FY19 PROPOSED BUDGET

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Lucy Vinis

Budget Committee

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How You Can Get Involved

Members of the public are encouraged to express their views on the Proposed Budget. All meetings of the Budget Committee and City Council are open to the public and most of them include a public comment period. Citizens may provide comment before the Budget Committee on Wednesday, May 16, 2018; on Wednesday, May 23, 2018; at the Budget Committee public hearing Wednesday, May 30, 2018; and at the City Council public hearing on Monday, June 25, 2018. Copies of the Proposed Budget are available for review at the City of Eugene Finance Division, the City Manager's Office and the Downtown Public Library reference desk. Copies of the Proposed Budget document can be purchased from the Finance Division. In addition, you can download or view the Proposed Budget from the City's website at www.eugene-or.gov/budget.

How to Provide Comments or Testify:

1. Send a written statement to the Budget Committee or City Council, c/o City of Eugene Finance Division, 100 West 10th Avenue, Suite 400, Eugene, OR 97401,
2. Submit a written statement at the meeting or public hearing,
3. Send an e-mail to eugene.budget.committee@ci.eugene.or.us, or
4. Speak to the Budget Committee or City Council at the public comment times or public hearings.

City of Eugene Budget Meetings

City Manager's FY19 Proposed Budget Presentation
This presentation consists of both the City and Urban Renewal Agency (URA) budgets and strategic investments.
Wednesday, May 9, 2018 • 5:30 p.m.
Eugene Downtown Public Library
Bascom-Tykeson Room, 100 West 10th Avenue

Budget Committee Public Comment and Deliberation on FY19 Proposed Budget
This meeting includes presentations on the Unfunded Needs Assessment as well as downtown security and revitalization.
Wednesday, May 16, 2018 • 5:30 p.m.
Eugene Downtown Public Library
Bascom-Tykeson Room, 100 West 10th Avenue

Budget Committee Public Comment and Deliberation on FY19 Proposed Budget
This meeting includes presentations on infrastructure and public safety.
Wednesday, May 23, 2018 • 5:30 p.m.
Eugene Downtown Public Library
Bascom-Tykeson Room, 100 West 10th Avenue

Budget Committee Public Hearing, Deliberation and Action on FY19 Proposed Budget
Wednesday, May 30, 2018 • 5:30 p.m.
Eugene Downtown Public Library
Bascom-Tykeson Room, 100 West 10th Avenue

City Council Public Hearing and Action on FY19 Budget
Monday, June 25, 2018 • 7:30 p.m.
Lane County Public Service Building
Harris Hall, 125 East 8th Avenue

Budget Committee and City Council meetings are televised on MetroTV, Channel 21; webcasts of the meetings are available on the City of Eugene website. Meeting materials are available at www.eugene-or.gov/budget.

All meetings are held in wheelchair accessible rooms. For individuals who are hearing impaired, an interpreter or an assistive listening device can be provided with one week notice prior to the meeting. Materials can be made available in alternative formats if requested in advance. To arrange for these services, or for more information, please contact Finance Division staff at 541-682-5512.

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May 9, 2018

Budget Committee, Mayor Vinis, Colleagues, and Members of the Eugene Community:

We have previously weathered significant uncertainty and risk to our financial situation and emerged stronger and smarter. The Budget Committee, City Council and staff exercised fiscal discipline and made tough choices to pave the way towards financial stability. We have travelled far since 2010 when we began the process of filling a $30 million General Fund budget gap. We eliminated positions where we could, engaged the community to cultivate ideas on reducing the budget in a meaningful way, and learned to think differently about our service delivery. These efforts have made all the difference.

Last year, the forecast included in the FY18 Adopted Budget foreshadowed a gap of $2 million in FY19 and FY20, and the Executive Team developed a strategy to incorporate $1 million in ongoing cuts in each of these years to stabilize the budget. I am happy to report that our situation has improved in the interim, and those ongoing reductions are not included in this budget. The current forecast shows a stable budget through FY21, with an anticipated gap beginning in FY22 that is largely attributable to increases in PERS rates (more detail on the General Fund forecast can be found in Attachment A). Along with this improved fiscal picture, there are many things happening in our community and the City organization that we can all be excited about as we look to the future.

