</b>
<b>Grand Total</b>		<b>15.80</b>	<b>14.80</b>	<b>14.80</b>	<b>10.00</b>

## LEGAL SERVICES

Mary Bridget Smith, City Attorney

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### Department Overview

The City Attorney and City Prosecutor Offices comprise Legal Services for the City of Springfield.

The City Attorney Office (CAO) is overseen directly by the City Council. CAO is responsible for attending all City Council and Planning Commission meetings and for supplying the City Council and staff with legal analysis and opinions regarding existing or proposed City operations and activities. All ordinances, resolutions, agreements, public records requests and activities having legal implications are reviewed and approved by CAO to assure compliance with the Springfield Charter and local, state, and federal laws as well as the possibility of liability exposure or litigation. CAO also participates on City staff projects and claim response teams to help develop strategy, ensure legal compliance, and minimize liability for City initiatives and claims.

The City Prosecutor services are managed via contract with local law firm Leahy Cox, LLP. The City Prosecutor represents the City of Springfield in Municipal Court and in appeals heard in Lane County Circuit Court. Prosecution services are provided for all misdemeanor criminal and traffic crimes and for any violation cases in which the defendant has retained counsel. Services include screening of reports filed, negotiations for settlement of cases, and representation of the City in trial by court or by jury. The City Prosecutor also recommends revisions to the Springfield Municipal Code and provides legal advice and training for the Springfield Police Department.

	FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
5 PERSONNEL SERVICES	252,203	432,103	457,065	509,120
6 MATERIALS & SERVICES	388,999	398,142	409,721	468,315
<b>Grand Total</b>	<b>\$ 641,202</b>	<b>\$ 830,245</b>	<b>\$ 866,786</b>	<b>\$ 977,435</b>

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

### Budget Summary – FY2023

#### Staffing

CAO has three FTE including a City Attorney, Assistant City Attorney, and Paralegal.

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

#### Department Funding

CAO is supported from general revenue sources.

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

#### Service Level Changes

No significant changes to these programs are expected.

## Accomplishments FY2022

- **Development Code Update Project** – Assisted with preparing public hearing materials including draft Development Code and legal findings for residential and employment code updates, including implementation of HB 2001 (requiring City to allow “middle housing” on more residential properties).
- **Economic Development** – Assisted SEDA and the City with real property transactions to support economic development projects, including properties in the Glenwood Riverfront area, and assisted with Request for Qualifications process to select developer for Glenwood Riverfront. Supported City Manager Office in providing a \$2,000,000 pre-development loan for the Blue McKenzie project in downtown Springfield.
- **Procurement Process Improvements** – Worked with the Finance Department to streamline and decentralize the City’s procurement and public contracting processes and updated standard contracting templates.
- **CAO Work Plan** – Completed first City Attorney performance evaluation and work plan specific to the CAO that integrates with overarching City goals and vision.
- **City Council Training** – Started more formalized approach to Council training and laid groundwork for future training process.
- **Claim Response** – Assisted City Staff and outside counsel to best position City for pending liability claims.
- **Development Review/Processes** – Assisted Development and Public Works’ Community Development Division with improving development review processes. Provided training and guidance on legally defensible permit decisions and assisted with updating the City’s Public Improvement Permit rules and forms to streamline the approval process.
- **Policy Review** – Assisted Human Resources and Police Department in development and review of internal policies for legal compliance and to minimize liability.

## Initiatives FY2023

- **Economic Development** – Assist with bringing SEDA and the Council economic development projects to fruition including the Glenwood Riverfront Area and the Blue McKenzie Project.
- **Development Code Update Project** – Continuing to participate as a core team member and assist with drafting an updated Development Code, focusing on the housing code and commercial and industrial code sections.
- **Liability Prevention** – Assist the City with continued implementation of the Enterprise Risk Management Program, continue to invest in relationship with City County Insurance Services and advise Springfield Police Department on new policies and process improvements and in employment matters.
- **ARPA Funding Support** – Advise staff on legal compliance and procurement for federal ARPA funding related projects.
- **Fire Governance Support** – Provide advice on process and substantive legal issues for intergovernmental fire governance discussions and meetings.
- **Effective & Efficient City Services** – Continue to assist in streamlining and improving internal City processes for procurement, the process for advising the Council and Staff on new legislation, improving the City Council training process and continued management of the City Prosecutor services contract.
- **Claim Response** – Continue to assist City staff and outside counsel to best position City for pending liability claims.

## LEGAL SERVICES

Mary Bridget Smith, City Attorney

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- **Comprehensive Planning Projects Support** – Provide legal support to DPW Comprehensive Planning staff on upcoming initiatives such as the City’s Goal 5 Inventory, site specific comprehensive plan, and climate-Friendly and Equitable Communities (CFEC) rulemaking review and implementation.

### Three Year Considerations FY2024-FY2026

- **Economic Development** – Continue to assist with legal aspects of economic development efforts in urban renewal areas and the revitalization of Downtown, Glenwood and throughout the City.
- **Housing** – Advise and participate in City efforts to increase housing supply, address issues surrounding the unhoused, and the housing continuum.
- **Liability Prevention** – Assist Council and staff in minimizing City liability through the Enterprise Risk Management Program, improve City policies, and legal advice to Springfield Police Department.
- **Effective & Efficient City Services** – Continue to assist in streamlining and improving internal City processes and evaluating legal aspects of providing City services with new technologies.
- **Climate Regulation** – Advise and participate in City efforts to respond to upcoming legislation and state rulemaking about climate change.
- **Equity Lens** – Assist City with overall efforts to promote diversity, equity and inclusion in City policies, practices and procedures.

### Financial Summary by Fund

	FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
100 General Fund	557,519	741,325	777,086	887,735
236 Police Local Option Levy Fund	80,980	87,476	89,700	89,700
713 Vehicle & Equipment Fund	2,702	1,444	-	-
<b>Grand Total</b>	<b>\$ 641,202</b>	<b>\$ 830,245</b>	<b>\$ 866,786</b>	<b>\$ 977,435</b>

### Financial Summary by Program

		FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
Active Programs	1012 City Prosecutor	335,165	370,574	370,400	376,014
	7100 City Attorney	303,335	458,228	496,386	601,421
	9000 Non-Program	2,702	-	-	-
<b>Active Programs Total</b>		<b>641,202</b>	<b>828,801</b>	<b>866,786</b>	<b>977,435</b>
Inactive Programs	7000 Department Administration	-	-	-	-
	9000 Non-Program	-	1,444	-	-
<b>Inactive Programs Total</b>		<b>-</b>	<b>1,444</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>		<b>\$ 641,202</b>	<b>\$ 830,245</b>	<b>\$ 866,786</b>	<b>\$ 977,435</b>



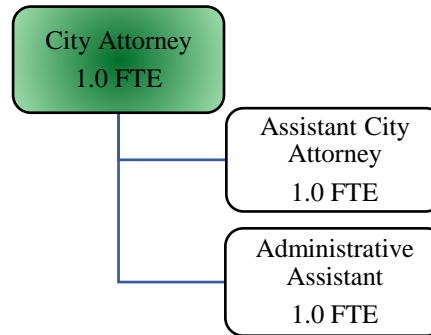
## LEGAL SERVICES

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### Organizational Structure



### Summary of Full-Time Equivalent by Position

	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
Assistant City Attorney	1.00	1.00	1.00	1.00
Departmental Assistant	1.00	1.00	1.00	1.00
City Attorney	1.00	1.00	1.00	1.00
<b>Grand Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

### Summary of Full-Time Equivalent by Fund

	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
100 General Fund	3.00	3.00	3.00	3.00
<b>Grand Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

### Summary of Full-Time Equivalent by Program

	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
Active Programs				
7100 City Attorney	3.00	3.00	3.00	3.00
<b>Grand Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

### Performance Measures

CAO is still formulating performance measures for Legal Services.

# LIBRARY SERVICES

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## Department Overview

The Library Department includes the Springfield History Museum. Together, they provide residents of all ages, backgrounds, and economic statuses access to services for personal enrichment, enjoyment, and lifelong learning, as well as the opportunity to make community connections. In addition, the library provides a virtual library website that allows patrons 24/7 access to digital content including databases, downloadable books and their user accounts. These services are also provided in Spanish. The Library and Museum continue to be an anchor for downtown, and per the door count bring over 174,000 visits to the library and museum in a typical year.

The Library Department consists of the following programs: Library Operations which covers the cost of running the library, from personnel to office supplies; Library Collections monitors the cost of providing a wide variety of resources to our library card holders and community. The library works to meet demands for print and online materials; Library Services includes providing borrowers' services, programs and outreach; the Museum program features rotating biannual historical exhibits, a permanent exhibit, educational programming for our community and an archival collection; the Arts Commission provides unique events, grants and ongoing programs for Springfield artists and residents and is staffed out of the Library Department.

	FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
5 PERSONNEL SERVICES	1,503,182	1,595,348	1,796,730	1,883,073
6 MATERIALS & SERVICES	420,036	343,986	521,173	385,968
7 CAPITAL OUTLAY	141,281	119,301	148,537	116,029
<b>Grand Total</b>	<b>\$ 2,064,498</b>	<b>\$ 2,058,635</b>	<b>\$ 2,466,440</b>	<b>\$ 2,385,070</b>

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

## Budget Summary – FY2023

### Staffing

The library has 16 FTE. Library temporary staff funding at .63FTE from the General Fund was reallocated to offset the cost of increasing a .5 library tech position to a full-time position. The temporary or on-call staff play an important role in the library helping cover service desk openings due to protected leave, illness, vacation or vacancies. We are currently seeking grant funding to help fund on-call staff for the coming fiscal year.

### Department Funding

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

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

TRT Funds support the Springfield History Museum and provide a budget for the Springfield Arts Commission.

## Service Level Changes

### Staffing:

- In FY23, the library Outreach Specialist position transitions to supporting the Museum and Springfield Arts Commission at 1.0 FTE from TRT funds, previously supported by a combination of TRT and grant funding.
- A Management Support Technician position became a Library Technician, fully funded from the General Fund. This position was previously supported equally between 100 Fund and the TRT Fund due to its role supporting the Arts Commission.
- A vacancy for a Library Technician position became a successful recruitment for a Spanish language bilingual Library Technician.

### Public Access:

- After two years of COVID restrictions and suspended overdue fees, the Library Advisory Board proposed, and City Council approved, that the library go fine-free permanently. This creates a small revenue loss but the fines often blocked users with lower incomes and caused staff time inefficiencies to collect from patrons as well.
- Assessed and updated library open hours based on patron needs and staffing capacity.

## Accomplishments FY2022

- **New services incorporated after COVID:** The library added a digital library card sign-up and card option, online card appointments, curbside pickup, and personalized picks.
- **Remodeled the story time corner** by removing the risers. The space is now safer and multi-functional.
- **Library staff applied for and received grants from:**
  - Oregon Community Foundation – one for a library van to serve at pop-up library events, the other to support early childhood multicultural plaza programming.
  - The University of Washington National Library of Medicine for two grants that will upgrade library technology for ADA-accessibility.
  - Dollar General Literacy Foundation’s American Dream Literacy Initiative to promote ESL and bilingual resources to the Latinx community through a partnership with Centro Latino Americano.
  - The Mills Davis Foundation, offering a third year of support for outreach and engagement with underserved populations and to circulate technology like laptops and hotspots to help bridge the digital divide.
- **Museum accomplishments:** Reopened limited hours with a new Glenwood exhibit and Illuminations program spotlighting the diverse communities of Springfield.
- **Digital Initiatives:** New mobile catalog app launched in April 2022, added additional password-protected and boosted Wi-Fi support in the library, updated patron accessibility by adding screen-reading software with grant funding, and doubled our Wi-Fi hot spots for circulation.
- **Library support groups:** The Springfield Library Foundation and the Friends of the Springfield Library continued to support library programs and collections with major fundraising activities. The Friends of the Library held their most successful book sale to date, raising \$12,771 in March. The Springfield Library Foundation continued to fundraise virtually, giving the library \$20,000 in FY22 to support the For Every Child a Library (FESAL) program.

## Initiatives FY2023

- **Implement a new five-year strategic plan** – Consultant funded by the Springfield Library Foundation and created with community and staff input in FY22.
- **Purchase new self-check machines** – Two machines are on year six of a five-year retention plan. They create efficiencies for staff and patrons alike. Funding identified from the Springfield Library Foundation.
- **Library Remodel** – With funding designated from the America Recovery Plan Act, the library will work on a continuity of services plan as well as a design concept for expanding and updating parts of the library.
- **Replace our public computers with a new system** – The current system's cost became unsustainable and creates need to replace VMWare with new computers and software.
- **LSTA grant** – A Library Services and Technology Act (LSTA) grant was submitted to increase the technical support to the Lane Council of Libraries that share our Integrated Library System. The funding received will redirect more of the Library Technical Specialist's time, from .2 FTE to .75 FTE, toward support of the other libraries for one year and would replace the Springfield temporary staff budget for FY23. On-call staff would be used to help cover the service desks shifts of the Technical Specialist and more.
- **Mills Davis grant** – The library is working on increasing access to underserved community members. This grant will finance focus group sessions with underserved demographic groups to identify needs that the library can address through services as well as barriers to access.
- **Budgeting for IDEAA initiatives** – Identify in our department budget ways we are financially supporting initiatives for inclusion, diversity, equity, accessibility and anti-racism (IDEAA).

## Three-Year Considerations FY2024-FY2026

- **Building updates:**
  - ADA-compatibility – The library will continue to add new ADA-compatible furniture to meet patrons' needs. The Museum needs an ADA entrance.
  - Safety and environmental upgrades to Museum, including: fire suppression, secure external doors, seismic upgrades and temperature and lighting control for collection preservation.
- **Community Support:** meeting community in the work they need to do through providing meeting space, technology needs, and identifying barriers to library service and how to respond.
- **Collections budget considerations:**
  - To offer a sizable downloadable book collection with expansive access, the library pools purchasing with a state-wide consortium for eBooks and eAudiobooks. In addition, the library works with the Lane Council of Librarians to share costs for additional eBook and eAudiobook collections. Costs increase annually a minimum of 5% with a possible projection of 15% toward increased content. The statewide contract expires at the end of FY24 with plans to renegotiate.
  - In addition, we provide online subscriptions to language learning, research resources such as Consumer Reports and the Register Guard, education databases like Treehouse coding training and online tutoring, and recreation such as Creativebug and video streaming.

# LIBRARY SERVICES

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- eCollections are now core library offerings. About 80% of overall circulation remains physical materials.
- **Sustainable funding for staff:**
  - Library temporary staff is currently supported by grants, yet essential for operations. The library will work toward a reliable funding source.

## Financial Summary by Fund

	FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
100 General Fund	1,649,279	1,704,316	1,915,951	2,062,570
204 Special Revenue Fund	168,450	171,437	278,441	64,729
208 Transient Room Tax Fund	240,551	179,645	264,048	249,771
713 Vehicle & Equipment Fund	6,218	3,236	8,000	8,000
<b>Grand Total</b>	<b>\$ 2,064,498</b>	<b>\$ 2,058,635</b>	<b>\$ 2,466,440</b>	<b>\$ 2,385,070</b>

## Financial Summary by Program

		FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
Active Programs	1129 Arts Commission	26,332	26,298	64,019	68,086
	1130 Museum	153,988	70,619	204,624	185,684
	1131 Library Operations	1,602,594	1,688,759	1,601,656	1,739,777
	1132 Library Collections	178,614	159,700	180,700	145,697
	1133 Library Services	52,284	47,823	250,853	63,308
	7000 Department Administration	4,633	62,292	156,588	174,518
	9000 Non-Program	6,218	3,236	8,000	8,000
<b>Active Programs Total</b>		<b>2,024,662</b>	<b>2,058,727</b>	<b>2,466,440</b>	<b>2,385,070</b>
Inactive Programs	1120 Ref. and Reader Advisory Services	8,280	-	-	-
	1121 Digital Services	5,026	9	-	-
	1122 Borrower Services	8,679	-	-	-
	1123 Collection Management	8,541	48	-	-
	1124 Library Volunteer Program	596	-	-	-
	1125 Library Development & Marketing	4,830	-	-	-
	1126 Adult Programs	1,346	4	-	-
	1127 Youth and Family Programs	1,972	55	-	-
	1128 Latino Outreach	566	-	-	-
	1154 Detectives	-	(309)	-	-
	7005 City-Wide Mgmt & Oversight	-	100	-	-
<b>Inactive Programs Total</b>		<b>39,836</b>	<b>(92)</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>		<b>\$ 2,064,498</b>	<b>\$ 2,058,635</b>	<b>\$ 2,466,440</b>	<b>\$ 2,385,070</b>

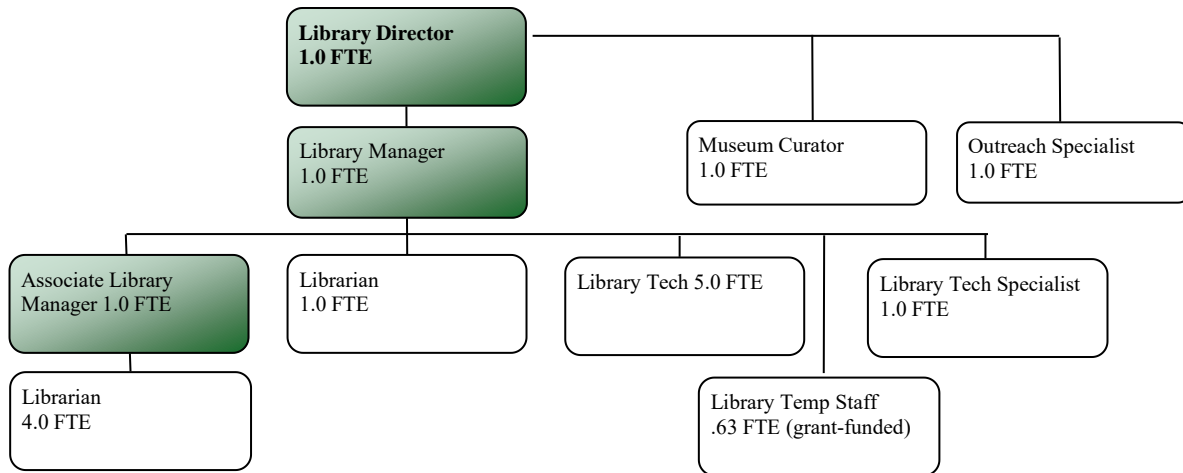
# LIBRARY SERVICES

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## Organizational Structure



## Summary of Full-Time Equivalent by Position

	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
Lib Tech Specialist	1.00	1.00	1.00	1.00
Librarian	5.00	5.00	5.00	5.00
Library Associate Manager	1.00	1.00	1.00	1.00
Library Director	1.00	1.00	1.00	1.00
Library Manager	1.00	1.00	1.00	1.00
Library Technician	3.50	4.00	4.00	4.00
Management Support Tech	1.00	1.00	1.00	1.00
Museum Curator	1.00	1.00	1.00	1.00
Outreach Specialist	-	0.40	1.00	1.00
Temp - Librarian	0.35	0.28	0.28	-
Temp - Library	0.21	0.28	0.28	-
Temp - Library Technician	0.07	0.07	0.07	-
<b>Grand Total</b>	<b>15.13</b>	<b>16.03</b>	<b>16.63</b>	<b>16.00</b>

## Summary of Full-Time Equivalent by Fund

	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
100 General Fund	13.63	13.63	14.13	14.00
208 Transient Room Tax Fund	1.50	1.50	2.24	2.00
204 Special Revenue Fund	-	0.90	0.26	-
<b>Grand Total</b>	<b>15.13</b>	<b>16.03</b>	<b>16.63</b>	<b>16.00</b>

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## Summary of Full-Time Equivalent by Program

		<b>FY20 FTE</b>	<b>FY21 FTE</b>	<b>FY22 FTE</b>	<b>FY23 FTE</b>
Active Programs	1129 Arts Commission	0.50	0.50	0.50	0.50
	1130 Museum	1.00	1.00	1.74	1.50
	1131 Library Operations	-	13.61	13.47	13.08
	7000 Department Administration	0.92	0.92	0.92	0.92
<b>Active Programs Total</b>		<b>2.42</b>	<b>16.03</b>	<b>16.63</b>	<b>16.00</b>
Inactive Programs	1120 Reference and Reader Advisory Services	3.10	-	-	-
	1121 Digital Services	1.13	-	-	-
	1122 Borrower Services	3.09	-	-	-
	1123 Collection Management	2.26	-	-	-
	1124 Library Volunteer Program	0.21	-	-	-
	1125 Library Development & Marketing	1.57	-	-	-
	1126 Adult Programs	0.55	-	-	-
	1127 Youth and Family Programs	0.62	-	-	-
	1128 Latino Outreach	0.20	-	-	-
<b>Inactive Programs Total</b>		<b>12.71</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>		<b>15.13</b>	<b>16.03</b>	<b>16.63</b>	<b>16.00</b>

# LIBRARY SERVICES

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## Performance Measures

Measure	FY22 Target	FY22 Est. Actual	FY23 Target
1.) Number of patron visits to the Museum	1,500	800	2,000
<b>Why this measure is important:</b> Museum attendance shows how the exhibits contribute to the vibrancy of downtown during the Second Friday Artwalk. Reflects community engagement with the museum goal to connect history to the present day.			
<b>Why was the target not met:</b> COVID restrictions and limitations on in-person services.			
2.) Total Circulation of Library Collection	205,000	305,000	400,000
<b>Why this measure is important:</b> Tracking circulation of collections purchased – both physical and digital titles – shows good stewardship when purchasing. Also reflects a collection that serves the community needs.			
3.) Number of patron visits to the Library	86,000	56,000	100,000
<b>Why this measure is important:</b> Library attendance helps show the impact of bringing community downtown through program and collection offerings.			
<b>Why was the target not met:</b> COVID restrictions and limitations on in-person services.			
4.) Total Average Active Users Per Month	16,700	14,700	16,700
<b>Why this measure is important:</b> Tracks how many residents have active accounts, giving them access to library collections. The goal is to increase number of active users since tax dollars pay for this service.			
<b>Why was the target not met:</b> COVID restrictions and limitations on in-person services.			
5.) Participation in Library and Museum Programs	10,500	3,900	5,200
<b>Why this measure is important:</b> Shows the impact of bringing people downtown. Increased engagement helps gauge focus of programming offerings, helps support early learning initiatives, school-age educational support and the lifelong learning mission of the library.			
<b>Why was the target not met:</b> COVID restrictions and limitations on in-person services.			



