



Department Overview

The Human Resources Department (HR) serves as a vital support system and strategic partner to all City departments delivering comprehensive employment, risk, and benefit services for the City. These services are organized into ten core areas: Human Resources Administration, Classification and Compensation, Employee and Labor Relations, Talent Acquisition, Employee Training and Development, Benefit Administration, Leave Administration, Risk Administration, Workers’ Compensation Administration, and Payroll Administration.

Financial Summary by Object Level	FY23 Actuals	FY24 Actuals	FY25 Amended	FY26 Proposed
5 PERSONNEL SERVICES	1,087,022	1,161,687	1,215,917	1,313,548
6 MATERIALS & SERVICES	9,082,109	9,933,627	11,884,417	12,700,880
Grand Total	\$ 10,169,131	\$ 11,095,314	\$ 13,100,334	\$ 14,014,428

Budget Summary – FY2026

Staffing

The department’s daily operations are carried out by a dedicated team of staff supported by technology to efficiently manage the workload and meet operations demands.

Department Funding

The resources required to support the department are primarily funded through tax subsidies or internal service charges allocated to the City’s enterprise and special revenue funds for the services rendered.

Service Level Changes

In partnership with the Springfield School District and Cascade Health, the City has expanded its Wellness Center offerings to include physical therapy (PT). As a highly utilized medical service, physical therapy can now be billed directly to the City at a lower cost compared to expenses processed through medical insurance. This initiative enhances overall productivity, reduces absenteeism, and promotes a healthier workforce while contributing to the long-term sustainability of the City’s benefits program by mitigating rising medical premium costs.

Recognizing the City’s financial structural challenges, the Human Resources Department removed an unfilled Training Coordinator position from its budget in FY2025. In lieu of this position, the department will explore alternative approaches to managing the oversight of required training. Efforts will focus on leveraging and increasing the utilization of the City’s new Learning Management System (LMS) to efficiently meet training needs for FY2026 and beyond. This strategy aims to maintain compliance and support employee development while aligning with the City’s fiscal priorities.

Accomplishments – FY2025

- ✓ **Benefit Renewal Cost Control** – For the 12th consecutive year, the City successfully held employee benefit rates flat, a remarkable accomplishment during a period when many comparable agencies are grappling with limiting rate increases to a single-digit. This success reflects employees’ smart and thoughtful use of the City’s benefit plan which includes the valuable resources provided by the on-site Wellness Center. Calendar year 2024 anticipated

claims coming in at approximately 86% of expected levels which is lower than the net claims experienced in the 2014 plan year. This achievement underscores the effectiveness of providing high-quality, accessible care while managing costs sustainably.

- ✓ **Addition of PT Services at the City Wellness Center** – The City enhanced its Wellness Center offerings by adding an on-site PT aimed at reducing costs. This strategic move addresses the \$180,000 in PT related insurance claims billed in FY2023. The convenient, on-site location improves employee access to care, supporting faster recovery and increased productivity. Additionally, a partnership with the school district expands service while reducing the overall financial burden to the City’s budget. This collaborative initiative underscores the City’s commitment to innovative, cost-effective employee health solutions.
- ✓ **Record Hiring and Efficient Onboarding** – In FY2025, HR achieved a significant milestone by hiring and onboarding 67 employees – the highest number of new hires in recent years – while successfully maintaining turnover below 10%. As of November 23, 2024, the City has filled an additional 23 vacant positions during the current fiscal year. The City demonstrated a faster time-to-fill rate compared to comparable agencies, reflecting HR’s commitment to streamlining recruitment and onboarding processes to meet organizational needs efficiently.
- ✓ **Labor Contract Negotiations** – In FY2025, the City successfully negotiated a 3-year successor agreement with the American Federation of State, County, and Municipal Employees (AFSCME), representing just under 50 employees, including operational street crews, custodial employees, and security staff. The new agreement transitions from a costly apprenticeship program to a more efficient in-house training program while enhancing career growth opportunities in a highly competitive trades industry. This outcome reflects the City’s dedication to workforce development and operational efficiency.

Additionally, the City continues negotiations with the International Association of Fire Fighters (IAFF) on labor contracts for firefighters and battalion chiefs, underscoring a collaborative commitment to addressing complex labor issues.

Initiatives – FY2026

- **City-Wide Employee Development and Training** – Since implementing automated technology last fiscal year, the City’s Learning Management System (LMS) has achieved remarkable engagement with 1,561 courses completed in FY2024, and 1,958 courses completed so far in FY2025. Building on this success, the HR Department will enhance LMS utilization by leveraging its technology to track expiration dates for required licenses and certifications while continuing to expand and promote the platform as a cost-effective, accessible, and customized tool for employee development. As part of this year’s initiatives, HR will launch biannual required trainings on harassment prevention and Oregon ethics, to ensure compliance and reinforce workplace standards. Additionally, the department will implement mandatory training for employees serving on interview panels to standardize hiring practices and advance equity. To further support employee well-being, HR will explore offering on-site wellness trainings to enhance both health and productivity.
- **Renegotiating Successor Agreement with the Springfield Police Association (SPA)** – Complete negotiations and reach an agreement by the end of FY2026, ensuring the new contract is in place before the expiration of the current agreement. By successfully renegotiating the

successor agreement with the SPA, the City aims to strengthen its commitment to public safety while ensuring that SPA represented employees are fairly compensated, supported in their professional development, and provides overall well-being.