For the third time in nine years, the community approved a $51.2 million bond dedicated to street preservation and bicycle and pedestrian projects this past November. These bond proceeds will be used to complete 91 road repair projects on 78 streets throughout our city and are key to maintaining our transportation infrastructure for years to come. Because transparency and accountability are so important in establishing public trust, the bond measure includes an annual review of the street construction projects by an outside auditor and a citizen-led group to ensure that the money is spent in accordance with the promises made in the ballot measure. Responsible fiscal stewardship is a cornerstone of our budget philosophy, and we continue to be grateful to the voters that have placed their trust in us, as demonstrated by passage of this bond and the five-year library levy passed in November 2015. This commitment to transparency and accountability is also reflected in the new budget visualization website, which will provide our community with FY19 Proposed Budget data in an easily accessible and understandable manner. The tool is available at www.eugene-or.gov/openbudget.

The State of Oregon has approved a new urban growth boundary (UGB), the result of seven years of community engagement and analysis through the Envision Eugene project. This means more land for parks, schools and industrial areas in our community and an avenue forward as we think about expanding our community by an estimated 34,000 new people and 37,000 new jobs by 2032.

Eugene will host the 2021 World Track and Field Championships, the largest international sporting event in the world that year. Eugene will join the ranks of cities like London, Beijing and Berlin as previous hosts to this event. The 20x21 mural project is well on its way to creating 20 world-class murals throughout the community by 2021 and will showcase Eugene as a great city

for the arts and outdoors. The Championships bring with them exciting prospects to collaborate with area partners and the ability to showcase our city on the world stage. We continue to prepare for this opportunity and are being thoughtful about how to make this a uniquely Eugene event.

The "listen, recruit, hire" approach to selecting the new Chief of Police involved extensive and effective outreach, touching the Human Rights Commission, Police Commission, Civilian Review Board, and Human Rights Work group, in addition to hearing a significant amount of community feedback to inform the process. Filling this crucial position allows us to focus attention on the present and future state of public safety in the city and provides the leadership to set the direction of the department as we look to continue existing, and establish new partnerships throughout the area.

This Proposed Budget includes a moderate 2.3% increase in spending over the FY18 Adopted Budget, as well as a Reserve for Revenue Shortfall (RRSF) well above our target of 8% of projected expenditures. The RRSF acts as our savings account and allows us to approach challenges with thoughtfulness and gives us time to monitor events as they unfold instead of taking immediate action. The RRSF includes $15.5 million from the 2016 one-time settlement with Comcast as we contemplate the future.

Staff continues to monitor known impacts to the forecast such as future PERS costs, as well as potential future impacts of possible Federal Communications Commission (FCC) actions. The FCC has signaled an interest in partially or completely preempting local government authority to charge right-of-way use fees. While the details are still uncertain, if enacted, this could result in an ongoing loss of General Fund revenue in the range of $2 to $4 million annually. Our healthy savings account combined with the approach of living within our means and using one-time revenues to pay for one-time expenditures has proven to be a formula for success. By staying true to these guiding principles and minimizing the addition of ongoing expenditures, we buy time to respond to any uncertainty in a manner that best serves our community.

With an eye on the future budget gap and balancing future uncertainty with community needs, the Executive Team has chosen to focus on targeted, one-time funding strategies for several initiatives, with an emphasis on Community Justice, Public Safety and Planning efforts in FY19. The following summarizes some of these key one-time investments:

Community Justice: Funding for an additional year of the successful Community Court pilot program is included in FY19. Community Court aims to improve public safety and reduce misdemeanor activity in the downtown core to improve safety and quality of life through a combination of supervised community service and direct connections to social service providers for program participants. Additionally, $400,000 in one-time funding is proposed to maintain current staffing levels for the City Prosecutor and pay for jail beds. City staff are also working on options for community outreach and engagement around Community Justice System challenges and analyzing long-term system enhancement options.