**Department Overview**

The Police Department consists of the Office of the Chief, the Operations Division, the Operations Support Division, the Jail Services Division, and the Business Services Division. Policing services are part of the governmental process that provides for overall public safety through the protection of life, property, and community partnership. The Police Department is tasked with the responsibility of enforcing laws that are enacted by elected officials or by voter approved ballot measures and that are interpreted by the court system. Criminal conduct is regulated through strategies that include enforcement of state and local laws, ordinances, and regulations, community engagement, community education, and collaborative problem solving.

The Police Department provides year-round, twenty-four-hour service to the Springfield Community through response to prioritized calls for service, visible police patrols, investigation of crime, enforcement of traffic laws, animal control enforcement, and by providing detention services for municipal offenders. The Police Department also performs community outreach, provides crime prevention and safety education, and coordinates the dispatch of mobile mental health and crisis services. The organization is committed to its role as a community guardian by equally serving and protecting every member of the community in a equitable, fair, and just manner.

	<b>FY20 Actuals</b>	<b>FY21 Actuals</b>	<b>FY22 Amended</b>	<b>FY23 Proposed</b>
5 PERSONNEL SERVICES	18,198,637	18,129,318	19,368,849	20,078,027
6 MATERIALS & SERVICES	3,688,115	4,153,595	4,480,364	4,837,178
7 CAPITAL OUTLAY	401,618	311,249	510,672	286,500
<b>Grand Total</b>	<b>\$ 22,288,370</b>	<b>\$ 22,594,163</b>	<b>\$ 24,359,885</b>	<b>\$ 25,201,705</b>

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

**Budget Summary – FY2023****Staffing**

The Springfield Police Department fiscal year 2023 proposed budget has 124 full time employee (FTE) positions, 84 FTE supported by the General Fund, 39 FTE supported by the Police and Jail Local Option Levy Fund, and one (1) FTE supported by the Special Revenue Fund.

Chief Andrew Shearer joined the Springfield Police Department in an interim capacity in May 2021 and was appointed as Chief of Police in March 2022. Chief Shearer led a reorganization effort in Fall 2021, which included creation of the Business Services Division and redistributing program oversight across the five department divisions. In November 2021, a new Business Services Manager position was filled to oversee the new Business Services Division, provide enhanced support for dispatch and records professional staff and contribute to the Department's executive team as a non-sworn professional representative. The reorganization also resulted in the reclassification of an existing Management Analyst position to a Crime Analyst that will focus efforts primarily on use of force analysis, as well as crime and other predictive and risk related topics. The FY2023 proposed budget incorporates the reintroduction of a Deputy Chief position to provide an additional layer of oversight and support to the Operations Division, Operations Support Division, and the Jail Services Division. The Deputy Chief position was previously eliminated in conjunction with the FY2018 City budget reduction effort. The Deputy Chief position will be instrumental to expand our efforts in the areas of

additional oversight, accountability, and building community trust. The additional Business Services Manager and the Deputy Chief positions represent 1.9% of the proposed FY2023 personnel budget.

Staffing shortages, especially for police officer positions, continue to be a department and industry wide challenge. As of March 2022, 25% of budgeted police officer positions were vacant (14 FTE) and 24% of the department budgeted positions were vacant (29 FTE). Low staffing has placed strain and additional workload on existing staff, increased overtime costs, and continues to limit appointments to special assignment positions and programs. Staffing for essential patrol services are of primary importance to minimize service impact to the community.

To address staffing challenges, recruitment and hiring remains a primary focus. Significant emphasis has been placed on hiring experienced lateral police officers, including use of hiring incentives for qualifying lateral officers. Recruitment of a workforce from diverse backgrounds and life experiences remain a department focus.

## Department Funding

The Police Department is primarily funded by General Fund and Police and Jail Local Option Levy Fund tax revenue. The Police and Jail Local Option Levy Fund is also partially funded from revenue earned by providing outside agencies inmate housing services.

## Service Level Changes

There are no significant changes in service level planned for FY2023. Although there are several special assignment positions currently open pending increased patrol staffing levels, key services remain adequately funded. Current special assignment vacancies intentionally held open include three detective positions, one motorcycle traffic officer, one DUI officer, one drug canine officer, and the administrative and training sergeant.

## Accomplishments FY2022

- **Department Reorganization** - Chief Shearer led a department reorganization improving the balance of personnel and programs between department divisions, establishing a Deputy Chief position and creating a new non-sworn professional position on the Department Command Staff team. The reorganization also yielded updated division titles.
- **Community Survey** - The Department partnered with Portland State University to conduct a community survey. The survey sought input on topics such as trust in police, police effectiveness, perceived safety, and public safety problems. The survey sought input from a representative sample and then the community at large during December 2021 and January 2022. PSU will communicate survey results within a report, which will be shared with City Council, City leadership and the community.
- **Leveraged Technology** - The Department has leveraged various technology opportunities, including:
  - Implementation of IA PRO with Blue Team software to standardize workflow processes and reporting for professional standards topics such as complaints, inquiries, commendations, use of force, and pursuits. IA Pro has supported the adoption of an updated complaint process that allows for improved tracking and accountability for adherence to policy and process. IA Pro has also streamlined use of force review supporting the department's commitment towards continual improvement and accountability.

- Issuance of smart phones to all of patrol, detectives, and select support staff to provide an industry standard tool supporting communication and investigative efficiencies, with City controlled security considerations. Smart phones have provided efficiencies with digital evidence gathering and video translation services.
  - Established a pilot small unmanned aerial systems (sUAS) program to evaluate a tool that can provide essential investigative support, while providing additional risk mitigation and de-escalation options during immediate life safety situations.
  - Purchased Taser brand conducted electrical weapon (CEW) batteries that shut down voltage output after five seconds. The battery limits Taser deployments to five seconds and requires an intentional redeployment after a five second period. The new accessories align with recommended policy and business practice changes by an independent third-party report.
  - Staff made a concerted efforts to improve the department's current website appearance and content within existing platform guidelines.
- **Community Outreach** - With increased messaging via social media platforms and select in-person events, the Department continues to expand outreach efforts after scaling back due to COVID-19 precautions. The Department has recently supported events such as child car seat safety checks, sUAS public information sessions, support of the Holiday parade, Coffee with a Cop, and National Night Out.
- **Peer Support Team** - The SPD Peer Support Team was created in 2021 and currently consists of 11 team members. Team members are being trained to provide one on one peer support sessions, as well as incident defusing and debriefs. The team is partnering with the City's EAP provider to establish a working relationship with local, experienced mental health providers. The team also plans to include a department Chaplain as part of their program.

## Initiatives FY2023

- **Police and Jail Local Option Levy** - SPD and the City are preparing for the renewal effort of the Police and Jail Local Option Levy during a general election in November 2022. The levy is currently active through fiscal year 2023. The Police Department has continued efforts to control expenditures and responsibly identify revenue opportunities to control levy costs. The levy currently supports:
  - 20 police staff, 19 jail staff, 2 court staff, and 0.23 judge positions.
  - The entire operating budget for the Springfield Municipal Jail,
  - Some operating budget for police and courts.
- **Accreditation** - The Department intends to pursue accreditation to demonstrate commitment to continuous improvement, identify opportunities for reduced risk, and emphasize alignment with recognized best practices. Oregon legislation will require an agency of SPD's current size to become accredited no later than July 1, 2026, however SPD intends to pursue accreditation prior to that timeline.
- **Comprehensive Training Plan** - Development of an annual comprehensive training plan will ensure required and prioritized training is planned, budgeted, and delivered to staff. Examples of potential prioritized training include de-escalation, duty to intervene, and procedural justice.
- **Hiring** - Filling vacancies has continued to be a challenge experienced throughout the law enforcement industry. The Department will continue to focus efforts on attracting high caliber experienced law enforcement professionals, as well as quality applicants new to law enforcement.
- **Department Mission and Values Statement** - Department leadership will coordinate the review and potential update of the Springfield Police Department Mission and Values Statement.

**Future Year Considerations**

- **Adequate Staffing** – Adequate staffing in all positions is critical for our ability to build trust with the Springfield community. The people we serve expect an immediate response when they call the police and that criminal cases will be investigated thoroughly and completely. Events nationally and here at home demand we create additional capacity for members to engage with the community in a variety of non-enforcement related capacities. Police response, crime reduction, and community outreach support a community policing partnership that can effectively solve problems and build trust. As of March 2022, the department's sworn staffing levels were at 75% of authorized strength. Retirements and resignations continue to trend up, impacting staffing levels. There is a continuing trend of fewer applicants for open sworn police positions. Agencies across the region, state, and nation find themselves in fierce competition for a relatively small number of qualified candidates. Agencies are offering a variety of financial incentives and benefits such as additional vacation time to attract sworn officers to leave their home agency and join a new one. We are working with the city to ensure we remain competitive in support of our recruiting and hiring efforts and incentives in order to attract future candidates. The city must also remain competitive with the total compensation package current members receive in order to retain people we have invested in and to recruit others to join this agency.
- **Policing Industry Challenges** – Policing and public safety initiatives continue to evolve nationally and locally. The Springfield Police Department is adapting to many challenges within the policing industry while focusing efforts to improve the agency's stature as a model policing organization through establishment of a culture of professionalism and excellence. We must provide opportunity for our people to develop professionally. We must consistently deliver high quality training, so our members have the tools to successfully navigate the challenges of police work. We must focus on the health and well-being of our members as they are the most valuable component of ability to deliver public safety service. We must provide opportunities for non-enforcement engagement and community interaction to develop and maintain public trust.
- **Mental Health** – Providing mental health crisis services to the community continues to be a priority for the city, department and Springfield community members. The city's 50/50 partnership with Lane County has provided funding for a White Bird Clinic CAHOOTS team to provide mobile mental health support to Springfield and the urban growth boundary 24 hours, 7 days a week. Lane County has indicated their grant sponsored funding for the Springfield area program may end after fiscal year 2022-23. The Springfield Police Department and City of Springfield will need to evaluate funding solution and program model options to support long-term mental health crisis services.
- **Technology and Equipment** - Leveraging new and existing technologies can improve transparency, trust, and data collection that will lead to innovation and improvement. Technology has been utilized to create efficiencies, to access new information, and provide a framework for standardization, reporting, and data analysis. Recent implementation of body worn and in car cameras, as well as improved data collection via implementation of new software applications, have improved increased accountability and enhanced processes. With new technologies comes additional expense for initial and ongoing licensing, storage, equipment, and future replacement. A tangible but often overlooked cost and impact to service is the additional staff time required to properly utilize and manage new technology. For example, officers, sergeants, and lieutenants spend additional time each day to review body worn camera videos and enter detailed information into the related software. This additional workload is justified due to the improved investigative, transparency and accountability opportunities the technology provides. The department will need to continue mindful utilization of new and existing technologies and equipment, such as body worn cameras, to support goals and initiatives.

# POLICE

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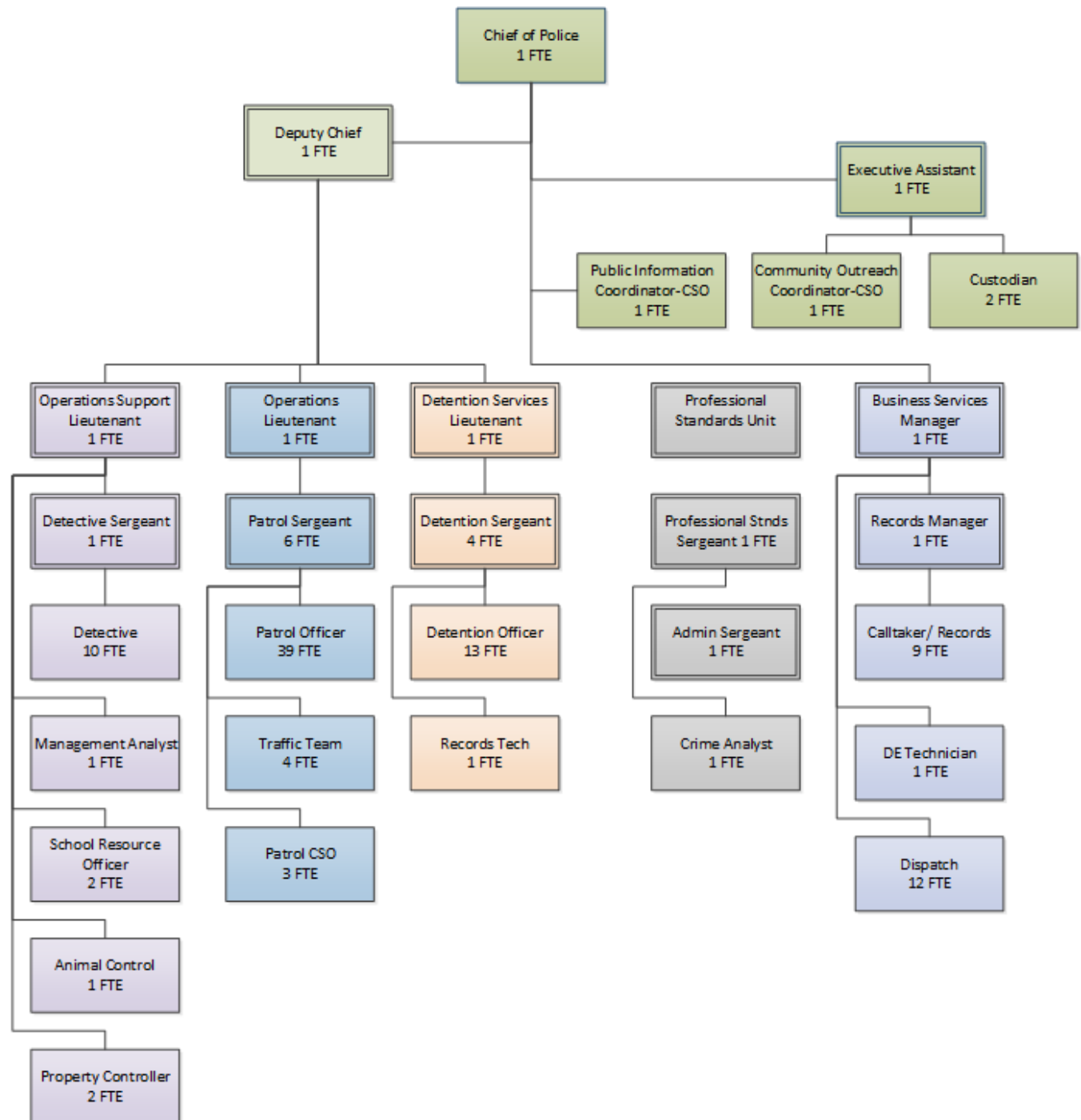
## Financial Summary by Fund

	FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
100 General Fund	15,496,317	15,665,158	16,749,396	17,336,526
204 Special Revenue Fund	491,115	451,189	336,051	360,000
236 Police Local Option Levy Fund	6,072,499	6,187,808	6,839,951	7,134,929
713 Vehicle & Equipment Fund	228,439	290,007	434,487	370,250
<b>Grand Total</b>	<b>\$ 22,288,370</b>	<b>\$ 22,594,163</b>	<b>\$ 24,359,885</b>	<b>\$ 25,201,705</b>

## Financial Summary by Program

	FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
Active Programs				
1141 Hiring & Professional Standards	355,309	515,333	349,063	645,016
1144 Patrol - Sworn	9,828,395	9,662,936	9,618,550	10,024,601
1145 Patrol - Non-Sworn	506,654	652,441	443,671	433,563
1146 Traffic Team	370,115	380,989	707,147	665,084
1148 K-9 Unit	457,581	467,349	726,177	758,971
1149 Drug Dog	51,196	83,799	234,686	150,454
1154 Detectives (fka Investigations)	1,931,802	2,009,354	2,140,656	2,541,654
1160 Critical Incident Response (fka SWAT)	63,494	34,036	13,002	3,500
1161 School Resource Officers	326,317	336,507	340,205	329,531
1162 Animal Control	182,519	171,020	190,944	180,849
1163 Community Outreach (fka Crime Prev. and Comm.y Relations)	241,856	223,217	387,451	361,889
1166 CAHOOTS	237,731	270,358	535,685	475,000
1167 Dispatch	1,623,960	1,661,095	1,752,475	1,789,014
1168 Records & Calltaking	1,064,862	1,065,427	1,310,463	1,283,862
1170 Property/Evidence	255,663	322,536	445,436	395,163
1175 Jail - Operation	3,066,261	3,133,586	3,418,673	4,012,007
7000 Department Administration	238,128	290,263	270,661	296,825
7090 Building and Security Maintenance	565,403	461,161	518,875	484,474
9000 Non-Program	228,439	290,007	434,487	370,250
<b>Active Programs Total</b>	<b>21,595,685</b>	<b>22,031,417</b>	<b>23,838,307</b>	<b>25,201,705</b>
Inactive Programs				
0000 Revenues	1,981	-	-	-
1044 Stormwater Fiscal Management and Customer Services	-	(3,092)	-	-
1045 Stormwater Regulatory Administration	-	(1,235)	-	-
1096 Fire Suppression Operations	17,833	-	-	-
1142 Training/Professional Standards and Certifications	984	4	-	-
1147 DUI Enforcement	94,205	-	-	-
1150 Major Accident Investigation Team (MAIT)	6,125	4,048	1,750	-
1151 Bicycle Patrols	282	-	-	-
1159 Computer Forensics	224,631	214,701	214,821	-
1169 Business Line Call-taking	1,096	-	-	-
1171 Municipal Jail - Book-in	328	-	-	-
1172 Municipal Jail - Housing	640	-	-	-
1173 Municipal Jail - Central Control	328	-	-	-
1174 Municipal Jail - Court Support	51,122	59,000	141,772	-
1176 Jail - Records	292,843	289,253	163,236	-
7005 City-Wide Management & Oversight	-	20	-	-
7060 Property & Liability	285	-	-	-
7022 City Facilities Operations, Maintenance and Custodial S	-	47	-	-
<b>Inactive Programs Total</b>	<b>692,684</b>	<b>562,746</b>	<b>521,578</b>	<b>-</b>
<b>Grand Total</b>	<b>\$ 22,288,370</b>	<b>\$ 22,594,163</b>	<b>\$ 24,359,885</b>	<b>\$ 25,201,705</b>

## Organizational Structure



# POLICE

Andrew Shearer, Chief of Police

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## Summary of Full-Time Equivalent by Position

	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
Business Services Manager	-	-	-	1.00
Comm Svcs Officer 2	4.00	4.00	3.00	3.00
Comm Svcs Officer 2 AnSvc	1.00	1.00	1.00	1.00
Crime Data Analyst	-	-	-	1.00
Custodian	2.00	2.00	2.00	2.00
Deputy Police Chief	-	-	-	1.00
Detention Clerk	1.00	1.00	1.00	1.00
Detention Officer	13.00	13.00	13.00	13.00
Detention Sergeant (Non-sworn)	4.00	4.00	4.00	4.00
Management Analyst	2.00	2.00	2.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
Police Call Taker/Records Clk	10.00	10.00	9.00	9.00
Police Chief	1.00	1.00	1.00	1.00
Police Comm Information Coord	1.00	1.00	1.00	1.00
Police Comm Outreach Coord	1.00	1.00	1.00	1.00
Police Detective	10.00	10.00	10.00	10.00
Police Digital Evidence Tech	-	0.50	1.00	1.00
Police Dispatcher	12.00	12.00	12.00	12.00
Police K-9	5.00	5.00	5.00	5.00
Police Lieutenant - Detention	1.00	1.00	1.00	1.00
Police Lieutenant - Operations	1.00	1.00	1.00	1.00
Police Lieutenant - Support Services	1.00	1.00	1.00	1.00
Police Motors	3.00	3.00	3.00	3.00
Police Office Supervisor	1.00	1.00	1.00	1.00
Police Officer	35.00	35.00	35.00	35.00
Police School Resource Officer	2.00	2.00	2.00	2.00
Police Sergeant	2.00	2.00	2.00	2.00
Police Sergeant - Detectives	1.00	1.00	1.00	1.00
Police Sergeant Patrol	6.00	6.00	6.00	6.00
Property Controller	2.00	2.00	2.00	2.00
<b>Grand Total</b>	<b>123.00</b>	<b>123.50</b>	<b>122.00</b>	<b>124.00</b>