- **Comprehensive Review and Development of Classifications for General Service Positions** – Select and onboard a qualified vendor to conduct a comprehensive review and development of job classifications for general service positions within the City of Springfield. This project aims to ensure that all classifications are accurate, aligned with current organizational needs, and complies with Oregon’s Equal Pay Act by ensuring pay equity across positions with similar duties, responsibilities, and working conditions. The vendor will also review personnel policies to ensure that employees’ pay, benefits, and other conditions of employment are legally compliant, consistent, and equitably established. This initiative will support transparency and fairness in compensation practices, streamline hiring processes, and provide clear advancement paths while promoting organizational effectiveness.

Future Year Considerations – FY2027 → FY2029

- ✦ **Employee Wellness** – The City will focus on promoting comprehensive wellness initiatives that address physical, mental, and financial health to support the overall well-being of employees. This will include expanding wellness programs that encourage healthy lifestyle choices through workshops, fitness incentives, and stress management resources. Efforts will focus on providing employees with the tools and support needed to maintain physical health, reduce obesity risks, and enhance mental well-being through mindfulness, mental health education, and access to counseling services. Additionally, the City will promote financial wellness by offering retirement planning resources, budgeting workshops, and financial counseling to help employees achieve long-term financial stability. By fostering a holistic approach to wellness, the City aims to improve employee health, reduce healthcare costs, and create a more engaged and productive workforce.
- ✦ **Workplace Safety** – Focus on ensuring continued compliance with occupational health and safety regulations with an emphasis on identifying and implementing proactive measures to reduce the percentage of preventable workplace accidents. This initiative will prioritize hazard analysis, enhanced training programs, and the integration of advanced safety technologies to foster a safer work environment.
- ✦ **Employee Recognition and Engagement** – With the City averaging a turnover rate of 10.6% over the last five fiscal years, future retention strategies will focus on reducing this rate by addressing evolving workforce needs. Proposed initiatives include expanding flexible work arrangements, enhancing wellness programs, and implementing targeted strategies to increase employee engagement and satisfaction. While the City does not currently utilize formal feedback mechanisms such as employee surveys or engagement committees, exploring these tools should be a key consideration to better understand workforce needs and inform data-driven retention initiatives.
- ✦ **Workforce Planning and Talent Acquisition** – 25.83 % of the workforce, or 101 employees, are currently eligible for full or partial retirement benefits. Future workforce planning will prioritize addressing the impacts of potential retirements. Succession planning will be a key focus, ensuring leadership pipelines and knowledge transfer processes are robust. Recruitment strategies will leverage data-driven tools and analytics to modernize hiring processes and target



diverse talent pools. Special emphasis will be placed on filling hard-to-fill positions, such as those in public safety and technical roles, while aligning recruitment efforts with the City’s commitment to community representation and equitable employment opportunities.

- ↳ **Liability and Workers Compensation Insurance** – As the effects of climate change continue to influence property risks, future property and liability insurance strategies will need to adapt to increased exposure to extreme weather events such as flooding, wildfires, and storms. This may result in higher premiums and coverage limitations requiring the City to explore more resilient infrastructure options and alternative risk mitigation strategies. Additionally, the ongoing risks associated with insuring police agencies and jails, including potential litigation and evolving legal standards will necessitate a comprehensive review of coverage to ensure adequate protection. The City’s current financial structural imbalance will also play a role in evaluating long-term sustainability and affordability of insurance policies. Addressing these challenges will involve working closely with insurance brokers, legal advisors, and risk management experts to optimize coverage while maintaining fiscal responsibility.
- ↳ **Learning and Development** – HR will continue to seek creative and resource-efficient solutions to prioritize learning and development, with a focus on fully leveraging the new LMS. It will serve as a critical tool for delivering required and scalable training programs while maintaining cost-effectiveness. Key areas for future consideration include:

 - *Upskilling and Reskilling* – Providing targeted training to equip employees with the skills needed to adapt to evolving job demands, particularly in emerging technologies.
 - *Leadership Development* – Strengthening internal leadership pipelines by offering programs that build the capacity of current employees to take on leadership roles.
 - *Maintaining Compliance Training* – Ensuring all employees remain up to date with essential regulations, policies, and best practices to mitigate organizational risks and maintain compliance.