Public Safety: This Proposed Budget includes $270,000 in one-time funding to the Police Department for backfill hiring of two officers, as well as $150,000 in one-time funding for the continuation of contracted animal sheltering and adoption services, and $80,000 to purchase data storage for body-worn camera video. $750,000 for an additional year of funding for an Advanced Life Support ambulance unit is included per the June 2017 direction of City Council.

Planning: The work of the Planning and Development Department (PDD) sets the course for our community for many years to come. Funding for a housing land use code update ($100,000), a shovel ready development plan for the Clear Lake expansion area ($70,000) and plan review in the University neighborhood ($30,000) are included in this budget. The FY19 Proposed Budget also includes $5 million in funding for railroad quiet zones at 10 crossings in the Downtown and Riverfront areas using a combination of Urban Renewal and Road Fund dollars, with future additional contributions from the Road and General Funds, as directed by City Council.

In addition to these one-time investments, this Proposed Budget includes nearly 14 new full-time equivalent (FTE) positions to keep pace with our city's growth. The bulk of these positions are in the Public Works department and will support programs like street maintenance, the airport, the transportation system, and Vision Zero. FTE adds in the Planning and Development Department will support programs such as waste prevention, parking, economic development and planning. Even with these additional positions, the FTE count per 1,000 population remains at historic lows as we continue to find new and improved ways to address community needs.

The Unfunded Needs Assessment (UNA) has been updated to reflect our current environment. This list is a compilation of significant unfunded financial challenges that the City of Eugene faces in providing current services and anticipated service needs as the community grows and the organization evolves. The Executive Team used this inventory as a reference while making budget decisions for the upcoming fiscal year (for more detail on the proposed FY19 budget decisions, see Attachments C and D). The purpose of the UNA is to provide policy makers, City staff and citizens with a better understanding of the full range of unfunded needs throughout all of the service areas at a particular point in time. (See appendix titled "Unfunded Needs Assessment")

We continue to think about several City Council and community priorities as we look ahead. The Climate Recovery Ordinance (CRO) was adopted in 2014, and while we have made progress by developing a roadmap for implementation, we know that there is still much work to do. Proposed FY19 investments will provide the funding needed to incorporate the CRO, Vision Zero and electric and autonomous vehicles into the Transportation System Plan (TSP) within the next year. Additionally, we have added the CRO as an Area of Focus in the UNA, which will help us to identify ways to reduce greenhouse gas emissions and fossil fuel use in City-owned facilities and operations as funding becomes available. We are also looking at ways to highlight the CRO in our Capital Improvement Program.

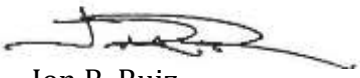
We know that homelessness and human services are on the minds of many throughout our city. We remain engaged in ongoing conversations with community partners and are working towards compassionate and practical ways to address a topic that impacts cities across the nation.

We are also continuing investment in the urban reserves project, which identifies land that can be used for UGB expansions to accommodate another 50 years of population growth. This growth will impact our neighborhoods, our economy and housing inventory. More information on the CRO, Homelessness and Human Services, Neighborhoods, Economic Growth and Stability, and Housing Affordability can be found in Attachment E, City Focus.

While our budget outlook is cautious, I'm fully confident in our ability to persevere. Through the work of the Budget Committee, City Council, staff and the community, we are in a strong position to address future challenges and seize opportunities. My approach for FY19 is to maximize one-

time investments where they provide the most benefit to the community, minimize ongoing additions to the budget, be thoughtful about the choices we make, and monitor future budget uncertainties. I look forward to our community's future with great admiration and appreciation for all who have helped to shape it.