## Summary of Full-Time Equivalent by Fund

	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
100 General Fund	83.93	84.43	82.93	83.93
236 Police Local Option Levy Fund	39.08	39.08	39.08	39.08
204 Special Revenue Fund	-	-	-	1.00
<b>Grand Total</b>	<b>123.00</b>	<b>123.50</b>	<b>122.00</b>	<b>124.00</b>



## Summary of Full-Time Equivalent by Program

	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE
1141 Hiring & Professional Standards	1.30	1.30	1.30	3.30
1144 Patrol - Sworn	44.83	42.83	42.12	41.76
1145 Patrol - Non-Sworn	4.43	4.43	3.13	3.00
1146 Traffic Team	3.78	3.73	4.08	4.00
1148 K-9 Unit	2.15	2.15	4.00	4.00
1149 Drug Dog	0.20	0.20	1.00	1.00
1150 Major Accident Investigation Team	0.19	0.19	-	-
1154 Detectives	10.34	12.34	11.54	13.39
1159 Computer Forensics	1.20	1.20	1.20	-
1160 Critical Incident Response	0.81	0.81	0.05	-
1161 School Resource Officers	2.10	2.10	2.05	2.00
1162 Animal Control	1.10	1.10	1.05	1.00
1163 Community Outreach	2.69	2.69	2.69	2.29
1166 CAHOOTS	0.05	0.05	-	-
1167 Dispatch	12.34	12.39	12.25	12.25
1168 Records & Calltaking	11.15	11.15	10.15	10.25
1170 Property/Evidence	2.05	2.55	3.05	3.10
1174 Municipal Jail - Court Support	1.05	1.05	1.05	-
1175 Jail - Operation	15.87	15.87	16.87	19.38
1176 Jail - Records	2.05	2.05	1.05	-
7000 Department Administration	1.19	1.19	1.24	1.29
7090 Building and Security Maintenance	2.15	2.15	2.15	2.00
<b>Grand Total</b>	<b>123.00</b>	<b>123.50</b>	<b>122.00</b>	<b>124.00</b>

## Performance Measures

Measure	CY22* Target	CY22* Actuals	CY23* Target
1.) Maintain or reduce the number of property crimes.	< 3034	2924	< 2924
<b>Why this measure is important:</b> Demonstrates level of safety as it pertains to property crime.			
2.) Maintain or reduce the number of person crimes.	< 888	910	< 910
<b>Why this measure is important:</b> Demonstrates level of safety as it pertains to person crime.			
3.) Maintain or improve property crime clearance rate.	> 24.26%	22.55%	> 22.55%
<b>Why this measure is important:</b> Demonstrates level of resolved property crimes.			
4.) Maintain or improve person crime clearance rate.	> 71.51%	65.49%	> 65.49%
<b>Why this measure is important:</b> Demonstrates level of resolved person crimes.			
5.) Less than a 4 minute response to Priority 1 incidents.	< 4 minutes	2.72 minutes	< 4 minutes
<b>Why this measure is important:</b> Measures operational responsiveness.			

\*CY= Calendar Year



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# CAPITAL BUDGET



## Capital Budget Summary:

The FY23 Capital Budget is based on the City's Capital Improvement Program (CIP), A Community Reinvestment Plan, a five-year outlook that describes the near-term program for funding, evaluation, and construction of City owned and operated public facilities. The CIP includes cost estimates and projected financing for maintaining, improving, or adding to the City's increasing investment in fixed assets. These projects and estimates, in turn, are derived from long term facilities master plans designed to anticipate City needs over a 20-year horizon. The City's fixed assets include streets, sidewalks, traffic signs and signals, streetlights, sanitary sewer and drainage systems, stormwater quality facilities, and city-owned buildings and property. The City's actual commitment to expend public funds occurs in the annual City budget process, with the CIP acting as a guide for the capital portion of the budget.

The Capital Budget also includes projects proposed for the Regional Wastewater Collection and Treatment Systems. These projects are included based on the actions of the Metropolitan Wastewater Management Commission (MWMC), which owns and oversees the Regional Wastewater Facilities serving the Eugene-Springfield metropolitan area. The Springfield Capital Budget includes appropriations for these items to fulfill the City's responsibilities under the Intergovernmental Agreement between the City, the City of Eugene, and Lane County, which created the MWMC, and assigns financial and capital management functions to the City of Springfield.

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

Major funding sources include State and local fuel taxes, loans, revenue bonds, general obligation bonds, sewer and drainage user fees, assessments, and, as appropriate, revenues from System Development Charges (SDCs) previously collected. Additionally, from time to time the City receives grants, loans and other revenues from other levels of government and from private entities, which are targeted to specific capital improvements. The Capital Budget appropriates these revenues if they pass through the City's accounts; in cases where another agency (e.g., ODOT) pays for work directly the Capital Budget will not show those funds even though they are spent on City projects.

The proposed FY23 Capital Budget of \$51.6 million is nearly \$11 million greater than the adopted FY22 Capital Budget and reflects both City and Metropolitan Wastewater Management Commission capital programming. The MWMC approves its Capital Budget, and that budget also passes through the City of Springfield budget as noted above. The proposed FY23 City of Springfield Capital Budget is \$20.6 million and the FY23 MWMC capital budget is \$30.9 million. While projects were completed during the FY22 budget year, the FY23 capital budget represents both new projects programmed in the local (City) and regional (MWMC) capital budgets as well as additional funds programmed to previously planned or adopted programs or projects. Several projects funded in FY22 City of Springfield capital budget were completed including several general obligation street bond preservation projects (42<sup>nd</sup> Street, Mohawk Boulevard, Olympic Street, High Banks Road, 58<sup>th</sup> Street, and Thurston Road), Maintenance Hole Rehabilitation, and the 2021 Slurry Seal of residential streets..

# CAPITAL BUDGET

A key effort represented in the FY23 capital budget will be finalizing design and soliciting construction bids for completing the extension of wastewater pipelines in the Jasper/Natron and South 28<sup>th</sup> Street areas. and beginning the design process for transportation projects that have been awarded federal aid grants. There are also several projects programmed in the FY23 capital for which the design phase will begin with construction anticipated in upcoming budget cycles. Those projects include wastewater rehabilitation projects as well as transportation projects that have been awarded federal aid grants.

The City continues to face several critical building/facilities operations, maintenance, and preservation issues. In preparation of the FY21 Capital budget, a \$59 million list of deferred/backlog facilities repairs were identified, along with a \$300k annual need for routine maintenance. needs as well as ongoing annual maintenance/preservation needs. In FY09, the City implemented an Internal Building Preservation Charge with intent to program \$300k annually for ongoing preservation. Since inception, the Internal Building Preservation Charge on average has generated just over \$270k per year dedicated to projects, through FY22. Staff has developed the City Buildings/Facilities Work Plan inclusive of all City Fire Stations, City Hall, Springfield Justice Center, Development and Public Works operations facilities, Springfield Depot, and the Carter Building. For example, the FY23 – FY27 Capital Improvement Program includes an unfunded project to replace the City Hall HVAC System at an estimated cost of \$1.8 million. The last major update or replacement to the system was more than 20 years ago and the current units are nearing the end of the serviceable life.

## Major Projects:

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

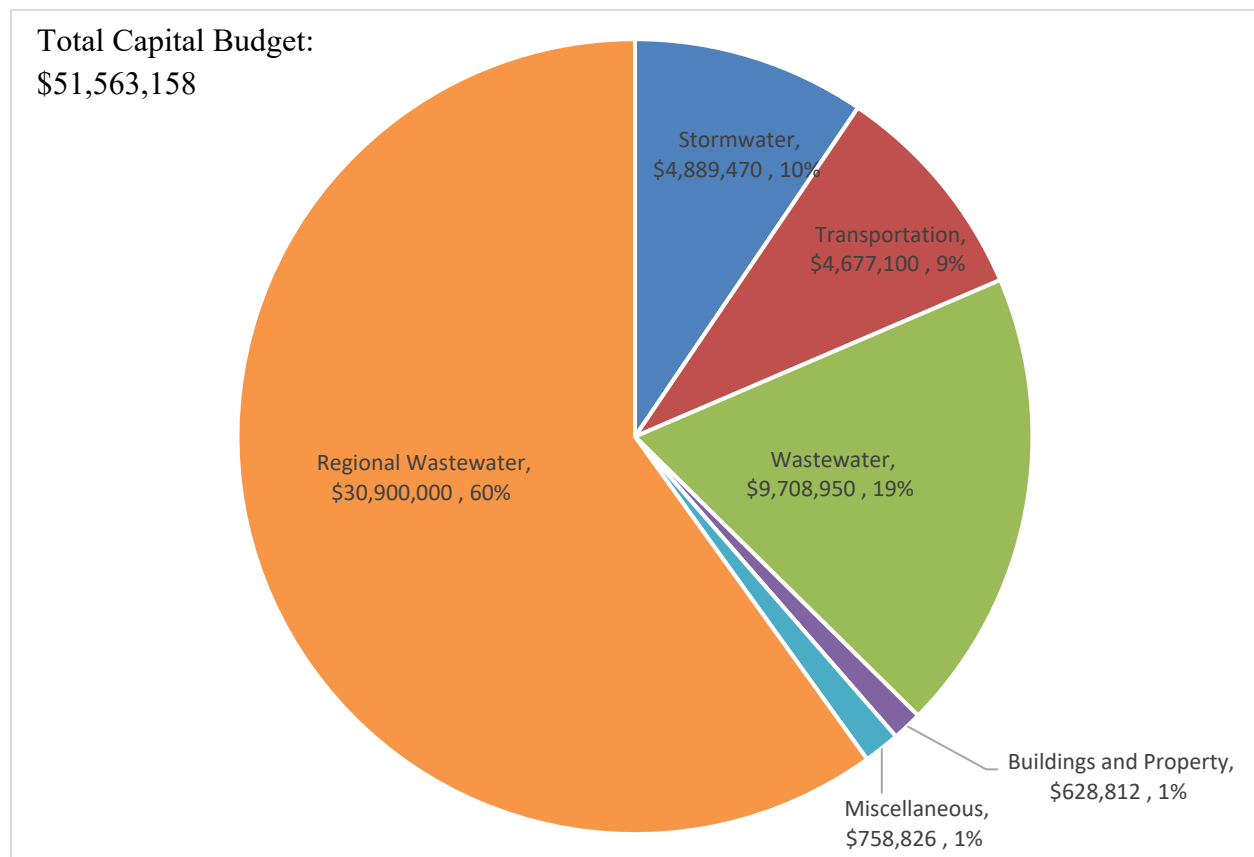
- South 28<sup>th</sup> Street Paving and Wastewater Pipe Extension – The City of Springfield received Congestion Mitigation Air Quality funding to be utilized for paving the gravel portion of S. 28th St. from South F St. to the city limits (approximately .25 miles). In addition to paving, the project will include extension of the existing gravity wastewater pipeline from F Street south to the City limits, and new stormwater features to manage and improve stormwater quality. Due to Oregon Department of Transportation and Federal Highway Administration requirements, the City must utilize a certified agency to deliver the project. For this project the City is working with Lane County, and planning and design kicked off in FY20 and design work is in progress with construction of the wastewater elements anticipated in FY23 and the street work anticipated in FY24.
- 70th Street Wastewater Basin Rehabilitation – One of the key goals of the Capacity, Management, Operations, and Maintenance Program is to eliminate inflow and infiltration (I/I) of groundwater into the sanitary sewer system. Utilizing the recently updated and calibrated hydraulic model, sanitary sewer basins with potential high levels of I/I were identified. Two micro-basins (70<sup>th</sup> Street and 72<sup>nd</sup> Street) have been programmed for rehabilitation in the FY23-FY27 Capital Improvement Program, with design of the 70<sup>th</sup> Street Basin planned to begin in FY23.

# CAPITAL BUDGET

- Jasper Trunk Sewer – Phase 3 – The City Council approved funding for the extension of the Jasper Trunk Sewer with adoption of the 2020-2024 Capital Improvement Program. Phase 3 will extend wastewater service approximately 5,280 feet southeast across Bob Straub Parkway terminating near Brand S Road. Further extension of the Jasper Trunk Sewer provides a key City service for urban level development of the Jasper-Natron area.
- Local Sewer Extensions – Within the City of Springfield's city limits and urban growth boundary (UGB) are several areas that are fully developed but lack wastewater service. This project would fund the design and construction of wastewater main line pipes to these areas upon request of affected property owners or annexation, with some or all of the cost possibly reimbursable through assessments. Design is currently underway for location in Jasper Road location between 32<sup>nd</sup> Street and 42<sup>nd</sup> Street with construction anticipated for FY23.

The CIP identifies capital projects by major systems and/or improvement categories and lists the various uses of capital funds. The following table shows the proposed Capital Budget funding by the various categories, and includes the MWMC Capital Budget.

## Summary of the FY23 Capital Budget:



## Operating Impact of the Capital Budget:

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

## CAPITAL BUDGET

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

For example, while new fire station construction will result in additional staffing and operations costs, repaving a street, or bringing it to full City standards typically results in a reduced need for maintenance. These costs or savings are not included in the capital budget estimates and are instead incorporated into the operating budget beginning in the year that the facility is anticipated to become operational. An important element of the CIP process is the consideration of any future increases in operating costs that may result from capital activity so that estimates of those costs can be incorporated in the appropriate long-term financial plans for the affected funds. In a governmental setting, these operating impacts often occur in funds other than those in which the capital expenditure is recorded. As projects move from the CIP into the Capital Budget, they are reviewed to evaluate the impact on the appropriate operating fund budget.

Analysis of the local Springfield FY22 Capital Budget indicates that several of the proposed projects do not have a measurable operating impact. In many cases, these projects are planning activities, which do not result in additional infrastructure or equipment. The Capital Budget includes approximately \$1.6 million in the category of projects that have no significant operational impact. For example, projects that do not have any impact on the City's operational budget include expenditures to plan for future infrastructure needs through Master Plan updates, and to complete base map updating. A second category of capital projects that are not estimated to have operating impacts are those where the capital expenditure is designed to replace or upgrade existing systems. In many cases, there may be operating efficiencies or future cost avoidance that results from the improvements, but these impacts are not presently quantifiable and are believed to be marginal. Examples in this project category include preservation projects for streets, drainage and sanitary sewers where the only operating impact is potential avoidance of future costs that might occur if repairs or replacement does not occur on a timely basis. Approximately \$9.1 million is budgeted for such projects. Projects such as the \$2 million budgeted for the 70th Street Wastewater Basin Rehabilitation may have little or no operational impact, but instead prevent the need to make significant capital investments that might otherwise be required by a full reconstruction of the road base.

A third category of projects not presently estimated to have an impact on the operating budget includes those where the scope of the project is not sufficiently defined to develop an estimate. An example of this category of projects where definition is inadequate to determine operational impact is the \$167,000 budgeted for City participation in private projects. These expenditures will be used to support a variety of capital improvements such as streets and sewers that are 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.

## CAPITAL BUDGET

In dollar terms, the cost of capital projects expected to result in increased operating expenditures, excluding MWMC projects and dedicated reserves, totals approximately \$6.5 million. The increased operating costs resulting from these capital improvements are estimated to be about \$350,000 annually. The majority of this cost is for projects that will result in the need to increase staffing in future years as the infrastructure asset base grows. However, it is typical that not all projects are constructed in the same year they are funded. Therefore, the project and operating values are typically less than stated above.

# CAPITAL BUDGET

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## Capital Project Detail:

Transportation and Street Projects		FY22 Adopted	FY23 Proposed
<b><u>P21147 Filling the Gaps-SRTS</u></b>	Storm Drainage Fund	\$ 225,000	\$ 217,000
Approximately 2,500 linear feet of separated walking facilities will be added to the walking network and 32 new ADA ramps will be built within city owned right of way. Five gaps in the walking network to schools will be filled and a ramp at L St will be constructed to improve bicycle access to Centennial Elementary School. Following is the list of priority locations: Rainbow (west side) - west M St to Centennial, 31st St (east side) - EWEB Multi-use Path to V St, 21st (west side) - L St to Centennial, E St (south side) - 51st St to 52nd St, E St (north side) - 51st St to E St cul-de-sac, L St Curb Cut - Centennial Elementary School Access. Total Project budget including federal dollars: \$638,000.	<b>Total Project Budget</b>	<b>\$ 225,000</b>	<b>\$ 217,000</b>
<b><u>P21151 Centennial Overlay Aspen to Prescott</u></b>	Street Capital Fund	\$ -	\$ 230,000
Pavement preservation of approximately 2,600 ft. from Aspen Street east to Prescott Street. Project includes re-design and reconstruction of non-compliant ADA facilities to current standards. Project is funded through 2018 Street Bond funds.	<b>Total Project Budget</b>	<b>\$ -</b>	<b>\$ 230,000</b>
<b><u>P21152 High Banks/58th St. Overlay</u></b>	Street Capital Fund	\$ 999,254	\$ -
Pavement preservation of approximately 5,800 ft. from OR 126 east to 58th St, and 58th St south to Thurston Rd. Project includes re-design and reconstruction of non-compliant ADA facilities to current standards. Project is funded through 2018 Street Bond funds.	<b>Total Project Budget</b>	<b>\$ 999,254</b>	<b>\$ -</b>
<b><u>P21155 S. 28th St. Paving - CMAQ</u></b>	Storm Drainage Fund	\$ 1,271,500	\$ 1,214,000
The City of Springfield received Congestion Mitigation Air Quality funding to be utilized for paving the gravel portion of S. 28th St. from South F St. to the city limits (approximately .25 miles). In addition to paving, the project will include extension of the existing gravity wastewater pipeline from F Street south to the City limits, and new stormwater features to manage and improve stormwater quality. Total project budget including federal funding is \$2.6 million.	<b>Total Project Budget</b>	<b>\$ 1,271,500</b>	<b>\$ 1,214,000</b>
<b><u>P21156 Mill Street Reconstruction</u></b>	Street Capital Fund	\$ 40,000	\$ 50,000
Mill Street, a major collector in Springfield, is in need of reconstruction (S. A Street to Centennial Boulevard). The street has fallen beyond the feasibility of maintenance treatments. Mill Street serves as a collector for residences and some commercial use, and provides access to Centennial Boulevard and Main Street, two key Springfield arterial streets. Access along Mill Street serves an office park, medium and high density developments, mixed use commercial development, and Meadow Park. The reoconstructed corridor will include ADA upgrades as well as Bike and Pedestrian facilities per Springfield Transportation System Plan Project PB-20). Total Project budget including federal dollars is \$5.5 million.	SDC Improvement (Transportation)	\$ -	\$ 15,000
	Sanitary Sewer Fund	\$ -	\$ 200,000
	Storm Drainage Fund	\$ -	\$ 300,000
	<b>Total Project Budget</b>	<b>\$ 40,000</b>	<b>\$ 565,000</b>
<b><u>P21159 Virginia/Daisy Bikeway Phase 2</u></b>	SDC Improvement (Transportation)	\$ 604,000	\$ 604,000
The City of Springfield partnered with the University of Oregon's 2011-2012 Sustainable City Year to plan Virginia/Daisy corridor bike boulevard improvements. Safety treatments along the entirety of the corridor include: increased signage to slow vehicles and identify the space as a bicycle boulevard, striping of bicycle lanes, sharrows, traffic calming infrastructure (e.g., bulbouts), and intersection treatments (e.g., mini-roundabouts). Phase 2 will include construction of a roundabout at the 42nd St./Daisy St. intersection. Total project budget including federal funding is \$990,000.	<b>Total Project Budget</b>	<b>\$ 604,000</b>	<b>\$ 604,000</b>