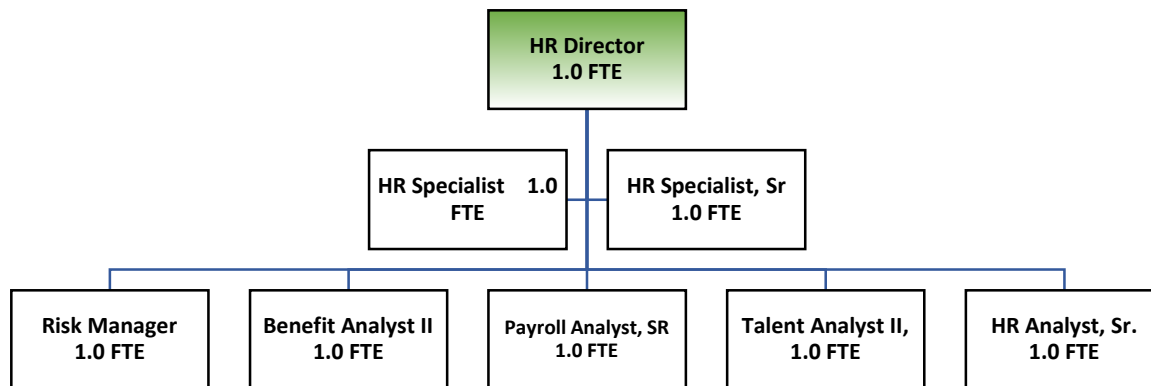
This strategic approach will ensure that learning and development remains a core component of workforce growth, even in the face of limited HR resources.

	FY23	FY24	FY25	FY26
Financial Summary by Fund	Actuals	Actuals	Amended	Proposed
100 General Fund	695,409	858,134	829,394	952,944
204 Special Revenue Fund	84,433	92,432	50,062	-
707 Insurance Fund	9,389,289	10,141,351	12,220,878	13,061,484
713 Vehicle & Equipment Fund	-	3,397	-	-
Grand Total	\$ 10,169,131	\$ 11,095,314	\$ 13,100,334	\$ 14,014,428



Financial Summary by Program	FY23 Actuals	FY24 Actuals	FY25 Amended	FY26 Proposed
7000 Department Administration	1,532,097	1,496,996	1,497,678	1,692,026
7052 Employee and Labor Relations	-	199	-	-
7053 Talent Acquisition	5,237	6,023	-	-
7060 Property & Liability	1,101,145	1,245,961	2,134,936	2,232,453
7062 Workers Compensation	726,503	874,814	1,330,851	1,321,121
8300 Self-Funded Medical	5,816,751	6,490,314	6,883,641	7,465,181
8301 Self-Funded Dental	591,678	600,692	642,620	691,842
8350 Wellness Center	395,720	376,918	610,608	611,805
9000 Non-Program	-	3,397	-	-
Grand Total	\$ 10,169,131	\$ 11,095,314	\$ 13,100,334	\$ 14,014,428

Organizational Structure





Summary of Full-Time Equivalents by Position	FY23 FTE	FY24 FTE	FY25 FTE	FY26 FTE
HR Specialist II	1.00	1.00	1.00	1.00
HR Specialist, Senior	-	1.00	1.00	1.00
HR Training Coordinator	-	1.00	-	-
Human Resources Analyst II	2.00	2.00	2.00	2.00
Human Resources Analyst, Sr	1.00	1.00	1.00	1.00
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Specialist	1.00	-	-	-
Payroll Analyst	1.00	1.00	1.00	1.00
Risk Manager	1.00	1.00	1.00	1.00
Grand Total	8.00	9.00	8.00	8.00

Summary of Full-Time Equivalents by Fund	FY23 FTE	FY24 FTE	FY25 FTE	FY26 FTE
100 General Fund	4.00	5.00	4.50	5.00
204 Special Revenue Fund	1.00	1.00	0.50	-
707 Insurance Fund	3.00	3.00	3.00	3.00
Grand Total	8.00	9.00	8.00	8.00

Summary of Full-Time Equivalents by Program	FY23 FTE	FY24 FTE	FY25 FTE	FY26 FTE
7000 Department Administration	8.00	9.00	8.00	8.00
Grand Total	8.00	9.00	8.00	8.00



Performance Measures

Measure	FY25 Target	FY25 Est. Actual	FY26 Target
1.) Percent of turnover, excluding limited duration, temp positions, and retirements.	5%	2.40%	5%
Why this measure is important: Turnover is a common data point used to evaluate employee culture and business health.			
2.) General Liability Loss Ratio.	<60%	<60%	<60%
Why this measure is important: 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.			
3.) Workers' Compensation Experience Modification Factor.	<1.0	.90	<1.0
Why this measure is important: Your experience modification is a numerical representation of your claim's history. It is the ratio of the costs of your company's actual workers' compensation claims compared to the expected costs for companies of similar size in the same industry. It can be either above or below the industry average of 1.0. Above 1.0 means your claims history is worse than the industry's average for workers' compensation insurance while below 1.0 means it is better.			
4.) Percent of minorities employed at the City.	13.5%	13.8%	14.5%
Why this measure is important: The City is committed to fostering an environment that values diversity and inclusion. The long-term target is 24.7%, reflective of the diverse community that we are here to serve.			