Sincerely,

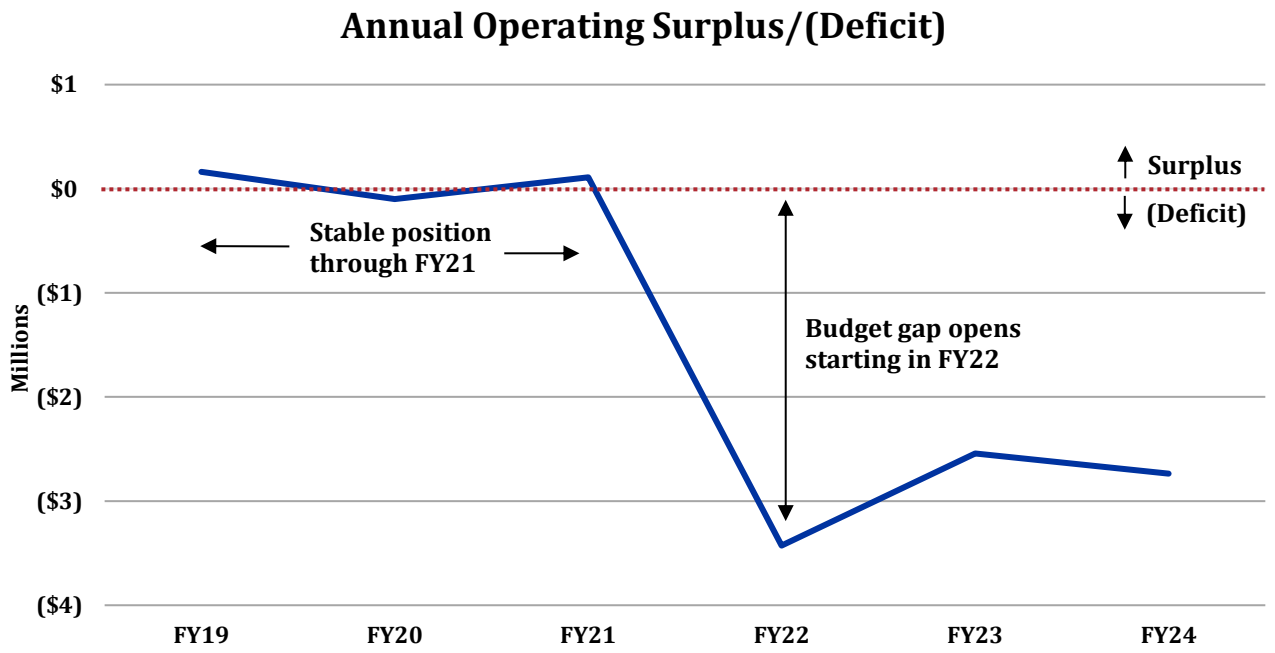


Jon R. Ruiz
City Manager

General Fund (Main Subfund) Six-Year Financial Forecast FY19 to FY24

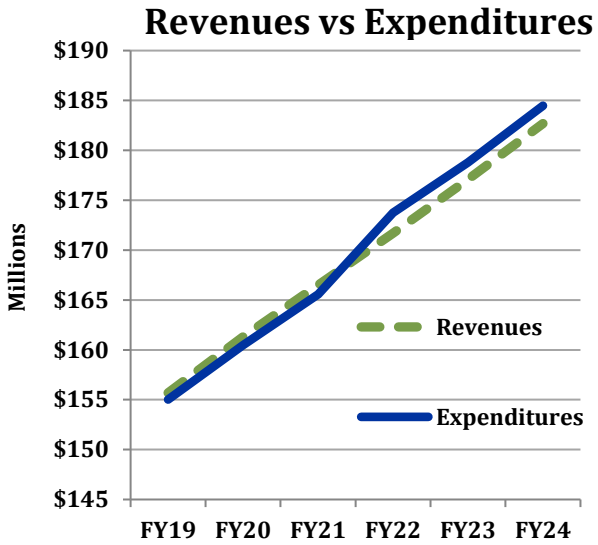
The General Fund Forecast is a tool that projects how much the City will spend and receive over the next six years and assists policymakers with developing strategies to meet future challenges. Many factors affect the forecast and while projections are made using the most current information available, the one constant is that assumptions will change. Last spring when the City Manager presented his Proposed Budget, the forecast showed a future ongoing budget gap of about $3 million dollars starting in FY22, even after implementing a strategy of budget reductions in FY18 with additional reductions in FY19 and FY20. Since that time, staff have updated the many forecast variables that impact the General Fund based upon new information from the first eight months of the current fiscal year. While some forecast drivers have improved and others have worsened, there remains an ongoing budget gap of approximately $3 million starting in FY22. However, changes in forecast drivers overall have been favorable since last spring, and the forecast is now in a stable position through FY21 without requiring the implementation of budget reductions in FY19 and FY20 that were assumed last year.