# CAPITAL BUDGET

Jeff Paschall, Community Development jpaschall@springfield-or.gov

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Transportation and Street Projects, continued		FY22 Adopted	FY23 Proposed
<b><u>P21184 Q Street Recon - 5th to Pion PK</u></b>	SDC Reimbursement (Transportation)	\$ -	\$ 73,000
Reconstruct Q Street from 5th Street west to Pioneer Parkway East including ADA upgrades.	<b>Total Project Budget</b>	\$ -	\$ 73,000
 <b><u>P41049 West D St. Bike Improvements</u></b>	Street Capital Fund	\$ 39,100	\$ 39,100
A bicycle and pedestrian safety project that will include improving the transition for people riding bikes from the Northbank Path onto West D Street, enhancing bicycling conditions along West D Street to Mill Street, as well as other crossing enhancements.	<b>Total Project Budget</b>	\$ 39,100	\$ 39,100
 <b><u>P61003 ADA Transition Projects</u></b>	SDC Reimbursement (Transportation)	\$ 50,000	\$ -
The Americans with Disabilities Act of 1990 requires the City to maintain a "Transition Plan" that details how it will bring facilities that were not in compliance at the adoption of the act into compliance. Currently, the City policy is to correct defects as projects occur and to make improvements as requests are received from Citizens who make their need known. This project will set aside funds to be used for high priority locations that are identified, and will allow the City to respond in a timely manner to those requests. Additionally, the City must conduct a detailed inventory of existing and missing facilities within the right of way.	Street Capital Fund	\$ -	\$ 125,000
	<b>Total Project Budget</b>	\$ 50,000	\$ 125,000
 <b><u>P61007 Transportation Demand</u></b>	SDC Improvement (Transportation)	\$ 120,000	\$ 130,000
The project includes match funding for other transportation options projects to enhance non-auto travel links in the community like the 60th and "E" Street multi-use path, park and ride facilities coordinated with transit stations, and other activities that promote non-single auto travel choices.	<b>Total Project Budget</b>	\$ 120,000	\$ 130,000
 <b><u>P61008 Traffic Control Projects</u></b>	SDC Improvement (Transportation)	\$ 450,000	\$ 485,000
This project is for installation of new traffic signals and modification of existing signals or installation of roundabouts at various City intersections. Example intersections include: Thurston Rd. & 66th St., 42nd St. & Marcola Road, South 42nd & Daisy St., South 40th & Daisy St., and 28th St. & Centennial Blvd. Signal modifications may include changing phase order, adding overlaps, and other enhancements to safety or efficiency like improved pedestrian crossings. Various striping and signing improvements may also be implemented under the Traffic Control Projects. Funding is set aside in this program and as projects are identified that fit into this category they are given an individual account and at that time another source of funding will be identified to match the allowable SDC funds.	<b>Total Project Budget</b>	\$ 450,000	\$ 485,000
 <b><u>P61009 Gateway Traffic Improvements</u></b>	SDC Improvement (Transportation)	\$ 620,000	\$ 845,000
Transportation improvements at various locations in the Gateway area to increase capacity, relieve congestion, and improve safety. Funding is set aside in this program and as projects are identified that fit into this category they are given an individual account and at that time another source of funding is identified to match the allowable SDC funds.	<b>Total Project Budget</b>	\$ 620,000	\$ 845,000
 <b><u>P61014 Street Preservation &amp; Maint.</u></b>	Street Capital Fund	\$ -	\$ 150,000
going programming are traditionally used for an annual slurry seal project or	<b>Total Project Budget</b>	\$ -	\$ 150,000
<b>Total Transportation and Street Capital Budget</b>		<b>\$4,418,854</b>	<b>\$4,677,100</b>



# CAPITAL BUDGET

Jeff Paschall, Community Development jpaschall@springfield-or.gov

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		FY22 Adopted	FY23 Proposed
<b>Sanitary Sewer Projects</b>			
<b><u>P21065 Jasper Trunk Sewer - Phase 3</u></b>	SDC Improvement (Sewer)	\$ 750,000	\$ 750,000
Installation of 5,280 feet of 10 to 27 inch diameter sewer along Jasper Road from the current termination point (approximately 1,600 feet southeast of Mt. Vernon Road) to the south side of Bob Straub Parkway near Brand S Road.	Sanitary Sewer Fund	\$ 1,593,500	\$ 1,820,200
	<b>Total Project Budget</b>	<b>\$ 2,343,500</b>	<b>\$ 2,570,200</b>
<b><u>P21166 28th St. Sanitary Sewer Extension</u></b>	Sanitary Sewer Fund	\$ 1,200,000	\$ 1,192,500
The City received Congestion Mitigation Air Quality (CMAQ) Funds to pave South 28th Street from F Street south to the City limits (the Mill race Bridge). This project will extend the Sanitary Sewer line ahead of the paving project.	<b>Total Project Budget</b>	<b>\$ 1,200,000</b>	<b>\$ 1,192,500</b>
<b><u>P21168 2021 Maintenance Hole Rehab</u></b>	Stormwater Fund	\$ 50,000	\$ -
Annual project to make surface repairs around various storm and wastewater maintenance access hole locations.	SDC Reimbursement (Storm)	\$ 25,000	\$ -
	Sanitary Sewer Fund	\$ 50,000	\$ -
	SDC Reimbursement (Sewer)	\$ 25,000	\$ -
	<b>Total Project Budget</b>	<b>\$ 150,000</b>	<b>\$ -</b>
<b><u>P21170 42nd - 48th Sanitary Sewer Rehab</u></b>	Sanitary Sewer Funds	\$ -	\$ 1,496,250
This project involves the rehabilitation of the sanitary sewer between 42nd and 48th St approximately around E St. The sewer has reached the end of its useful life and the rehabilitation is necessary to enable the City to maintain compliance with federal and state requirements to eliminate sanitary sewer overflows. Springfield has an obligation under the Environmental Protection Agency (EPA) order to maintain the wastewater system such that all sanitary sewer overflows are eliminated as well as assuring public health and safety.	<b>Total Project Budget</b>	<b>\$ -</b>	<b>\$ 1,496,250</b>
<b><u>P21185 70th St Wastewater Monitoring Analysis/Plan</u></b>	Sanitary Sewer Funds	\$ -	\$ 2,000,000
Microbasin rehabilitation project that includes repair and/or replacement of the publicly maintained wastewater collection system serving the 70 <sup>th</sup> Street area.	<b>Total Project Budget</b>	<b>\$ -</b>	<b>\$ 2,000,000</b>
<b><u>P41041 Flow Monitoring Analysis/Plan</u></b>	Sanitary Sewer Fund	\$ 150,000	\$ -
The City of Springfield's obligations in the 2001 Wet Weather Flow Management Plan (WWFMP) were completed by January 2010; however it is necessary for the City to continue to fund wastewater system rehabilitation and Inflow and Infiltration (I/I) reduction projects. These additional projects will be identified through the Wastewater Master Plan Update project and the Capacity, Management, Operations and Maintenance (CMOM) program that will likely be included in the next NPDES permit for the wastewater system.	SDC Improvement (Sewer)	\$ 50,000	\$ -
	<b>Total Project Budget</b>	<b>\$ 200,000</b>	<b>\$ -</b>
<b><u>P41064 Comp Flow Monitoring 2022</u></b>	Sanitary Sewer Fund	\$ -	\$ 135,000
Maintain and advance the current collecton system and flow monitoring program for three years, starting on April, 2022.	SDC Improvement (Sewer)	\$ -	\$ 110,000
	<b>Total Project Budget</b>	<b>\$ -</b>	<b>\$ 245,000</b>
<b><u>P61000 CMOM Planning &amp; Implementation</u></b>	Sanitary Sewer Fund	\$ 3,200,000	\$ 1,450,000
The City of Springfield's obligations in the 2001 Wet Weather Flow Management Plan (WWFMP) were completed by January 2010; however it is necessary for the City to continue to fund wastewater system rehabilitation and Inflow and Infiltration (I/I) reduction projects. These additional projects will be identified through the Wastewater Master Plan Update project and the Capacity, Management, Operations and Maintenance (CMOM) program that will likely be included in the next NPDES permit for the wastewater system.	<b>Total Project Budget</b>	<b>\$ 3,200,000</b>	<b>\$ 1,450,000</b>
<b><u>P61001 Wastewater Repair</u></b>	Sanitary Sewer Fund	\$ 500,000	\$ 250,000
This project involves the contracted repair or replacement of sanitary sewers that require either emergency rehabilitation as a result of Sanitary Sewer Overflows or the prospect of impending system failures. The DPW Operations Division addresses an average of four (4) emergency repairs of this nature annually.	SDC Reimbursement (Sewer)	\$ -	\$ 250,000
	<b>Total Project Budget</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>
<b><u>P61013 Local Sewer Extension</u></b>	Sanitary Sewer Fund	\$ 1,500,000	\$ 500,000
Within the City of Springfield's city limits and Urban Growth Boundary (UGB) are several areas that are fully developed, but lack wastewater service. The project would fund extending wastewater pipes to these areas upon request of affected property owners or annexation, with some or all of the cost possibly reimbursable through assessments.	<b>Total Project Budget</b>	<b>\$ 1,500,000</b>	<b>\$ 500,000</b>
<b>Total Sanitary Sewer Capital Budget</b>		<b>\$9,093,500</b>	<b>\$9,953,950</b>

# CAPITAL BUDGET

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Stormwater Projects		FY 22 Adopted	FY23 Proposed
<b><u>P21124 5th St./EWEB Storm Pipe</u></b>	Storm Drainage Fund	\$ 111,500	\$ 111,500
Approximately 170 feet of stormwater pipe running west along the EWEB path from N. 5th Street requires will be upsized to a 30-inch diameter pipe from its current size of 18-inches.	<b>Total Project Budget</b>	<b>\$ 111,500</b>	<b>\$ 111,500</b>
<b><u>P21138 Irving Slough Improvements</u></b>	Storm Drainage Fund	\$ 785,000	\$ 785,000
The project consists of open channel improvements in multiple locations for flood control and the construction of a stormwater storage facility. Water quality improvements will be incorporated into the project where applicable to meet regulatory requirements.	<b>Total Project Budget</b>	<b>\$ 785,000</b>	<b>\$ 785,000</b>
<b><u>P41020 Channel 6 Master Plan</u></b>	Storm Drainage Fund	\$ 799,000	\$ 799,000
Using consulting services, prepare a scope document for a new flood plain study to update the Flood Insurance Rate Map (FIRM) for SCS Channel 6 from 10th Street to the I-5 Channel to incorporate numerous construction changes that have occurred along SCS Channel 6 in the past 40 years. With FEMA approval of the FIRM update, the project is moving into the implementation phase.	<b>Total Project Budget</b>	<b>\$ 799,000</b>	<b>\$ 799,000</b>
<b><u>P41042 Glenwood Stormwater Master Plan</u></b>	SDC Improvement (Storm)	\$ 50,000	\$ 70,000
To improve the stormwater system including pipe and open channel improvements, for flood control and water quality improvements at various locations within Glenwood as identified in the Stormwater Facilities Master Plan (SWFMP), and to support implementation of the existing refinement plan for Glenwood. The project will also involve evaluation and construction/enhancement of stormwater outfall structures to the Willamette River. Specific projects will be implemented as development occurs, consistent with the Public Facilities and Services Plan (PFSP).	Storm Drainage Fund	\$ 50,000	\$ 255,000
	<b>Total Project Budget</b>	<b>\$ 100,000</b>	<b>\$ 325,000</b>
<b><u>P41044 42nd Street Levee Study</u></b>	Storm Drainage Fund	\$ 534,470	\$ 526,970
Conduct a study of the condition of the High Banks Road (42nd Street) Levee to identify any structural or non-structural deficiencies and to evaluate the potential for obtaining federal accreditation of this levee as a flood control facility under the National Flood Insurance Program and for compliance with the National Levee Safety Program.	<b>Total Project Budget</b>	<b>\$ 534,470</b>	<b>\$ 526,970</b>
<b><u>P41045 Glenwood Park Blocks</u></b>	SDC Improvement (Storm)	\$ 25,000	\$ 25,000
It is anticipated that the Glenwood Park Blocks are to be constructed as development occurs within the Glenwood refinement area. It is intended that the park blocks will become publicly owned infrastructure and incorporate stormwater treatment and Parks and Open Space upon completion. This project is intended to work with Willamalane and a consultant to develop design and landscape standards for stormwater treatment and open space.	Storm Drainage Fund	\$ 25,000	\$ 25,000
	<b>Total Project Budget</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>
<b><u>P61002 Stormwater Repair</u></b>	Storm Drainage Fund	\$ 450,000	\$ 600,000
This program involves the rehabilitation of Springfield drainage system to repair or replace older pipe in the system and solve flooding problems and reduce street surface failures due to poor drainage. This program also includes rehabilitation of catch basins and culverts to prevent flooding, and the contractual cleaning of large storm sewer pipe. Projects include: Repair West B St. storm outfall to Willamette River; Restore capacity in culverts on 69th St., Channel 6, 72nd St. and 48th St. canals; Repair damaged gutter bars causing localized flooding at 1105 S St., 1500 B St., and Olympic St., F St. - 9th to 10th.; Repair catch basins at various locations; Replace catch basin at 717 71st St. with combination catch basin/curb inlet; Replace storm line segments at Centennial Blvd at 10th St. intersection, A St. at 26th St. intersection, Centennial Blvd at 12th St. to Mohawk Blvd; Install storm line catch basin from intersection of 17th and S St. to storm system at 17th and T St.; Remove abandoned catch basin vault at 1482 T St.; Drainage repairs on Quarry Street and Park Street.	SDC Reimbursement (Storm)	\$ 50,000	\$ 100,000
	<b>Total Project Budget</b>	<b>\$ 500,000</b>	<b>\$ 700,000</b>

# CAPITAL BUDGET

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		FY22 Adopted	FY23 Proposed
<b>Stormwater Projects, continued</b>			
<b><u>P61004 Channel Improvement</u></b>	SDC Improvement (Storm)	\$ 7,920	\$ 7,920
This project is intended to provide improvements to key drainage ways to address barriers to fish passage, and to correct previous channel modifications that have caused deterioration of flow capacity, water quality, and fish habitat functions. These improvements include culvert replacements or retrofits, road crossing and outfall modifications, and channel restoration. The adoption of the Springfield Total Maximum Daily Load Implementation Plan identifies an additional temperature benefit from channel restoration and shading.	SDC Reimbursement (Storm)	\$ 60,000	\$ 80,000
	Storm Drainage Fund	\$ 1,024,080	\$ 1,104,080
	<b>Total Project Budget</b>	<b>\$ 1,092,000</b>	<b>\$ 1,192,000</b>
<b><u>P61005 MS4 Permit Implementation</u></b>	SDC Reimbursement (Storm)	\$ 20,000	\$ 20,000
Develop and implement programs and projects to comply with the National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) Discharge requirements.	Storm Drainage Fund	\$ 20,000	\$ 20,000
	<b>Total Project Budget</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>
<b><u>P61006 Riparian Land Management</u></b>	SDC Improvement (Storm)	\$200,000	\$200,000
This project provides funding to purchase riparian area lands from private property owners where needed to meet City and regulatory objectives for stormwater management, flood control and habitat protection. It also provides funding for consultant services to evaluate riparian buffer areas, City and other activities affecting them. Property acquisitions will typically result in increased operational spending to maintain city owned property. Projects developed on property acquired may, however, produce savings through reduced spending for flood control and water quality improvement activities. Project funding levels have been reduced to conform to eligibility levels for improvement SDCs. Council adoption and implementation of a reimbursement SDC may permit restoration of prior funding levels.	SDC Reimbursement (Storm)	\$100,000	\$30,000
	Storm Drainage Fund	\$200,000	\$45,000
	<b>Total Project Budget</b>	<b>\$500,000</b>	<b>\$275,000</b>
<b><u>P61012 HOA Water Quality Facilities</u></b>	Storm Drainage Fund	\$85,000	\$85,000
There are approximately 40 WQFs in subdivisions that were built between 1993 and 2010 that are privately owned by HOAs or another private entity (individual residents, the original developer, etc.). The City has taken a progressively more active role in maintaining these facilities over the past five years. With the approval of Council in 2013, the City's Operations Division hires a temporary work crew each summer to manage vegetation in the facilities and ensure they are functioning properly. This capital program will begin setting aside funds to take over and bring into compliance selected privately owned water quality facilities.	<b>Total Project Budget</b>	<b>\$85,000</b>	<b>\$85,000</b>
<b>Total Stormwater Capital Budget</b>		<b>\$4,596,970</b>	<b>\$4,889,470</b>

# CAPITAL BUDGET

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Buildings and Facilities		FY21 Adopted	FY22 Proposed
<b><u>P21075 Firing Range Decommissioning</u></b>	Storm Drainage Fund	\$ 25,000	\$ 25,000
This project involves the clean-up of the outdoor firing range formerly used by the Police Department. Cleanup activities include lead mining, removal of miscellaneous materials, and overall environmental assessment of the site.	<b>Total Project Budget</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>
 <b><u>P21082 Booth Kelly Building Repair</u></b>	Booth-Kelly Fund	\$ 40,000	\$ 40,000
Repair or removal of the building structure referred to as Building D, Suite 188 open cover.	<b>Total Project Budget</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>
 <b><u>P21084 Booth Kelly Roof Repair</u></b>	Booth-Kelly Fund	\$ 100,000	\$ 100,000
Roof replacement or epoxy over coating of the existing roof decking of the "Saw-tooth" building, commonly referred to as Building G at the Booth-Kelly Center.	<b>Total Project Budget</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>
 <b><u>P50234 BK Site Stormwater Master Plan</u></b>	Booth-Kelly Fund	\$ 50,000	\$ 50,000
Drainage master plan implementation for the Booth-Kelly site.	Storm Drainage Fund	\$ 100,000	\$ 100,000
	<b>Total Project Budget</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>
 <b><u>P61011 Building Preservation Projects</u></b>	Development Projects Fund	\$ 305,892	\$ 313,812
Perform preservation, capital maintenance and repair projects on City-owned buildings, including but not limited to City Hall, 5 Fire Stations, Museum, Justice Center, Jail, Depot, Carter Building and Maintenance Facilities. Projects can include the repair, renovation or replacement of structural, mechanical, electrical, and plumbing systems. Other projects can include systems preservation such as, painting, roofing, lighting, alarm and elevator projects as well as repair and/or upgrades to aesthetic and architectural elements.	<b>Total Project Budget</b>	<b>\$ 305,892</b>	<b>\$ 313,812</b>
 <b>Total Buildings and Facilities Capital Budget</b>		<b>\$620,892</b>	<b>\$628,812</b>

# CAPITAL BUDGET

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Miscellaneous		FY22 Adopted	FY23 Proposed
<b>P22177 RFB S. 32nd St @ Virginia</b>	SDC Reimbursement (transportation)	\$ -	\$ 27,000
Design and Construct a RRFB crossing with a ped refuge island on the South leg of the 32nd @ Virginia Ave intersection	<b>Total Project Budget</b>	<b>\$ -</b>	<b>\$ 27,000</b>
 <b>P41024 Asset Mgmt System Replacement</b>			
Replace failing Geographic Information Systems (GIS) and Facilities Management (FM) systems that manage electronic inventories of City infrastructure and provide reliable and well integrated information for asset management and mapping functions. Functions serve activities such as planning, designing, constructing, maintaining, reporting, accounting, forecasting and operating City facilities, i.e., managing City facilities valued at approximately one billion dollars. Proposing a phased approach with 1) targeted replacement of existing system FY12-FY13 for \$984,000; 2) integration of Street system information FY14 for \$200,000; 3) Transportation appurtenance integration FY15-FY16 for \$219,000 (\$39,000 from FY15 and \$180,000 FY16) and then ongoing system maintenance and software licensing fees are shown for informational purposes as Operational Impact for \$242,000 per year plus adjustments for inflation beyond - note these costs are not included in the Funding Sources.	Sanitary Sewer Fund	\$ 137,500	\$ 137,500
	Storm Drainage Fund	\$ 137,500	\$ 137,500
	<b>Total Project Budget</b>	<b>\$ 275,000</b>	<b>\$ 275,000</b>
 <b>P41043 Topographic Remapping</b>			
Replace out-of-date topographic maps (base maps) for the entire City that were last developed in 2000; replace orthoimagery and LiDAR data on a 3 year cycle. New maps will address development induced changes that have occurred across the City and will include updating full topography (e.g., elevation, structures, surface facilities, vegetation, surface waterways and transportation appurtenances) on all City base maps used to support key City functions by all Departments. New orthoimagery and LiDAR data will inform and enhance the creation of new base maps. Proposing full remapping in 2013 and then incremental remapping every 2 years to assure that from 2014 forward, base maps for all areas of the City are current to within 3 years - all areas are remapped every three years.	SDC Improvement (Storm)	\$ 10,600	\$ 7,920
	Storm Drainage Fund	\$ 8,800	\$ 6,574
	Sanitary Sewer Fund	\$ 8,800	\$ 6,574
	SDC Improvement (Sewer)	\$ 23,000	\$ 17,183
	SDC Reimbursement (Sewer)	\$ 8,800	\$ 6,575
	<b>Total Project Budget</b>	<b>\$ 60,000</b>	<b>\$ 44,826</b>
 <b>P61010 City Participation</b>			
City cost participation in public improvements constructed in private developments under the City's Construction Permit process. To respond to known and potential private development projects, it is necessary to budget \$100,000 each fiscal year in each infrastructure program area, i.e. Transportation, Local Wastewater and Stormwater.	Sanitary Sewer Fund	\$ 33,000	\$ 33,000
	SDC Improvement (Sewer)	\$ 34,000	\$ 34,000
	SDC Reimbursement (Sewer)	\$ 33,000	\$ 33,000
	SDC Reimbursement (Storm)	\$ 33,000	\$ 33,000
	Storm Drainage Fund	\$ 34,000	\$ 34,000
	<b>Total Project Budget</b>	<b>\$ 167,000</b>	<b>\$ 167,000</b>
<b>Total Miscellaneous Capital Budget</b>		<b>\$502,000</b>	<b>\$513,826</b>
<b>Total Local Capital Budget</b>		<b>\$19,232,216</b>	<b>\$20,663,158</b>

# CAPITAL BUDGET

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Regional Wastewater Program		FY22 Adopted	FY23 Proposed
<b><u>P80064 Glenwood Pump Station Upgrade</u></b>	Regional Capital Fund	\$ 1,112,400	\$1,112,400
Expand Glenwood pump station capacity. The existing pump station is built to be expandable in capacity when the need arises. Two pumps are installed with the expandability to add up to two additional pumps when needed.	SDC Improvement (Sewer)	\$ 687,600	\$ 687,600
	<b>Total Project Budget</b>	<b>\$ 1,800,000</b>	<b>\$1,800,000</b>
<b><u>P80080 Riparian Shade Credit Program</u></b>	Regional Capital Fund	\$ 1,370,000	\$ -
This project facilitates the generation of water quality trading credits for temperature through implementation of riparian shade restoration projects	<b>Total Project Budget</b>	<b>\$ 1,370,000</b>	<b>\$ -</b>
<b><u>P80083 Poplar Harvest Mgmt. Svcs</u></b>	Regional Capital Fund	\$ 660,000	\$ 330,000
The Biocycle Farm comprises nearly 400 acres of hybrid poplar trees, which were planted as three management units (MUs). The MUs were initially planted in 2004, 2007, and 2009 and are managed on regulated 12-year rotations. This project develops a harvest management plan for the Biocycle Farm through market collaboration and refinement of poplar harvest and planting practices. The project ensures the timely harvest of the initial planting in each MU within the regulatory 12-year rotation limit and subsequent	<b>Total Project Budget</b>	<b>\$ 660,000</b>	<b>\$ 330,000</b>
<b><u>P80095 Renewable Natural Gas Upgrades</u></b>	Regional Capital Fund	\$ 2,000,000	\$ -
This project provides the planning, decision support, and potentially design and construction of Renewable Natural Gas (RNG) Upgrades consisting of biogas purification facilities at the Water Pollution Control Facility (WPCF) and an interconnection with the NW Natural utility grid.	<b>Total Project Budget</b>	<b>\$ 2,000,000</b>	<b>\$ -</b>
<b><u>P80098 Class A Disinfection Facilities</u></b>	Regional Capital Fund	\$ 5,003,030	\$ 3,916,700
Provides disinfection facilities needed (along with filtration provided by existing facilities) to achieve Class A standards for pilot recycled water uses on non-MWMC sites. Includes the design, construction, and permitting of Class A recycled water disinfection facilities.	SDC Improvement (Sewer)	\$ 1,766,970	\$ 1,383,300
	<b>Total Project Budget</b>	<b>\$ 6,770,000</b>	<b>\$ 5,300,000</b>
<b><u>P80099 Recycled Water Demonstration</u></b>	Regional Capital Fund	\$ 251,260	\$ 243,870
Design, construction, permitting, and implementation of recycled water delivery systems to pilot recycled water uses at demonstration scale.	SDC Improvement (Sewer)	\$ 88,740	\$ 86,130
	<b>Total Project Budget</b>	<b>\$ 340,000</b>	<b>\$ 330,000</b>
<b><u>P80100 Aeration Basin Improvements-Ph2</u></b>	Regional Capital Fund	\$ 181,720	\$ -
Aeration Basin (Phase 2): Recent recommendations are to evaluate and consider improving some of the secondary treatment systems. Upcoming early work items to be evaluated are changes to the existing air piping, change to the diffuser/mixing systems, and consider upgrading older blower equipment. Future upgrades include adding step feed, anoxic selectors, and fine bubble diffusers to 4 of the 8 cells of the aeration basins and make hydraulic improvements. This project was originally the North Aeration Basin Improvements project; however, the Phase 1 study/design phase showed that improvements to the four eastern most basins as a first phase would allow for better hydraulics and more operational flexibility.	SDC Improvement (Sewer)	\$ 258,280	\$ -
	<b>Total Project Budget</b>	<b>\$ 440,000</b>	<b>\$ -</b>
<b><u>P80101 Comprehensive Facilities Plan</u></b>	Regional Capital Fund	\$ 476,400	\$ 1,619,760
This Comprehensive Facilities Plan Update effort will include permit renewal and facilities planning technical services to assess capital improvement requirements over a 20-year planning horizon.	SDC Improvement (Sewer)	\$ 123,600	\$ 420,240
	<b>Total Project Budget</b>	<b>\$ 600,000</b>	<b>\$ 2,040,000</b>

# CAPITAL BUDGET

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Regional Wastewater Program, continued		FY22 Adopted	FY23 Proposed
<b>P80102 Tertiary Filtration Phase 2</b>	Regional Capital Fund	\$ -	\$ 3,000,000
The phased work program will install infrastructure/support facilities for 30 mgd of filters for tertiary filtration of secondary treated effluent. Phase 2 is planned to install filter system technology sufficient for another 10 mgd of treatment that will increase the total filtration capacity to 20 mgd. The Phase 3 project will install the remaining filtration technology to meet the capacity needs identified in the 2004 MWMC Facilities Plan.			
<b>Total Project Budget</b>		\$ -	\$ 3,000,000
 <b>P80104 Admin Building Improvements</b>	Regional Capital Fund	\$ 5,740,620	\$ 5,161,000
The project will upgrade the Administration/Operations Building at the Water Pollution Control Facility (WPCF). This project is a follow up to the 2018-2019 construction that is underway to build a new laboratory and expand the existing maintenance building.			
<b>Total Project Budget</b>	SDC Improvement (Sewer)	\$ 1,489,380	\$ 1,339,000
		\$ 7,230,000	\$ 6,500,000
 <b>P80109 Resiliency Follow-Up</b>	Regional Capital Fund	\$ 490,000	\$ 3,300,000
This project provides follow-up evaluation and some implementation of the P80096 Resiliency Study (Disaster Mitigation and Recovery Plan - draft dated December 2019). The 2019 study recommended seismic and flooding mitigation projects estimated at \$34.6-million to be coordinated with the MWMC ongoing infrastructure/facilities construction program. The main objective is to address "level of service" goals before a natural disaster such as 9.0 magnitude earthquake or major flooding. Also, the MWMC should continue to communicate with the agencies that prepare for natural disasters that can impact the Eugene/Springfield community.			
<b>Total Project Budget</b>		\$ 490,000	\$ 3,300,000
 <b>P80111 WCPF Stormwater Infrastructure</b>	Regional Capital Fund	\$ -	\$ 3,000,000
Retrofit and/or change existing stormwater infrastructure at the Water Pollution Control Facility (WPCF). Also, update the WPCF Conditional Use Permit (CUP) related to stormwater infrastructure planning for upcoming construction.			
<b>Total Project Budget</b>		\$ -	\$ 3,000,000
 <b>P80112 Water Quality Trading Program</b>	Regional Capital Fund	\$ -	\$ 3,000,000
The MWMC Water Quality Trading Program secures regulatory credits for enhancing water quality through watershed restoration. The program fulfills the objectives of the MWMC Water Quality Trading Plan under the MWMC NPDES permit, which defines the MWMC eligible trading area in the upper Willamette basin. The program is implemented principally through the MWMC's membership in the Pure Water Partners collaborative via the MWMC's contractor-provided Credit Program Manager services and MWMC's IGA with EWEB. Water quality trading credits comprise the MWMC's primary strategy for thermal load limit compliance and may provide ancillary future water quality or carbon benefits.			
<b>Total Project Budget</b>		\$ -	\$ 3,000,000
 <b>P80113 Aeration Basin Upgrade 2023-2026</b>	Regional Capital Fund	\$ -	\$ 5,000,000
In 2020 and 2021, Brown and Caldwell evaluated the existing aeration systems and provided recommendations in January 2022 via project P80100. The P80113 project will implement the design and construction of additional upgrades/changes to the existing aeration systems by year 2026. Upgrades to the westerly existing aeration basins are anticipated after year 2031.			
<b>Total Project Budget</b>		\$ -	\$ 5,000,000

**Total Regional Wastewater Program Budget \$21,700,000 \$30,900,000**

**Total Capital Budget \$40,932,216 \$51,563,158**

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# NON- DEPARTMENTAL BUDGET





## NON-DEPARTMENTAL

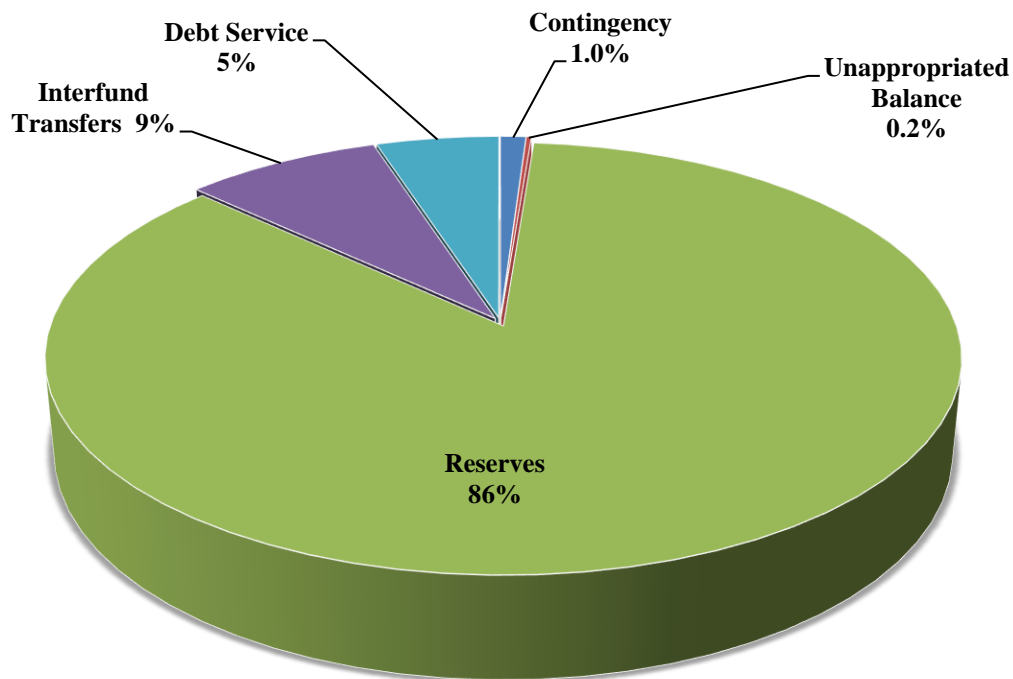
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### Non-Departmental:

The City's Non-Departmental Budget consists of Fund level appropriations pursuant to Local Budget Law consisting of Contingency, Unappropriated Fund Balance, Reserves, Interfund Loans and Transfers, Debt Service, and Misc Fiscal Transactions.

### Total Non-Departmental

Categories	FY23 Proposed	
Contingency	2,155,000	1.0%
Unappropriated Balance	425,458	0.2%
Reserves	177,088,311	85.7%
Interfund Transfers	16,655,803	8.1%
Debt Service	10,385,148	5.0%
<b>Total All Funds</b>	<b>\$ 206,709,720</b>	



## NON-DEPARTMENTAL

### CONTINGENCY

An estimate for general operating contingency may be included in any operating fund. The estimate is based on the assumption that operations may necessitate spending during the year on items that cannot be specifically identified at the time the budget is being prepared. The contingency is a line item within an operating fund, separate from any of the other major object classifications. Its purpose and proper use are explained in Oregon Administrative Rule 150-294.352(8).

Each operating fund is allowed one appropriation for a general operating contingency. A non-operating fund cannot have an appropriation for a contingency.

A resolution adopted by the City Council is required in order to transfer Contingency into the operating budget where it can then be expended.

#### Total Summary by Funds

	FY20 Adopted	FY21 Adopted	FY22 Amended	FY23 Proposed
100 General Fund	1,000,000	1,000,000	560,650	1,000,000
201 Street Fund	-	-	-	200,000
224 Building Code Fund	-	-	-	35,000
235 Fire Local Option Levy Fund	-	-	-	45,000
236 Police Local Option Levy Fund	-	-	-	150,000
611 Sanitary Sewer Fund	-	-	-	150,000
615 Ambulance Fund	-	-	-	150,000
617 Storm Drainage Fund	-	-	-	200,000
618 Booth-Kelly Fund	-	-	-	15,000
707 Insurance Fund	-	-	-	200,000
719 SDC Administration Fund	-	-	-	10,000
<b>Total All Funds</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 560,650</b>	<b>\$ 2,155,000</b>

Note: FY22 Amended as of February 22, 2022

## NON-DEPARTMENTAL

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### UNAPPROPRIATED BALANCES

The purpose of an unappropriated ending fund balance is to provide the City with a working capital balance with which to begin the fiscal year following the one for which the budget is being prepared.

No expenditures can be made from an unappropriated ending fund balance during the year in which it is budgeted. The only exception to this is in an emergency situation arising during the year by involuntary conversion (theft, vandalism, accident, etc.), civil disturbance or natural disaster. If such an emergency occurs and the revenue in the unappropriated ending fund balance is needed to replace the damaged property, it may be appropriated with a resolution or ordinance or through a supplemental budget.

#### Total Summary by Funds

	FY20 Adopted	FY21 Adopted	FY22 Amended	FY23 Proposed
306 Bond Sinking Fund	2,401,584	456,159	577,823	425,458
<b>Total All Funds</b>	<b>\$ 2,401,584</b>	<b>\$ 456,159</b>	<b>\$ 577,823</b>	<b>\$ 425,458</b>

Note: FY22 Amended as of February 22, 2022

# NON-DEPARTMENTAL

## RESERVES: NON-DEDICATED AND DEDICATED

A reserve for future expenditure identifies funds to be “saved” for use in future fiscal years. If the need arises during the fiscal year to spend this money, a supplemental budget may be adopted to appropriate the expenditure.

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

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

### Total Summary by Funds

Fund	Account Object	FY20 Adopted	FY21 Adopted	FY22 Amended	FY23 Proposed
100 General Fund	930001 Reserves	2,910,734	4,330,981	3,407,659	4,168,462
	930005 Working Capital Reserve	4,500,000	4,500,000	4,500,000	4,500,000
	930092 Technology Fee Reserve	211,348	-	-	-
<b>100 General Fund Total</b>		<b>7,622,082</b>	<b>8,830,981</b>	<b>7,907,659</b>	<b>8,668,462</b>
201 Street Fund	930004 Operating Reserve	2,242,588	2,888,060	2,090,516	2,167,503
<b>201 Street Fund Total</b>		<b>2,242,588</b>	<b>2,888,060</b>	<b>2,090,516</b>	<b>2,167,503</b>
204 Special Revenue Fund	930001 Reserves	194,848	193,268	166,985	150,471
	930011 Pol. Forfeit Res. Pre-12/06/00	34,439	189,057	(1,186)	99,416
	930018 Gifts & Mem Reserve	163,545	102,568	154,696	59,174
	930064 Police Forfeits Post 1/1/02	109,477	39,389	131,800	55,112
	930092 Technology Fee Reserve	-	609,603	692,715	942,186
	930116 State Marijuana Apportionment	173,938	323,636	552,792	636,792
	930122 American Recovery Plan Reserve	-	-	294,535	2,415,612
<b>204 Special Revenue Fund Total</b>		<b>676,247</b>	<b>1,457,521</b>	<b>1,992,337</b>	<b>4,358,763</b>
208 Transient Room Tax Fund	930003 Tourism Promotion Reserve	1,776,039	1,551,526	1,334,813	1,775,061
<b>208 Transient Room Tax Fund Total</b>		<b>1,776,039</b>	<b>1,551,526</b>	<b>1,334,813</b>	<b>1,775,061</b>
210 Community Development Fund	930002 CDBG Reserves	44,351	896,988	326,012	6,991
<b>210 Community Development Fund Total</b>		<b>44,351</b>	<b>896,988</b>	<b>326,012</b>	<b>6,991</b>

# NON-DEPARTMENTAL

## Total Summary by Funds

Fund	Account Object	FY20 Adopted	FY21 Adopted	FY22 Amended	FY23 Proposed
224 Building Code Fund	930004 Operating Reserve	2,245,080	3,150,541	3,110,583	3,680,726
<b>224 Building Code Fund Total</b>		<b>2,245,080</b>	<b>3,150,541</b>	<b>3,110,583</b>	<b>3,680,726</b>
235 Fire Local Option Levy Fund	930004 Operating Reserve	882,804	976,304	1,381,979	1,639,130
<b>235 Fire Local Option Levy Fund Total</b>		<b>882,804</b>	<b>976,304</b>	<b>1,381,979</b>	<b>1,639,130</b>
236 Police Local Option Levy Fund	930004 Operating Reserve	1,457,941	2,183,283	2,537,190	2,104,665
<b>236 Police Local Option Levy Fund Total</b>		<b>1,457,941</b>	<b>2,183,283</b>	<b>2,537,190</b>	<b>2,104,665</b>
305 Bancroft Redemption Fund	930038 Series 92-A Reserve	5,475	5,690	-	-
<b>305 Bancroft Redemption Fund Total</b>		<b>5,475</b>	<b>5,690</b>	<b>-</b>	<b>-</b>
419 Development Assessment Capital	930006 Assessment Srvc Reserve	29,346	37,050	43,173	61,410
	930013 Assmnts Finance Reserve	524,155	661,283	676,839	737,406
<b>419 Development Assessment Capital Total</b>		<b>553,501</b>	<b>698,333</b>	<b>720,012</b>	<b>798,816</b>
420 Development Projects Fund	930001 Reserves	3,898,516	4,335,333	3,609,377	3,639,269
	930086 Corporate Way Pond Rehab Res	35,200	35,200	35,200	35,200
<b>420 Development Projects Fund Total</b>		<b>3,933,716</b>	<b>4,370,533</b>	<b>3,644,577</b>	<b>3,674,469</b>
433 Reg. Wastewater Cap. Fd	930019 Equipment Replacement Reserve	14,428,367	13,559,629	13,717,559	12,172,558
	930034 Capital Reserve	39,586,090	45,240,999	45,784,771	44,592,094
	930048 SDC Reserve-reimbursement	1,322,523	1,576,200	3,124,887	2,155,765
	930049 SDC Reserve-Improvement	2,987,161	1,717,795	1,288,558	3,801,612
<b>433 Reg. Wastewater Cap. Fd Total</b>		<b>58,324,141</b>	<b>62,094,623</b>	<b>63,915,775</b>	<b>62,722,029</b>
434 Street Capital Fund	930034 Capital Reserve	2,650,559	2,699,187	1,446,828	3,622,578
	930048 SDC Reserve-reimbursement	123,373	153,971	126,036	151,294
	930049 SDC Reserve-Improvement	1,245,801	31,972	2,303,050	3,423,740
<b>434 Street Capital Fund Total</b>		<b>4,019,733</b>	<b>2,885,130</b>	<b>3,875,914</b>	<b>7,197,612</b>
611 Sanitary Sewer Fund	930025 Sanitary/Storm Capital Reserve	13,989,312	9,330,464	9,740,710	14,409,973
	930048 SDC Reserve-reimbursement	3,991,049	4,181,446	4,597,830	6,280,674
	930049 SDC Reserve-Improvement	1,446,326	1,453,737	2,054,599	1,897,911
	930051 Operating Reserve-sanitary	1,665,851	1,830,047	3,205,007	1,021,124
	930053 Working Capital Reserve-sanita	75,000	75,000	75,000	75,000
	930055 Rate Stability Reserve-sanitar	2,000,000	2,000,000	2,000,000	2,000,000
<b>611 Sanitary Sewer Fund Total</b>		<b>23,167,538</b>	<b>18,870,694</b>	<b>21,673,146</b>	<b>25,684,682</b>

## NON-DEPARTMENTAL

### Total Summary by Funds

Fund	Account Object	FY20 Adopted	FY21 Adopted	FY22 Amended	FY23 Proposed
612 Regional Wastewater Fund	930004 Operating Reserve	3,151,064	3,124,598	6,702,392	4,310,277
	930005 Working Capital Reserve	900,000	900,000	900,000	900,000
	930009 Insurance Reserve	1,500,000	1,500,000	1,500,000	1,500,000
	930015 Srf Loan Reserve	435,603	186,616	186,616	50,000
	930047 Rate Stability Reserve	2,000,000	2,000,000	2,000,000	2,000,000
	930089 Rate Stabilization Reserve	2,000,000	2,000,000	2,000,000	2,000,000
<b>612 Regional Wastewater Fund Total</b>		<b>9,986,667</b>	<b>9,711,214</b>	<b>13,289,008</b>	<b>10,760,277</b>
615 Ambulance Fund	930005 Working Capital Reserve	86,733	341,823	737,000	5,683
<b>615 Ambulance Fund Total</b>		<b>86,733</b>	<b>341,823</b>	<b>737,000</b>	<b>5,683</b>
617 Storm Drainage Fund	930025 Sanitary/Storm Capital Reserve	9,236,838	7,100,910	9,687,234	10,060,349
	930048 SDC Reserve-reimbursement	270,503	25,136	492,836	705,802
	930049 SDC Reserve-Improvement	991,721	71,200	1,533,113	1,944,561
	930050 Operating Reserve-drainage	1,582,386	2,264,642	1,777,346	2,411,710
	930052 Working Capital Reserve-drain	75,000	75,000	75,000	75,000
	930054 Rate Stability Reserve-drainag	2,000,000	2,000,000	2,000,000	2,000,000
	930111 Storm Bond reserve 2011 series	708,050	708,050	-	-
<b>617 Storm Drainage Fund Total</b>		<b>14,864,498</b>	<b>12,244,938</b>	<b>15,565,529</b>	<b>17,197,422</b>
618 Booth-Kelly Fund	930004 Operating Reserve	60,681	85,827	70,309	72,394
	930033 BK Renovate Reserve	608,660	1,040,326	929,521	706,748
	930056 Lease Income Reserve	164,815	183,065	207,790	228,491
	930093 Reserve BLM	1,966	-	-	-
<b>618 Booth-Kelly Fund Total</b>		<b>836,122</b>	<b>1,309,218</b>	<b>1,207,620</b>	<b>1,007,633</b>
629 Regional Fiber Consortium Fund	930004 Operating Reserve	308,766	343,083	462,392	413,282
<b>629 Regional Fiber Consortium Fund Total</b>		<b>308,766</b>	<b>343,083</b>	<b>462,392</b>	<b>413,282</b>
707 Insurance Fund	930009 Insurance Reserve	1,161,866	1,158,845	1,467,195	1,798,948
	930010 Workcomp Reserve	1,382,548	1,026,753	1,454,646	1,263,765
	930061 Benefits Reserve	67,811	99,679	(167,809)	(232,845)
	930114 SF Health Insur Reserve	6,399,708	4,248,389	5,596,094	7,360,540
	930118 PERS Side Account Reserve	639,286	2,529,377	3,165,803	3,823,803
<b>707 Insurance Fund Total</b>		<b>9,651,219</b>	<b>9,063,043</b>	<b>11,515,929</b>	<b>14,014,211</b>