Property taxes are higher over the forecast period, as certified taxable assessed value increased 4.4% this fiscal year, which is higher than previously projected. Ongoing right-of-way license fee revenue related to the Comcast legal settlement also increased over the forecast period as actual payments are higher than previously projected. In addition, estimates for revenues from both the State and local marijuana tax have increased, although staff continue to forecast conservatively given that these are still new revenue sources from a relatively unknown market. The preceding revenue increases were partially offset by decreases to other revenue drivers including reduced contributions-in-lieu-of-taxes (CILT) from EWEB, lower State shared revenues other than marijuana, and delayed receipt of the new Ground Emergency Medical Transport (GEMT) revenue. Expenditures increased overall due to higher PERS rates than previously projected in the out-years of the forecast period, and the addition of select ongoing services in this Proposed Budget. The increased expenditures are partially offset by reduced internal service fund costs for the General Fund. All of these factors will be monitored closely to determine the long-term trends impacting the financial health of the City.



The General Fund Forecast incorporates the FY19 Proposed Budget changes, including ongoing funding for select items that are mostly revenue-backed or cost-neutral. In addition, strategic investments provide one-time funding to move important initiatives forward. See General Fund Changes, Attachment C, for details about what is included in the FY19 Proposed Budget.

After incorporating these service adjustments and updated assumptions, the forecast shows that the service system is stable in the near term with revenues greater than expenditures through FY21 without requiring the implementation of budget reductions in FY19 and FY20 that were assumed last spring. The final three years of the forecast are in a deficit position with expenditures greater than revenues primarily due to another PERS rate increase beginning in FY22. The out-year deficit could translate into an approximate $3 million annual budget gap if projections continue as currently forecast.



FY19 Projected Operating Results and Change in Reserve for Revenue Shortfall

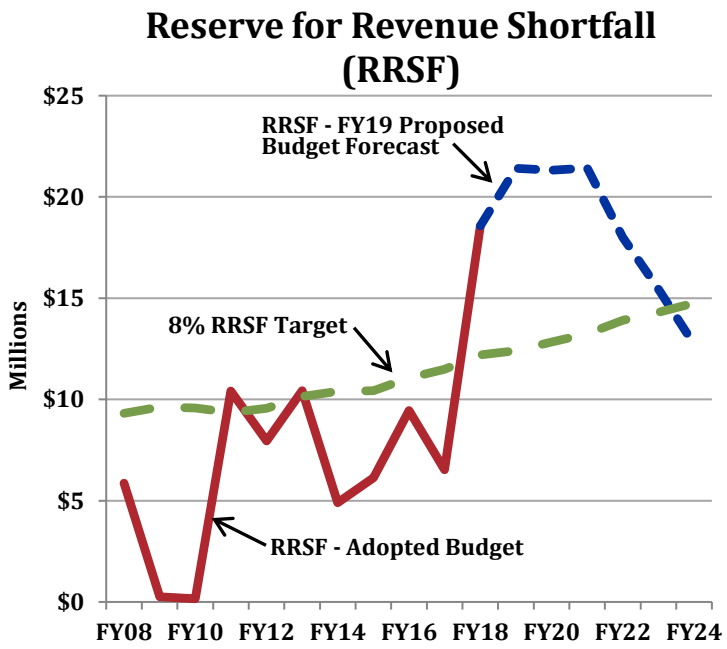
The FY19 Proposed Budget shows an operating surplus of almost $0.7 million, which is the difference between revenues expected to be received and expenditures expected to be made during the year. The Proposed Budget includes $2.5 million of limited duration strategic investments for important community priorities. Without these one-time expenditures, there would have been a $3.2 million operating surplus.