## NON-DEPARTMENTAL

### Total Summary by Funds

Fund	Account Object	FY20 Adopted	FY21 Adopted	FY22 Amended	FY23 Proposed
713 Vehicle & Equipment Fund	930043 Telephone Lease Reserve	-	37,817	-	-
	930065 Computer Res. CMO	9,812	11,224	12,188	13,327
	930066 Computer Res Court	37,387	34,061	31,068	31,928
	930067 Computer Res HR	25,103	21,970	18,633	20,274
	930068 Computer Res Finance	5,722	4,813	8,776	8,341
	930069 Computer Res IT	266,363	420,277	209,602	315,579
	930070 Computer Res Fire	308,682	292,334	519,995	599,516
	930071 Computer Res Police	34,456	84,479	156,079	80,202
	930072 Computer Res Library	7,891	9,784	16,350	16,512
	930073 Computer Reserve PW	356,098	435,757	422,237	374,592
	930075 Veh & Eq. Reserve Fire	1,636,685	2,184,450	2,882,534	3,394,996
	930076 Veh & Eq. Res Police	609,131	521,079	439,622	509,014
	930077 Veh & Eq Reserve PW	3,459,326	3,649,525	2,352,271	2,488,192
	930085 Veh & Eq Res CMO	16,451	6,664	6,622	6,674
	930091 MS Ent. Charge Reserve	69,552	179,826	68,992	-
	930112 Lease Payment Reserve	55	86	(117)	-
	930117 Computer Res CAO	4,395	6,878	7,700	10,073
	930119 Building Capital Reserve	400,000	807,000	807,985	814,078
	930120 Shared IT Reserve	-	-	37,229	37,753
	930124 Public Safety System Res.	41,050	56,446	70,310	87,604
	930190 Fuel Reserve	17,114	(84,488)	(108,434)	21,529
<b>713 Vehicle &amp; Equipment Fund Total</b>		<b>7,305,273</b>	<b>8,679,982</b>	<b>7,959,642</b>	<b>8,830,184</b>
719 SDC Administration Fund	930004 Operating Reserve	807,157	163,272	290,345	380,710
<b>719 SDC Administration Fund Total</b>		<b>807,157</b>	<b>163,272</b>	<b>290,345</b>	<b>380,710</b>
<b>Grand Total</b>		<b>150,797,671</b>	<b>152,716,780</b>	<b>165,537,978</b>	<b>177,088,311</b>

# NON-DEPARTMENTAL

## INTERFUND TRANSFERS AND LOANS

Interfund transfers are budgeted transfers of resources from one fund to another 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 294.468 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 ten years.

### Total Summary by Funds

Fund	Account Object	FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
100 General Fund	940201 XFR To Fund 201	412,038	489,350	462,300	471,000
	940204 XFR To Fund 204	503,500	5,616	6,000	-
	940419 XFR To Fund 419	64,293	56,312	56,312	56,312
	940420 XFR To Fund 420	100,000	100,000	-	-
	940615 XFR To Fund 615	-	-	1,465,192	325,066
	940713 XFR To Fund 713	400,000	400,000	-	-
	941306 Interfund Loan to F306	2,175,000	-	-	-
<b>100 General Fund Total</b>		<b>3,654,831</b>	<b>1,051,278</b>	<b>1,989,804</b>	<b>852,378</b>
201 Street Fund	940434 Xfr to fund 434	150,000	150,000	150,000	150,000
<b>201 Street Fund Total</b>		<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
204 Special Revenue Fund	940100 XFR To Fund 100	-	191,452	-	-
<b>204 Special Revenue Fund Total</b>		<b>-</b>	<b>191,452</b>	<b>-</b>	<b>-</b>
208 TRT Fund	940100 XFR To Fund 100	566,505	472,961	750,000	944,444
<b>208 TRT Fund Total</b>		<b>566,505</b>	<b>472,961</b>	<b>750,000</b>	<b>944,444</b>
305 Bancroft Red. Fund	940100 XFR To Fund 100	5,793	-	-	-
<b>305 Bancroft Red. Fund Total</b>		<b>5,793</b>	<b>-</b>	<b>-</b>	<b>-</b>
420 Dev. Projects Fund	940100 XFR To Fund 100	135,857	-	-	-
	940434 Xfr to fund 434	300,000	-	-	-
	941230 Interfund Loan to Fund 230	-	400,000	1,500,000	-
<b>420 Dev. Projects Fund Total</b>		<b>435,857</b>	<b>400,000</b>	<b>1,500,000</b>	<b>-</b>
433 Reg. Wastewater Cap. Fd	940612 XFR To Fund 612	6,612,780	24,710	23,172	24,744
<b>433 Reg. Wastewater Cap. Fd Total</b>		<b>6,612,780</b>	<b>24,710</b>	<b>23,172</b>	<b>24,744</b>



## NON-DEPARTMENTAL

### Total Summary by Funds

Fund	Account Object	FY20 Actuals	FY21 Actuals	FY22 Amended	FY23 Proposed
612 Reg. Wastewater Fund	940433 Xfr to Fund 433	15,000,000	12,437,108	9,663,384	13,000,000
	940632 XFR To Fd 433 Eqp Replacement	2,000,000	750,000	750,000	1,600,000
<b>612 Reg. Wastewater Fund Total</b>		<b>17,000,000</b>	<b>13,187,108</b>	<b>10,413,384</b>	<b>14,600,000</b>
618 Booth-Kelly Fund	940100 XFR To Fund 100	72,879	73,626	80,651	84,237
<b>618 Booth-Kelly Fund Total</b>		<b>72,879</b>	<b>73,626</b>	<b>80,651</b>	<b>84,237</b>
713 Vehicle & Equip. Fund	940204 XFR To Fund 204	-	-	27,500	-
<b>713 Vehicle &amp; Equip. Fund Total</b>		<b>-</b>	<b>-</b>	<b>27,500</b>	<b>-</b>
<b>Grand Total</b>		<b>\$28,498,646</b>	<b>\$15,551,135</b>	<b>\$14,934,511</b>	<b>\$16,655,803</b>

# 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.

### Total Summary by Funds

		FY20 Actual	FY21 Actual	FY22 Amended	FY23 Proposed
306 Bond Sinking Fund	961089 GO Bond 2016 series principal	1,505,000	1,570,000	1,625,000	1,695,000
	961093 GO Bond 2019 Principal Street	2,175,000	1,904,000	1,939,000	1,973,000
	965004 Interfund Loan Repayments	-	2,175,000	-	-
	966089 GO Bond 2016 Interest expense	465,200	405,000	342,205	277,200
	966093 GO Bond 2019 Interest Street	147,500	140,850	106,580	71,680
<b>306 Bond Sinking Fund Total</b>		<b>4,292,700</b>	<b>6,194,850</b>	<b>4,012,785</b>	<b>4,016,880</b>
611 Sanitary Sewer Fund	961090 Swr Rev Bond 17 principal	1,280,000	1,320,000	1,370,000	1,425,000
	966090 Swr Rev Bond 17 Interest exp	429,000	390,600	337,800	283,000
<b>611 Sanitary Sewer Fund Total</b>		<b>1,709,000</b>	<b>1,710,600</b>	<b>1,707,800</b>	<b>1,708,000</b>
612 Regional Wastewater Fund	961088 MPMC Rev Bond Principal 2016	2,955,000	3,090,000	3,245,000	3,410,000
	964014 SRF Loan R64840 Principal	5,314,777	-	-	-
	964015 SRF Loan R64841 Principal	288,806	145,759	-	-
	964016 SRF Loan R06648 Principal	100,000	100,000	100,000	100,000
	966088 MPMC Rev Bond Interest 2016	1,055,850	919,500	761,125	594,800
	967014 SRF Loan R64840 Interest	64,840	-	-	-
	967015 SRF Loan R64841 Interest	4,532	911	-	-
	967016 SRF Loan R06648 Interest	5,250	4,750	4,250	3,750
<b>612 Regional Wastewater Fund Total</b>		<b>9,789,055</b>	<b>4,260,920</b>	<b>4,110,375</b>	<b>4,108,550</b>
617 Storm Drainage Fund	961079 Fund Refunding Escrow	-	5,854,185	-	-
	961084 Drainage Rev bond principal	460,000	475,000	492,195	498,213
	966084 Drainage Rev Bond interest	244,400	143,190	59,448	53,505
<b>617 Storm Drainage Fund Total</b>		<b>704,400</b>	<b>6,472,375</b>	<b>551,643</b>	<b>551,718</b>
713 Vehicle & Equipment Fund	960001 Debt Service Interest	6,911	3,496	-	-
	960002 Debt Service Principal	146,970	150,386	-	-
<b>713 Vehicle &amp; Equipment Fund Total</b>		<b>153,882</b>	<b>153,883</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>		<b>\$ 16,649,037</b>	<b>\$ 18,792,628</b>	<b>\$ 10,382,603</b>	<b>\$ 10,385,148</b>

## NON-DEPARTMENTAL

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### MISC FISCAL TRANSACTIONS

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

#### Total Summary by Funds

	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Proposed
434 Street Capital Fund	39,159	-	-	-
617 Storm Drainage Fund	-	53,800	-	-
<b>Total All Funds</b>	<b>\$ 39,159</b>	<b>\$ 53,800</b>	<b>\$ -</b>	<b>\$ -</b>

Note: FY22 Amended as of February 22, 2022

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# GLOSSARY



# GLOSSARY

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## DESCRIPTION OF BUDGET TERMS

**Ad Valorem Tax:** A tax based on the assessed value of a property.

**Adopted Budget:** Is a financial plan which forms the basis and limits for appropriations and is adopted by the City Council.

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

**Assessed Valuation (AV):** Is the value set on taxable property as a basis for levying property taxes.

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

**Assets:** Resources having a monetary value and that are owned or held by an entity.

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

**Bond or Bond Issue:** A certificate of debt guaranteeing payment of the original investment plus interest on specific dates.

**Budget Committee:** Fiscal planning board of the City consisting of City Council members plus an equal number of lay members appointed by the Council.

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

**Budget Message:** Written explanation of the budget and the City's financial priorities for the next fiscal year; prepared by the City Manager

**Budget Officer:** Person appointed by the City Council to assemble the budget; for the City of Springfield the City Manager serves in this role.

**Budget Review Team:** Team consisting of the City Manager, Assistant City Manager, Finance Director and the Budget Manager.

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

## GLOSSARY

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

**Capital Improvement Program (CIP):** A major budgeting and planning tool through which needed capital projects are identified, evaluated, priced and discussed with the general public and the Budget Committee.

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

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

**Cash Basis:** A basis of accounting under which transactions are recognized only when cash changes hands.

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

**Charges for Service:** Includes a wide variety of fees charged for services provided to the public and other agencies.

**Comprehensive Annual Financial Report (CAFR):** The annual audited results of the City's financial position and activity.

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

**Debt Service:** The payment of general long-term debt, consisting of principal and interest.

**Electors:** Qualified voters who have the right to vote for the adoption of any measure.

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

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

**Ending Working Capital:** These are funds which allow the City to meet current cash flow requirements, shortfalls in revenue, or unexpected demands until tax revenue funds are available.

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

## GLOSSARY

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**Executive Team:** The team consisting of the department executive directors and the City Manager.

**Fines and Forfeitures Revenue:** Includes fines charged for traffic citations, library fines and fines for City Code violations.

**Fiscal Year:** Twelve month period from July 1 to June 30 of the following year.

**Fixed Assets:** Are assets with a long-term character such as land, buildings, streets and major equipment.

**Full time Equivalent (FTE):** A full-time position is one that is 40 hours per week for the entire fiscal year and is designated as 1.0 FTE.

**Fund:** A budgetary and accounting entity with balancing revenues and appropriations.

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

**Generally Accepted Accounting Procedures (GAAP):** Standards established by the American Institute of Certified Public Accountants for the conduct and reporting of financial audits.

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

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

**Governing Body:** Is the City Council, board of trustees, board of directors, or other governing board of a local government.

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

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

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

## GLOSSARY

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

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

**Intergovernmental Revenue:** Includes grants from federal, state and local governments as well as state cigarette and liquor taxes.

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

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

**Licenses and Permits Revenue:** Includes revenues collected per City ordinance and state law including the collection of fees and franchises.

**Line Item Budget:** The traditional form of budget, where proposed appropriations are based on individual objects of expense within a department or division.

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

**Limited Tax General Obligation Bond:** A bond that is secured by the pledge of a government's taxing authority that is limited as to the rate or amount.

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

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

**Materials and Services:** An object classification which includes contractual and other services, consumable materials and supplies, and other operating costs.



## GLOSSARY

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

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

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

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

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

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

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

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

**Objective:** The course of action to obtain a stated goal.

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

## GLOSSARY

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**Overlapping Tax Rate:** This is the tax rate paid to several governments, such as a city, county and school district.

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

**Personal Services:** Object classification for costs of employees, including salary, overtime, taxes and benefits.

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

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

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

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

**Resolution:** A special or temporary order of a legislative body requiring City Council action.

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

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

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

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

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

## GLOSSARY

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

**Tax Levy:** The total amount of property taxes needed to pay for General Fund operations and for principal and interest on bonds.

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

**Tax Revenue:** Includes property taxes, local fuel taxes, 911 taxes, and hotel and motel room taxes.

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

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

**Use of Money and Property Revenue:** Includes a variety of revenues including interest on the City's investments and assessments.

**User Fees:** Charges or fees established to recover part or all of the costs incurred in the provision of services by a government; based on the philosophy that the recipient of the benefit should pay for the services. Reporting of the budget also refer to this as "*Charges for Service*".

# GLOSSARY

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## BUDGET ACRONYMS AND ABBREVIATIONS

ACWA .....	Association of Clean Water Agencies
ADA.....	Americans with Disabilities Act
ADMIN .....	Administration
A/R.....	Accounts Receivable
AV.....	Assessed Value
BAN.....	Bond Anticipation Note
BLM.....	Bureau of Land Management
BPA.....	Bonneville Power Administration
CAFR.....	Comprehensive Annual Financial Report
CDAC .....	Community Development Advisory Committee
CDBG .....	Community Development Block Grant
CDC .....	Community Development Corporation
CIP .....	Capital Improvement Program
CMO .....	City Manager's Office
CPI .....	Consumer Price Index
DARE.....	Drug Abuse Resistance Education
DLCD.....	Department of Land Conservation and Development
DP .....	Data Processing
DPW.....	Development & Public Works Department
DUII.....	Driving Under the Influence of Intoxicants
ED .....	Economic Development
EEO.....	Equal Employment Opportunity
EMS .....	Emergency Medical Services
EMT .....	Emergency Medical Technician
EPA.....	Environmental Protection Agency
EWEB .....	Eugene Water and Electric Board
FIREMED .....	Ambulance Membership Program
FLS.....	Fire and Life Safety
FMLA .....	Family and Medical Leave Act
FRS .....	Federal Revenue Sharing
FTE .....	Full-Time Equivalent Employee
FY .....	Fiscal Year
GAAP.....	Generally Accepted Accounting Principals
GFOA.....	Government Finance Officers Association
GRAC .....	Glenwood Redevelopment Advisory Committee
HAZ-MAT .....	Hazardous Materials
HOME.....	Home Investment Partnership Program
HR.....	Human Resources
HUD.....	Housing and Urban Development
ICMA.....	International City Managers Association
I/I.....	Inflow and Infiltration
IT.....	Information Technology

## GLOSSARY

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JR/YA .....	Junior / Young Adult
LAN .....	Local Area Network
LCC.....	Lane Community College
LCDC.....	Land Conservation and Development Commission
LCJ.....	Lane County Jail
LCOG.....	Lane Council of Governments
LOC .....	League of Oregon Cities
LRAPA .....	Lane Regional Air Pollution Authority
M5.....	Measure 5 – Tax Limitation Measure
M50.....	Measure 50 – Tax Limitation Measure
MGMT .....	Management
M&S.....	Materials and Services
MWMC.....	Metropolitan Wastewater Management Commission
NLC .....	National League of Cities
OCLC.....	On-line Computer Library Center
ODOT .....	Oregon Department of Transportation
O&M.....	Operations and Maintenance
ORS.....	Oregon Revised Statutes
OSPF .....	Oregon Special Public Works Fund
OTIA .....	Oregon Transportation Improvement Act
PS .....	Personal Services
P/T.....	Part-time position
SCUSA.....	Springfield Comprehensive Urbanization Study and Annexation
SDC.....	System Development Charges
SEDA .....	Springfield Economic Development Agency
SHOP .....	Springfield Home Ownership Program
SHPO .....	State Historic Preservation Office
SOPP.....	Standard Operating Procedure Policy
SRF .....	State Revolving Fund
SUB.....	Springfield Utility Board
TCV .....	True Cash Value
TDD .....	Telecommunications Device for the Deaf
UB.....	Unappropriated Balance
UEFB .....	Unappropriated Ending Fund Balance

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# APPENDIX



## APPENDIX - PROGRAM DESCRIPTIONS

Dept.	Number	Name	Description
City Manager's Office	1002	External Public Comm.	The City of Springfield has established a professional, collaborative relationship with members of the media and will continue to maintain a positive, informative role in providing information. The City is also increasing its social media presence as it is often where people go to get information on news, events, job opportunities and more. Promotions of City produced and/or sponsored special events, coordination with internal departments, coordination with outside agencies and non-profits, design and production of promotional materials for events and for elected officials. Promotion of events/meetings for all City departments and boards and commissions.
City Manager's Office	1004	Outside Agency Contracts	Negotiates and manages ongoing partnership and funding contracts with other agencies. Examples include Lane Council of Governments, TEAM Springfield, League of Oregon Cities, the Springfield Area Chamber of Commerce and Huerto de la Familia. These contracts and partnerships facilitate efficient and effective delivery of services to the community and may utilize a mix of funds including, but not limited to, General Funds and Transient Room Tax (TRT) Funds. In FY22, some COVID/CARES funds may also be used to support partners.
City Manager's Office	1005	Economic Development	The Economic Development program supports implementation of Council priorities with specific focus to include Downtown redevelopment and Glenwood redevelopment, with focuses on Council and urban renewal agency Board priority projects. The program prioritizes support of city-wide industry promotion, business retention, expansion, and recruitment efforts, including management of the Springfield Enterprise Zone program, support of federal Opportunity Zones, traded-sector site visits, corporate partnerships, company leads, site development, redevelopment, acquisition and/or consolidation, asset management and general project management. This program facilitates retention and expansion of existing businesses in Springfield through relationship building, advertising, sponsorships and resource coordination efforts. The strong retention focus creates a desirable community for industry recruitment.
City Manager's Office	1009	Transient Room Tax Management	The Transient Room Tax Management program is focused on the direct management and promotion of tourism related businesses, programs, events and amenities which directly contribute to an increase in overnight visitors to Springfield. Projects include art program administration, promotion and investments in Springfield quality of life features, and advertising and promotion of Springfield outside of the region.

## APPENDIX - PROGRAM DESCRIPTIONS

Dept.	Number	Name	Description
City Manager's Office	1013	Intergovernmental and Legislative Management	Management of State and Federal legislative agendas, including advocacy, policy management, and intergovernmental relations. This program provides a professional interaction among the various local and state government and develops effective relationships to improve Springfield's ability to fulfill its goals
City Manager's Office	7000	Department Administration	The Department Administration Program guides the daily operations of the City Manager's Office including implementation of Council direction and priorities, budget development, overseeing of personnel matters, employee training and development, contract administration, business relationship management, and strategic planning.
City Manager's Office	7001	Mayor & Council	The Mayor and Council set City policy and make decisions regarding ordinances and resolutions, authorizing contracts, setting City goals, and adopting the City's annual budget. The Mayor and Council guide the City staff to provide the highest quality, lowest cost, service to the residents of Springfield. Staff in the City Manager's Office schedule and coordinate activities, community events and meetings for the Mayor and Council, and communicate their attendance to the appropriate agency or person. Additionally, this program supports the coordination and hosting of significant Mayor and Council community events like the annual State of the City.
City Manager's Office	7005	City-wide Management & Oversight	Provide oversight and ensure proper coordination and communication of all City operations. This program focuses on the overall operations and oversight of daily and long-term city organizational activities and priorities. Our new City Manager will set additional priorities and goals.
Development & Public Works	1014	Engineering	This program has three main subprograms: stormwater engineering, wastewater engineering, and street engineering. This program reviews and implements engineering design standards for the stormwater and wastewater facilities in alignment with the Springfield Development Code adopted policies; City Engineering Design Standards and Procedures Manual; requirements of the National Pollution Discharge Elimination System (NPDES); City engineering design standards for street facilities including bicycle, pedestrian and transit facilities in alignment with City's Transportation System Plan and state and federal requirements for public and private projects. The program also implements technical requirements of the City's Stormwater Master Plan and Wastewater Master Plan and through this, the regionally adopted Public Facilities and Services Plan.



## APPENDIX - PROGRAM DESCRIPTIONS

Dept.	Number	Name	Description
Development & Public Works	1015	Infrastructure Planning	This program maintains and updates wastewater and stormwater facility Master Plans, provides capital project identification and prioritization, assures regulatory compliance including federal permits and Oregon State Land Use Goal 11 (Public Facilities and Services), implements the regionally adopted Public Facilities and Services Plan, and prepares cost estimates for development, operations, and ongoing maintenance projects.
Development & Public Works	1021	Emergency Management	This program provides the City government and the City of Springfield at-large with a comprehensive Emergency Management program, consistent with federal, state, and local regulations. It accomplishes this through planning and coordinating with staff, community partners and volunteers, and numerous government agencies to prevent, protect, mitigate, respond to, and recover from all types of community emergencies and disasters, as well as for larger-scale planned community events
Development & Public Works	1023	Community Events	This program provides staffing, support, and traffic control for a variety of community events: Lights of Liberty, Spring Clean-up, Holiday Parade, Veteran's Parade, community festivals and special events, installation of holiday decorations, and other numerous events.
Development & Public Works	1024	Survey	This program performs plat review for property line adjustments, partitions, and subdivision proposals and approvals for final plats. Survey also provides Capital Improvement Project support with topographic surveys for design and construction staking services. The program does recordkeeping for easement and right of way for City owned property and provides property boundary and Survey customer service. This program provides City and Public owned boundary Survey services, and miscellaneous City project support including research and field services.
Development & Public Works	1025	Operations Training and Safety Programs	The program provides compliance with mandated OSHA, State/Regulatory Standards, Bloodborne Pathogens, Respiratory Program, and Work Zone Safety. The program provides a standardized and structured new employee training program, with the objective to train employees in occupational proficiency and safety, and provide the residents of Springfield with competent, skilled public employees. The program must meet BOLI compliance.

## APPENDIX - PROGRAM DESCRIPTIONS

Dept.	Number	Name	Description
Development & Public Works	1028	Business Licensing	This program receives, reviews, processes, and approves business licenses applications, renewals, and related fees/charges. Staff also facilitates the expeditious review of required plans and specifications for Special Events and related licenses for a broad spectrum of the Springfield Community. The staff administering this program assists with municipal code interpretations and recommends changes to the municipal code upon request.
Development & Public Works	1030	Building Plan Review	This program is responsible for the review, permitting and occupancy approval of residential, commercial and industrial building permit applications. Staff administering this program are certified in structural, electrical, plumbing and mechanical plan reviews addressing compliance with Oregon Specialty Code. Staff also provide customer service to the public by assisting with questions about the permit process and Specialty Code Compliance.
Development & Public Works	1032	Building Field Inspections	This program is responsible for the inspection and approval of the mechanical, structural, electrical, and plumbing construction component for multi-family residential, single family dwellings and commercial/industrial building permits. The staff administering this program are certified in mechanical, structural, electrical, and plumbing inspections in compliance with Oregon Specialty Code. Staff also provides customer service to the public by assisting with questions about the inspection process and Specialty Code compliance.
Development & Public Works	1036	Community Development	This program manages federal funds from the US Department of Housing and Urban Development available for Community Development and Affordable Housing. Community Development Block Grant (CDBG) funds may be used to provide Low to Moderate Income Neighborhood Improvements, eliminate Slums and Blight, facilitate development projects including housing to benefit low to moderate income citizens and contribute to the general economic development of the City. Up to 15% of CDBG funds may be used for social services to underserved citizens in the community. Via the HOME Consortium with the City of Eugene, Springfield has access to HOME funds for new construction and acquisition of income-qualified and special needs housing.

## APPENDIX - PROGRAM DESCRIPTIONS

Dept.	Number	Name	Description
Development & Public Works	1038	Comprehensive Land Planning	This program plans for the community's future by preparing, updating and implementing the Eugene Springfield Metropolitan Area General Plan (Metro Plan), 2030 Springfield Comprehensive Plan, refinement and district plans, special projects and federal and state land use mandates. The program coordinates regional and metropolitan wide comprehensive planning with Eugene, Lane County, the State and other governments and service providers. Program assists other divisions and departments in evaluating and implementing state and federal laws applicable to buildable lands, housing, economic development, natural resources and hazards, regional and local transportation plans, and the Public Facilities and Services Plan. The program addresses all Statewide Planning Goals applicable to Springfield as codified in statute and administrative rule and interpreted by case law.
Development & Public Works	1039	Development Review	This program is responsible for the administration and processing of land use and development review applications; front counter customer service on all land use and development issues; and implementation of federal, state and local regulations in partnership with outside agencies and the City's Development Review Committee. This program also reviews and signs off on Public Improvement Plans (PIPs) associated with site developments; is responsible for community programs that implement corrective and preventative flood protection pursuant to the National Flood Insurance Program, which allows the city and individuals to be able to purchase federally-backed flood insurance; and, administers grant funds for historic preservation and compliance with State and Federal historic preservation programs.
Development & Public Works	1040	Development Code Updates and Maintenance	This program is responsible for code revisions and updates to implement changes in state and federal regulatory requirements, new legislation and court decisions, new land use plans and amendments or City Council initiatives. This program includes code maintenance to keep printed and digital copies current and provide multi-media citizen access.
Development & Public Works	1041	Code Enforcement	This program is responsible for assuring compliance with the following codes and regulations and enforcement of decisions made under Department authority: Springfield Development Code, the Springfield Municipal Code, Stormwater and Environmental permit and program regulations, and Residential and Commercial Building Codes where applicable. Staff receives and responds to all citizen complaints, encourages voluntary compliance, and provides enforcement and legal support within all of Development and Public Works (DPW) as necessary.

## APPENDIX - PROGRAM DESCRIPTIONS

Dept.	Number	Name	Description
Development & Public Works	1044	Stormwater Fiscal Management & Customer Services	This program provides for stormwater administrative and customer services including point-of-contact for Springfield stormwater customer billing account services. This program includes fiscal management, developing and monitoring budgets, and setting user fee rates and charges to ensure revenue stability to fund mandated programs and services. This program includes public information, education and outreach services.
Development & Public Works	1045	Stormwater Regulatory Administration	The program, in accordance with the National Pollutant Discharge Elimination System (NPDES) Stormwater MS4 Permit issued to the City, promotes public involvement/participation, provides pollution control manual development and administration, water quality monitoring, water quality facility/outfall inspection and enforcement, stormwater illicit discharge tracking/reporting/enforcement, pollution prevention in municipal operations, and post-construction stormwater management for new development and redevelopment. This program includes responsibilities for the NPDES Stormwater Discharge Permit and Stormwater Management Plan development and administration.
Development & Public Works	1048	Land Drainage & Alteration Permit	This program is responsible for the review, permitting, inspection and enforcement of all Land and Drainage Alteration Permits (LDAP) in order to minimize threats to persons, property, sensitive areas, flood plains and urban water quality from land and drainage alteration activities, which includes construction site stormwater run-off and control, as required by the City's MS4 Stormwater Permit. The staff administering this program also assists in development and refinement of city codes/regulations for the LDAP program and provides customer service to the public by assisting with questions in regard to the permit processes and code compliance, sewer connections, and systems development charges.
Development & Public Works	1049	Surface Stormwater Management	The program maintains surface stormwater quality by control of unwanted vegetation and invasive species through chemical, and manual vegetation measures and activities on water quality facilities such as: ditches, canals, bioswales, and the Mill Race. It also performing culvert cleaning, culvert repair/construction, canal reshaping, ditch/canal cleaning, flood control, drainage grading, high velocity culvert cleaning, inspections, shoulder repair, water quality features maintenance. This program facilitates the annual Leaf Pick-Up program.

## APPENDIX - PROGRAM DESCRIPTIONS

Dept.	Number	Name	Description
Development & Public Works	1050	Open Spaces	This program manages public-owned trees through scheduled activities such as: tree removal, tree trimming, tree planting, and customer service inspections. The program maintains the City image by performing planter bed maintenance, chemical and manual vegetation control, turf mowing/maintenance, irrigation backflow test/repair, irrigation maintenance, customer service inspections at locations such as: public rights-of-way and City buildings, medians, entrances, roundabouts, multi-use paths and the Pioneer Parkway corridor.
Development & Public Works	1053	Subsurface Drainage and Repair	This program maintains subsurface waterway infrastructure through scheduled activities; by catch basin and storm ceptor cleaning, high velocity cleaning, inventory and conditions survey, maintenance access point inspections, root control sawing, and pipeline TV inspection. Additionally, the program performs repairs to the City's stormwater system along with dye testing, pipeline repair, riser repair, catch basin and access point repair.
Development & Public Works	1056	Regional Wastewater Administration	This program provides for budget development, rate setting, financial planning and management of the Regional Wastewater system. It coordinates intergovernmental activities and Commission support. It provides insurance and risk management, procures legal services and facilitates purchasing. The program provides for public policy issues, NPDES Permit administration, property management, grants administration, public information, education and outreach, and general customer service.
Development & Public Works	1057	Industrial Pretreatment	This program performs industrial wastewater discharge permit administration, industrial user monitoring, regulatory and permit compliance enforcement/follow-up, collections system monitoring, ongoing wastewater system user inventory, DEQ reporting and audit response, regional program administration, pollution management practices, general requirement administration, public outreach, regional/national rule and policy analysis, local discharge limitation development.
Development & Public Works	1058	Regional Wastewater Operations	This program is managed by the City of Eugene Wastewater Division, to operate and maintain the regional water pollution control facilities serving Eugene and Springfield, including wastewater treatment facilities and systems; biosolids management, industrial source control, water quality laboratory testing and analysis, septage and hauled waste services and customer service.
Development & Public Works	1059	Wastewater Fiscal Management and Customer Services	This program provides for local wastewater administrative and customer services including point-of-contact for Springfield wastewater customer billing account services. This program includes fiscal management, developing and monitoring budgets, and setting user fee rates and charges to ensure revenue stability to fund mandated programs and services. This program includes public information, education and outreach.

## APPENDIX - PROGRAM DESCRIPTIONS

Dept.	Number	Name	Description
Development & Public Works	1062	Wastewater Preventive, Repair, and CMOM	This program maintains the flow and operations of sanitary sewer lines by performing high velocity cleaning. Infiltration and Inflow monitoring, TV inspections, Pump Station maintenance, performs dye testing, pipeline repair, riser repair, smoke testing, manhole repair, mapping and implementing Capacity Management Operations and Maintenance (CMOM).
Development & Public Works	1065	Transportation Planning	This program prepares, updates and implements local and regional transportation plans for motor vehicles, bicycles, pedestrians and transit; develops project ideas from concept to early design including community stakeholder and partner agency participation, National Environmental Policy Act documentation, and securing project funding; represents the City in required state and federal transportation planning processes with Eugene, Lane County, LCOG, ODOT, DLCD, and other governments and service providers. Mandates include Statewide Planning Goal 11 - Public Facilities and Services, and Goal 12 - Transportation, as codified in legislation, administrative rule, statute, and case law; and CFR Title 23, Transportation Federal Aide Requirements.
Development & Public Works	1067	Street Sweeping	This program performs regular sweeping services of City streets as mandated by regulations (NPDES permit), minimizes pollutants from entering stormwater facilities, maintains air quality, and promotes City image.
Development & Public Works	1068	Bicycle Facilities and Programs	This program enhances bicycle travel opportunities to complement with other travel modes through education and encouragement programs, and project development and delivery. Program provides for bike lane striping, improved safety, and convenience of existing routes, adding new on and off-street facilities for travel and parking, and staffs the City Bicycle and Pedestrian Advisory Committee. The program effectively utilizes the required 1% minimum of State Fuel Tax Revenue set aside.
Development & Public Works	1069	Locates and Encroachments	This program performs right-of-way and infrastructure systems inspections assuring the integrity of the City's infrastructure by locating and marking underground utilities to prevent damage. The program reviews and approves Encroachment permitting, which includes initial permit review assuring that submittal meets current development construction standards, as well as acceptable methods and inspections of construction.

## APPENDIX - PROGRAM DESCRIPTIONS

Dept.	Number	Name	Description
Development & Public Works	1070	Street and Row Management	This program performs preservation and maintenance on City streets and rights-of-way to sustain and optimize the life cycle through activities such as: bridge repairs, crack sealing, customer service requests, ice and snow control, pothole patching, street rocking, skin patching, base repair, curb repair, overlays, shoulder repair. It provides street system communications and public outreach activities. This program also responds to citizen complaints on poor or hazardous conditions of sidewalks and involves property owner notification of City Code and inherent compliance. The program provides sidewalk grinding and repairs in the public right-of-way; ADA sidewalk upgrades/repair; and customer service requests inspections. When funds are available it provides support to citizens who are obligated to repair damaged sidewalks caused by public trees. It provides street system communications and public outreach activities.
Development & Public Works	1072	Traffic System Engineering and Management	This program designs, builds, operates, and maintains the City's traffic systems in compliance with federal and state law, and industry best practices. Traffic systems include traffic signals for City, ODOT, LTD, and International Paper (IP), pedestrian hybrid beacons, rapid flashing beacons, school speed zone beacons, radio and wired communication systems, streetlights, traffic signs and pavement markings. The program provides leadership and traffic engineering expertise to the Bicycle and Pedestrian Committee, manages bicycle, pedestrian, and transit facilities, reviews and approves encroachment and special event traffic control plans, and all capital construction, develops and delivers safety education and outreach programs, responds to citizen service requests, represents the City in cooperative programs with regional partners, negotiates and administers IGAs and contracts with other service providers.
Development & Public Works	1077	Transient Related Issues	The program is intended to reduce the number of transient camps that affect water quality. Camps are generally located in open spaces around drainage areas. The program is housed in the Operations Division; however Environmental Services and Community Development have significant roles including camp detection, developing affordable housing strategies, and providing social services.
Development & Public Works	7000	Department Administration	Management oversees the daily operations of the department; budget development, personnel matters; training and development, contract administration; business relationship management; strategic planning.

## APPENDIX - PROGRAM DESCRIPTIONS

Dept.	Number	Name	Description
Development & Public Works	7022	City Facilities Operations, Maintenance and Custodial Services	City Facility Operations, Maintenance and City Facility Maintenance Custodial Services programs were merge in FY22 to create City Facilities Operations, Maintenance and Custodial Services program. The program provides electrical, mechanical, plumbing, and structural systems maintenance and repair of all City owned and staffed buildings and facilities. Support activities include maintenance of such items as HVACs, roofs, fire suppression/sprinklers, elevators, construction and remodels, painting, contract management, grounds keeping, asphalt and concrete surface maintenance. Program also includes cleaning, sanitizing and caretaking services to City Hall, Carter Building and Museum; may provide backup custodial services to Operations Complex. Orders all custodial supplies; select required/necessary cleaning projects. In addition, the program provides building security at City Hall and Museum.
Development & Public Works	7024	Fuel Facility Operations and Management	This program manages and provides financial oversight and day-to-day operations of the multi-agency owned fuel facility. It provides user access management to four agencies and manages all site upgrades.
Development & Public Works	7026	Vehicle and Equipment Services	This program performs preventive, scheduled and unscheduled maintenance and repairs on the City's 300+ fleet and equipment.
Development & Public Works	7900	Real Property Management	This program provides for the acquisition and sale of real property for municipal reason as well as its management and maintenance while owned. The program's intent is to assure that the property is operable and as fiscally sustainable as possible until put to another use or disposed of as surplus. This is done through landlord tenant relations through the rental of all or portions of these properties along with maintaining the facility's infrastructure, including systems such as HVACs, plumbing, electric, roofs, fire suppression/sprinklers, and elevators. It also oversees construction and remodels, painting, contract management, grounds keeping, and asphalt and concrete surface maintenance of the real property. Several programs (7901, 7902, 7903, 7904) for individual properties "roll-up" into this larger encompassing program rather than duplicating the same program multiple times.
Development & Public Works	8800	Capital Projects	This program implements the City's Capital Improvement Program for infrastructure systems including; transportation, streets, stormwater, wastewater and buildings/facilities. Activities include all aspects of project delivery from inception to completion of City construction projects. The program also maintains and updates capital construction contracting documentation and processes consistent with State statute and City policy.
Development & Public Works	8810	MWMC Capital	This program provides Capital project planning, design; bid process and contract award; Capital budget development, user rates and models; Capital project development, construction, inspections and construction management, capital project acceptance and recordkeeping for the Regional Wastewater system.



## APPENDIX - PROGRAM DESCRIPTIONS

Dept.	Number	Name	Description
Finance	1029	Licensing and Franchising	This program reviews, approves, and processes utility licensing, franchising agreements, and public way use agreements. The staff administering this program, in coordination with the City Attorney's Office, makes municipal code interpretations and recommends changes to the municipal code. Staff provides customer service to the public by providing the necessary department staff to address citizen concerns of services provided by the various franchises.
Finance	1200	Municipal Court Services	Consists of all functions necessary to process cases from intake through final disposition, all collection actions and court accounts receivable, and any general services and customer support provided. This program includes a variety of activities such as processing automated data imports from police records system, manual data entry, filing, arraignment, appointment of counsel for indigent representation, scheduling of trials and hearings, jury management, and final disposition processes. This program includes judicial resources and clerical support for the judge and automated processing and balancing of payments received from private collections agencies on our behalf. Performs all accounting, payments, and balancing of cash drawers and compliance with City financial policies and City auditor recommendations
Finance	7030	Accounts Payable	The accounts payable program makes payments to all vendors on behalf of the City, including staff reimbursements. This includes check payments, ACH payments, and purchase cards. Maintenance of all vendor records, bank information, and payment addresses as well as 1099 reporting on subject payments. This program also includes reconciling purchase cards for staff with the bank invoices and proper coding of expenses to funds, departments, and programs.
Finance	7031	Annual Audit, CAFR and Internal Reporting	Work paper preparation, auditor fieldwork and inquiries, and CAFR preparation. Recording, monitoring, and analyzing of all City financial transactions, monthly financial reporting, budget, and special reporting.
Finance	7032	Budget Development, Forecasting, and Analysis	Lead planning, forecasting and oversight efforts that support the organization's financial health. Activities include: coordinate the City's annual budget process, revenue and expense forecasting, legal filing of required documents with the county/state, maintenance of the City's budget software (BOARD), monitor and analyze fund and department activities to verify they are within legal level limits, perform fund balancing activities, and manage the supplemental budget process.
Finance	7033	Procurement & Contracts	Procure goods and services at the best value for the City using the most efficient and effective methods possible while abiding by state and local rules and regulations and maintaining good stewardship of public funds. Draft Municipal Code, Administrative Guidelines, legislative review, contract administration, provide business and legal sufficiency review, and grant compliance.

## APPENDIX - PROGRAM DESCRIPTIONS

Dept.	Number	Name	Description
Finance	7034	Treasury Management	Manage the City's investment portfolio and coordinate with cash flow and debt service requirements. Develop City program for the issuance of long-term debt and debt management (Issuance of Bonds)
Finance	7035	Municipal Court Administration	The Springfield Municipal Court Administration's mission is to oversee all operations and activities of the Municipal Court to ensure we are fairly and impartially upholding the rule of law in an accessible way. We strive to do this through innovations and new technology, while working collaboratively with other departments and agencies.
Finance	7150	Regional Fiber Consortium	City of Springfield is the contracted fiscal agent for the Regional Fiber Consortium. The Regional Fiber Consortium (Consortium) was established in 1999 through an intergovernmental agreement between a group of Oregon cities and counties for the purpose of taking and managing a system of fiber optic cable transferred to the Consortium by a number of fiber providers in consideration of right-of-way user fees. It is the goal of the Consortium to develop an appropriate level of communication services for the citizens of the member jurisdictions and to serve the public interest by stimulating economic development in the communities through which the fiber optic cable passes.
Fire & Life Safety	1030	Building Plan Review	This Program page represents the Fire Marshal's activity associated with supporting Development & Public Works to administer this program. A Deputy Fire Marshal assists with the review, permitting, and occupancy approval of residential, commercial and industrial permit applications. In addition to plan reviews, staff also provide customer service to the public by assisting with questions regarding the permit process and Specialty Code Compliance.
Fire & Life Safety	1039	Development Review	The Fire Marshal's office is responsible for a variety of activities to support Development & Public Works in administration of the Development Review program. This program is responsible for the administration and processing of land use and development review applications, including customer service support on all land use and development issues. Implementation of federal, state, and local regulations is conducted in partnership with outside agencies as well as the City's Development Review Committee, whose members include Police, Fire and Life Safety, Building, Transportation and Environmental Services. This program is also responsible for the review and approval of Public Improvement Plans (PIPs) associated with site developments.
Fire & Life Safety	1090	Fire & Arson Investigation	Deputy Fire Marshals respond to selected fire incidents and investigate fire cause and origin, document the scene, collect evidence, and report findings when completed. Documentation of findings is used for criminal follow-up and as a vital component in insurance claims for fire loss.

## APPENDIX - PROGRAM DESCRIPTIONS

Dept.	Number	Name	Description
Fire & Life Safety	1091	Community Risk Reduction	The Fire Marshal's Office performs activities required by State Fire Marshal to maintain City exemption status, including: Fire Code Inspections, Maintenance of required Fire Protections Systems, Public Education, Juvenile Fire Setters Intervention, Land Use Planning, and participation on Development Review Committee. The Deputy Fire Marshal serves as liaison with Building Division on fire system plans for new/remodeled occupancies.
Fire & Life Safety	1093	Appratus & Equipment Maintenance	Fire suppression and emergency medical response apparatus are inspected daily, weekly, and monthly to ensure readiness, safety, and proper inventory. Routine NFPA inspections and necessary repairs are scheduled with a contracted vendor. Contributions to the Vehicle and Equipment Replacement Fund are utilized (Capital Outlay) to replace vehicles and equipment at the end of their useful life.
Fire & Life Safety	1096	Fire Suppression Operations	The Fire Suppression Operations program provides fire and rescue response to 911 calls for assistance in a variety of emergencies. This program provides the personnel, specialized vehicles, and equipment to respond to emergencies in the community that threaten life, property, and the environment. This includes fires, rescues, natural and man-made disasters, hazardous material incidents, and medical emergencies. The department provides a coordinated all-hazard response to all emergency calls.
Fire & Life Safety	1097	Dispatch & Communications	Central Lane Communications Center (CLCC) provides Fire and EMS dispatch services for Eugene Springfield Fire and surrounding agencies. Services are performed under contract with City of Eugene Police Department. Actual charges from the City of Eugene are allocated based upon population, assessed property values, and call volume of the participating agencies in CLCC's services.
Fire & Life Safety	1098	Training & Development	The Fire Training program provides all uniformed department personnel with the training necessary to develop and maintain the skills, knowledge, abilities, and certifications required to provide safe and effective fire and emergency medical services. Training includes classroom and practical exercises using qualified and certified instructors. Internal career development programs continue to produce highly skilled employees that are ready for promotion within the department. The program provides the training necessary for successful, efficient, and safe service delivery to the community.

## APPENDIX - PROGRAM DESCRIPTIONS

Dept.	Number	Name	Description
Fire & Life Safety	1099	EMS Operations	The Emergency Medical Services (EMS) program provides high-quality pre-hospital emergency medical treatment and ambulance transportation throughout the Eugene/Springfield metro area and much of eastern Lane County. This program provides for Quality Assurance, paramedic continuing education and training, and stand-by medical coverage at special events. Paramedics are trained to provide Advanced Life Support (ALS) level of care to all patients when needed.
Fire & Life Safety	1100	Fire Logistics	Under contract with the City of Eugene, Fire Logistics provides Springfield supply ordering and distribution for medical and station supplies; annual inspection and repair of Self-Contained Breathing Apparatus (SCBA) equipment; inspection, repair, and fitting of personal protective equipment (i.e. turnouts); annual fire hose inspections; and miscellaneous equipment repair and replacement.
Fire & Life Safety	1102	EMS Billing	Ambulance Account Services provides ambulance billing services for the City of Springfield ambulance operations and ambulance billing services for other public entities around the state for a per account fee. It includes full-cycle management of all accounts and is a revenue source for Springfield ambulance operations. Prior to FY21, Ambulance Account Services was represented by two program codes, 1102 & 1103. In FY21 these programs were merged to more accurately reflect the combined efforts of this billing department.
Fire & Life Safety	1104	Firemed	FireMed is a voluntary ambulance membership program which covers patient out-of-pocket expenses for medically necessary ambulance transportation to the nearest appropriate hospital. The FireMed reciprocal network covers nearly all corners of Oregon. Members may also subscribe to FireMed Plus and include Life Flight Network services as well.
Fire & Life Safety	1105	Community Outreach	Fire provides fire and life safety education through participation in community events throughout the year. Annual events include safety fairs, second grade classroom visits, and Young Women's Fire Camp. Past events have also included Teen Day, a Cooking Fire Safety Program, and Traveling Trunks to provide fire safety education materials to preschool and kindergarten age children. The Fire Marshal's Office reviews permits and inspects certain special events, providing opportunities to educate organizers of community events.
Fire & Life Safety	1106	Basic Life Support Operations	Eugene Springfield Fire's Basic Life Support System (BLS) creates a tiered ambulance system for 911 calls for service in the Eugene and Springfield metro areas. BLS ambulances respond to lower priority calls along with Advanced Life Support (ALS) fire engines. This allows each patient to receive a Paramedic assessment which determines the patient's need for a BLS or ALS transport. This tiered, flexible approach allows ALS ambulances to be more available for high-acuity calls within their own area and decreases their response time to aid patients who most need their service.

## APPENDIX - PROGRAM DESCRIPTIONS

Dept.	Number	Name	Description
Fire & Life Safety	7000	Department Administration	Administrative staff oversee budget development, timekeeping and human resources, contract administration, and tech support.
Human Resources	7000	Department Administration	The program provides City-wide Human Resources support in the areas of personnel administration, class and compensation, employee and labor relation, talent acquisition, employee training, and payroll administration.
Human Resources	7060	Risk Administration	This program coordinates methods and processes used to manage risk and seize opportunities related to City objectives per state and Federal regulations and best practices. This program administers the insurance program which includes property, liability, safety, and loss control.
Human Resources	7062	Workers' Compensation Claims	The Workers' Compensation Program manages workers' compensation claims and facilitates employees' return from work-related injuries per state and Federal regulations.
Human Resources	8300	Self Funded Medical	The Self-Funded Medical Program is responsible for tracking and managing the City's fiduciary responsibility the City's self-funded medical insurance program.
Human Resources	8301	Self Funded Dental	The Self-Funded Dental Program is responsible for tracking and managing the City's fiduciary responsibility for the City's dental insurance program.
Human Resources	8350	Wellness Center	The Wellness Center is designed to keep health insurance cost increases lower than national and regional trends and increase employee productivity by shifting the high costs of urgent care and primary care services to a lower, fixed cost of the clinic.
Information Technology	7070	Financial Systems	This program includes systems that support general ledger, procurement, budgeting, financial reporting, financial forecasting, and financial regulatory compliance.
Information Technology	7000	Department Administration	Management oversees the daily operations of the department to include budget and contract administration, employee evaluations, training and development; business relationship management with vendors and regional partners; as well as IT project portfolio management and strategic planning.
Information Technology	7071	Human Resource Systems	The Human Resource (HR) Systems program includes systems that support payroll, position management, benefits administration, labor contract administration, recruitment, risk management and HR regulatory compliance.
Information Technology	7072	Land Management Systems	The Land Management Systems program includes systems that support property management, Right-Of-Way management, cadastral mapping, assessment and taxation, base mapping (elevation, vegetation, hydrography, structures, etc.), deeds and land records.
Information Technology	7073	Facilities Management Systems	The Facilities Management Systems program includes systems that support the design, construction, operation and maintenance of wastewater and storm water systems, transportation systems and municipal buildings.
Information Technology	7074	Criminal Justice Systems	The Criminal Justice Systems program includes systems that support community police, animal control, courts, and jail.

## APPENDIX - PROGRAM DESCRIPTIONS

Dept.	Number	Name	Description
Information Technology	7075	Fire And Life Safety Systems	The Fire and Life Safety Systems program includes systems that support emergency patient transport, fire and hazardous materials response, etc.
Information Technology	7076	Community Development Systems	The Community Development Systems program includes systems that support planning, code enforcement, permitting, franchising, economic development, and housing program management.
Information Technology	7077	Public Library Systems	The program includes systems that support media control, digital literacy, public education, and Library administration functions. Specific systems include hosted library systems (SIRSI), locally hosted systems office software, purchase card systems and Wi-Fi services.
Information Technology	7078	Shared Systems	The Shared Systems program includes sub-programs that provide essential services to all other programs such as document management, emergency management, risk management, email, phones, productivity software (MS Office Software), etc.
Information Technology	7079	Information Security Compliance	The Information Security Compliance program includes systems that support regulatory compliance, liability management, risk management, access management, public records requests, litigation requests, employee investigation, and system security analysis.
Legal Services	1012	City Prosecutor	The City contracts for Prosecution Services with the firm of Leahy Cox, LLP. The City Prosecutor represents the City in Municipal Court and Appellate courts. Prosecution services are provided for all misdemeanor criminal and traffic crimes and for any violation cases in which the defendant has retained counsel. Services provided include screening of reports filed, negotiations for settlement of cases, and for representation of the City in trials by court or by jury. The City Prosecutor also recommends revisions to the Municipal Code to conform with case law and state statutes, and provides legal advice and training for the Police Department.
Legal Services	7100	City Attorney	The City Attorney's Office is responsible for procedural aspects of all City Council and Planning Commission meetings and for supplying the City Council and staff with legal analysis and opinions regarding existing or proposed City operations and activities. All ordinances, resolutions, contracts and activities having legal implications are reviewed and approved to assure compliance with intent, Charter, State and Federal laws as well as the possibility of liability exposure or litigation.
Library Services	1129	Arts Commission	The Springfield Arts Commission (SAC) provides unique events and ongoing programs that result in opportunities for Springfield artists, enhanced quality of life for Springfield residents, and an increase in visitors to downtown Springfield. A Management Support Technician serves as the staff liaison to the commission, providing budget oversight, administration, and support to the commission.

## APPENDIX - PROGRAM DESCRIPTIONS

Dept.	Number	Name	Description
Library Services	1130	Museum	<p>As a part of the Springfield Library, the mission of the Springfield History Museum is to foster an awareness of the history of Springfield, provide a link between our past and present, and promote an appreciation of the diverse communities that call Springfield and rural East Lane County home.</p> <p>The Museum features rotating biannual historical exhibits, a permanent exhibit, and educational programming for our community throughout the year. The Museum's children's area now includes space for interactive educational activities. The Museum relies heavily on volunteer help with guests, exhibits and collections. The Council-appointed Springfield History Museum Committee is responsible for making recommendations and assisting with implementation of exhibits and programs; assisting with community outreach and publicity, fundraising, and approving Museum policies.</p>
Library Services	1131	Library Operations	<p>Library Operations captures the cost of running the library, from personnel to office supplies, from supporting the volunteer program to our development and marketing. Most of library FTE are tracked under this program.</p> <p>Examples of the work covered under this program include: staff training, such as with State-provided resources on working with vulnerable populations; recruitment, training and management of a robust volunteer operation; assisting with Library Advisory Board directives such as work on a community survey; and, working to help expand the work of our support groups, the Springfield Library Foundation and the Friends of the Springfield Public Library.</p>
Library Services	1132	Library Collections	<p>Our Library Collections program monitors the cost of providing a wide variety of resources to our library card holders and community. The library works to meet demands for print and online materials. Budgeted here are our collection budgets for books, movies, periodicals, music, databases and downloadable ebooks and audiobooks. Through ordering, processing and curation, all library staff play a role in the materials the library provides our community.</p>
Library Services	1133	Library Services	<p>Library Services includes providing borrowers' services, programs and outreach. Considered here is the task management of checking items in and out, registering new library cardholders, and resolving patron issues such as lost or damaged item replacement. Staff works with patrons to find the information they seek, including referral services.</p> <p>The library reimagined library services during the COVID-19 shutdown and still provided educational and cultural programs for all ages. Regular programming includes tech help sessions, a monthly film discussion series, opportunities for civic and social engagement, STEM storytimes, afterschool programs, robust programming during school breaks, and programming in Spanish, all continued in a virtual world.</p>

## APPENDIX - PROGRAM DESCRIPTIONS

Dept.	Number	Name	Description
Library Services	7000	Department Administration	<p>Management oversees the daily operations of the department including budget development, personnel matters, training and development, contract administration, business relationship management, and strategic planning.</p> <p>Examples of work represented under this program are: development and review of the library strategic plan, community-embedded librarians serving on community-wide Committees and Boards; twice-yearly in-service trainings for library staff; and, working on City department-wide initiatives, such as representation on the City Executive Team, IT Steering Committee, Information Security Committee, Emergency Management Team, Union bargaining negotiations, Committee for Diversity and Inclusion, and the Safety Committee.</p>
Police	1141	Hiring & Professional Standards	<p>This program oversees recruitment, hiring, training, Department of Public Safety Standards and Training (DPSST) certification, review of use of force, pursuit incidents, and oversight of personnel commendations and complaints from the public.</p>
Police	1144	Patrol - Sworn	<p>Sworn patrol officers enforce state and local laws and municipal codes, perform preventative community policing, respond to emergency and non-emergency calls for service in an effort to protect life and property, and maintain peace and safety in the community. Officers proactively generate calls for service through observation, prevention, and detection activities. As part of their duties, officers investigate crime, pursue, restrain, and arrest individuals, enforce traffic laws, prepare written reports, and interact with other law enforcement agencies in accordance with policy.</p>
Police	1145	Patrol- Non-Sworn	<p>Non-sworn patrol community service officers (CSOs) respond to non-emergency calls for service. CSOs perform a variety of services, to include retrieval of stolen and recovered property, processing and lodging of evidence, support at accident scenes, and arranging for the towing of vehicles. CSOs prepare written reports on incidents that are not in progress and do not require sworn officer presence, enforce parking control laws such as nuisance vehicle and traffic hazard removal, assist with local subpoena service, and provide operational support at major incident scenes.</p>
Police	1146	Traffic Team	<p>The traffic team consists of three motorcycle officers and one driving under the influence (DUI) enforcement officer. The motorcycle team emphasizes enforcement of traffic laws, including focus on speed, distracted driving, pedestrian safety, bike safety, and safety belts. The motorcycle team regularly participates in local and regional community events, to include traffic control for University of Oregon events, parades and marathons. The DUI enforcement officer is assigned an unmarked patrol car equipped with an in-car video system and emphasizes patrol efforts toward identification and enforcement of intoxicated drivers. Many officers selected for the DUI officer position are certified Drug Recognition Experts (DRE), which is an additional skillset for identifying non-alcohol related intoxicated driving.</p>



## APPENDIX - PROGRAM DESCRIPTIONS

Dept.	Number	Name	Description
Police	1148	K-9 Unit	The program is made up of four sworn K9 officers and their police dogs. The dogs are used for suspect apprehension, locating missing persons, and handler and officer protection. The K9 officers and their dogs perform public demonstrations and attend various community and special events throughout the year. The Springfield K9 unit also hosts a state-wide police dog competition each year, which is a free event for the community to attend.
Police	1149	Drug Dog	A specially trained officer and dog use their training to identify and intercept drug trafficking activity in Springfield and surrounding areas. The drug detection dog provides drug search and detection services for the execution of search warrants and regional law enforcement partners, schools, and businesses.
Police	1150	Major Accident Investigation Team (MAIT)	The Major Accident Investigation Team (MAIT) is an ad-hoc team of police officers responsible for the investigation of traffic accidents involving serious physical injury or death and major crime scene reconstruction in the City of Springfield. MAIT team members are specially trained in accident investigation, evidence collection, and reconstruction.
Police	1154	Investigations	The Investigations Services Division investigates and follows up on person, property, and drug crimes. The crimes investigated range from murder to minor theft. The team of detectives each have a primary criminal investigative focus, to include assault, robbery, and burglary crimes, property and auto theft, fraud, and local drug crimes. Two detectives are dedicated to sexual assault, child sexual or physical abuse, or elder abuse cases and receive specialized training due to the sensitive nature of the cases.
Police	1159	Computer Forensics	The Computer Forensics program consists of one detective with specialized training and certifications to provide expertise in the retrieval and recovery of data from cell phones, computers, hard disks, and internet sites related to criminal activity. Supported criminal activity includes the exploitation of children, financial fraud, and other major crimes.
Police	1160	Special Weapons and Tactics (SWAT)	The Special Weapons and Tactics (SWAT) team is an ad-hoc group of specially trained police officers who respond to crisis situations such as barricaded subjects, hostage situations, high-risk warrant service, or any situation where a suspect is considered armed and dangerous. The SWAT team is made up of department members who apply to serve on the team. Members are trained in crisis intervention, building entry, and the use of special weapons. The SWAT team includes a negotiations component consisting of five specially trained negotiators.
Police	1161	School Resource Officers	In partnership with the school district, the Police Department assigns two police officers as School Resource Officers (SROs). School Resource Officers provide law enforcement presence for the school district with focus towards the high schools.
Police	1162	Animal Control	The Animal Control program is staffed by one Animal Control Officer who is responsible for enforcing the City's dog license and animal control ordinances. The Animal Control Officer responds to animal related calls for service, including dog bites, animals at-large, and potential neglect cases. Animals found at large in the City jurisdiction are either returned to their owner or transported to Greenhill Humane Society, as needed.

## APPENDIX - PROGRAM DESCRIPTIONS

Dept.	Number	Name	Description
Police	1163	Crime Prevention and Community Relations	This program fosters positive community interaction and coordinates community events, including National Night Out, Justice Center Open House, Safety Fairs, and the annual Citizens Police Academy. The program provides training, information, and crime prevention strategies to Neighborhood Watch groups. The program develops working relationships with key community stakeholder groups and acts as a liaison with independent groups, such as the Lock Out Crime Project (LOC), whose mission supports the work of the Department. The program is primarily supported by the Community Outreach Coordinator and Community Information Coordinator.
Police	1166	CAHOOTS	Partnership with CAHOOTS (Crisis Assistance Helping Out On The Streets) provides specialized response to persons experiencing a mental health crisis, intoxication, or minor medical support. The CAHOOTS team consists of a mental health care worker and a medic who assist at de-escalation and support, typically without a law enforcement response. In some instances, law enforcement and CAHOOTS partner on service calls to provide safety and support services.
Police	1167	Dispatch	Springfield Police dispatchers receive emergency and non-emergency phone calls and serves as the secondary Public Safety Answering Point (PSAP) in Lane County. Dispatchers guide callers through stressful situations and obtain and relay vital information to officers in the field. Dispatchers perform queries, enter data in local, regional, and national criminal justice computer systems, and provide additional support functions. Dispatchers maintain an ongoing awareness of the location and activity for all field units via radio communication and the computer-aided dispatch application, as well as monitoring the Springfield Justice Center security. Dispatchers are responsible for inter-agency communication regarding warrants, stolen vehicles, stolen property, and other criminal related information.

## APPENDIX - PROGRAM DESCRIPTIONS

Dept.	Number	Name	Description
Police	1168	Records and Calltaking	This program maintains law enforcement records and receives non-emergency phone calls for police services, as well as responds to in-person inquiries in the public lobby of the Springfield Justice Center. Records responsibilities include reporting the department's Oregon – National Incident Based Reporting System (O-NIBRS) crime statistics to the State of Oregon, as well as fulfilling requests for police reports from officers, law enforcement agencies, citizens, and other applicable agencies in accordance with department policy and statute requirements. Calltaking duties include creation of calls for service in the computer- aided dispatch application, writing police reports with no suspect information, and providing information such as referrals to other public resources.
Police	1170	Property & Evidence	Property and evidence personnel perform a variety of complex duties including the processing, receipt, storage, safekeeping, release, and disposal of property or evidence that comes into the custody and/or control of the Springfield Police Department. Property and evidence personnel ensure compliance with state and local laws, codes, and regulations while maintaining record keeping system related to property and evidence.
Police	1174	Springfield Municipal Jail- Court Support	The Jail Court Officer transports prisoners to and from the Lane County Jail, moves inmates to and from the Springfield Municipal Court, and provides periodic transport for the police patrol division. The Court Officer provides security and bailiff duties at all court hearings.
Police	1175	Springfield Municipal Jail- Operations	Springfield Municipal Jail operations includes book-in of incoming arrestees, housing inmates, and oversight of jail security and communications. Booking processing include supervision of arrestees and inmates in pre-book cells, initial classification of inmates, medical assessment, and identifying potential safety considerations. Housing of inmates includes the assignment of inmates to housing units based upon classification criteria, performing safety checks, coordinating inmate movement, providing food service, organizing inmate visitation, overseeing inmate workers, and ensuring a clean and healthful environment for both inmates and staff. Jail staff also monitor and control security systems, security cameras, and facility access to and from the jail facility.
Police	1176	Springfield Municipal Jail- Records	Jail staff maintain electronic and/or physical records of jail inmate files, inmate trust account activity, mail services, and visitor logs. Jail staff utilize a jail management system application to document the book in, housing, sentence computation, release, and other jail inmate processes.
Police	7000	Department Administration	Management oversees the daily operations of the department, including budget development, personnel matters, training and development, contract administration, business relationship management, and strategic planning.
Police	7090	Building Maintenance and Security	This program is responsible for building security, general maintenance, and custodial services for the Springfield Justice Center and Springfield Jail.