The approved FY18 Reserve for Revenue Shortfall (RRSF) as of the December FY18 Supplemental Budget is $19.2 million. Based on FY18 projections of higher revenues and underspending targets, it is anticipated the FY18 ending RRSF balance will increase by $2.3 million to a total of $21.5 million. In the FY19 Proposed Budget, the RRSF is budgeted at $21.4 million, which is $0.1 million less than the estimated FY18 ending RRSF balance. This reduction is primarily due to two factors: (i) to shift dollars to the Unappropriated Ending Fund Balance (UEFB) to meet the Council policy of two months of expenditures in FY19; and (ii) to set aside excess local marijuana tax revenue in a separate reserve.

Reserve for Revenue Shortfall

The RRSF is in essence the savings account for the General Fund and is a key measure of the City's fiscal health. On average, the target level is approximately $13.6 million per year over the forecast period. In the fall of 2016, the City received a large one-time payment of $18.75 million from Comcast due to a legal settlement. The majority of these funds ($16.5 million) were placed in the RRSF during the December FY17 Supplemental Budget per Council direction. These funds, less the $1 million approved for a homeless shelter in the FY18 Adopted Budget, remain in the RRSF in the FY19 Proposed Budget.

The RRSF peaks at 13.8% of expenditures in FY19 and then decreases in subsequent years to 6.9% by the end of the forecast period after incorporating FY19 Proposed Budget changes and anticipated assumptions regarding major forecast drivers. Although current projections show that the RRSF falls below the 8% target by the end of the forecast, current reserve levels remain prudent and provide an appropriate cushion as we look toward the future.



The City also maintains other reserves in the General Fund: the Unappropriated Ending Fund Balance (UEFB), the Property Tax Appeal Reserve, and the Excess Local Marijuana Tax Reserve. The UEFB is budgeted at two months of operating expenses to allow the City to pay bills and make payroll between the start of the fiscal year in July until November when property tax revenue is received. The Property Tax Appeal Reserve is set at $500,000 to set aside funds pending the outcome of large property tax appeals. Finally, the Excess Local Marijuana Tax Reserve is set at $250,000 and represents an estimate of local marijuana tax collections in excess of budgeted amounts. This reserve was created to provide transparency on the future use of these funds, which have been designated by Council for parks security, community justice and human services, and will be appropriated on the December Supplemental Budget for these purposes.

There are several areas of risk to the forecast that will be monitored moving forward:

Property Tax Revenues – Certified taxable assessed value grew at a rate of 4.4% in FY18, which was higher than anticipated. Based on an analysis of current building permit activity and recent growth trends in taxable assessed value, the FY19 Proposed Budget includes a moderate growth rate of 4.0% and remains at that level throughout the forecast period. If the taxable assessed value growth rate was reduced to 3.5% over the forecast period, property tax revenue would be reduced by an average of $2 million annually.

PERS Rates – The FY19 Proposed Budget forecast includes significant PERS rate increases in FY20 and FY22. The FY20 rate increase is based on current City-specific advisory rates provided by the actuary, while the FY22 rate increase is based on the actuary's long-term projections for the system as a whole. Some potential good news in the out-years of the forecast is that the actuary currently projects that PERS rates will level out after the FY22 increase due to current market returns. Beginning in FY20, a 1% annual change in the assumed PERS rates has an impact of $3.5 million over the remainder of the forecast period. More information on PERS is contained towards the end of the General Fund Forecast, Attachment A.

Inflation – Interest rates are anticipated to increase in the short-term and could potentially impact the low inflationary factors that have been present for some time, although inflation rates in this forecast are slightly lower than predicted last year. Changes in the rate of inflation can have a large

impact on the forecast. For example, an increase of 0.5% annually over the inflation rates assumed in the FY19 Proposed Budget forecast would increase costs by an estimated $10.5 million over the forecast period.

Legislation – State Legislation increasing tax exemptions for centrally assessed properties, which has the potential to reduce property tax revenue to the City, became law in FY17. This includes a property tax exemption for centrally assessed telecommunications businesses that offer high-speed internet. Although Comcast's application for the high-speed fiber exemption was initially approved by the Public Utilities Commission, the Department of Revenue ultimately decided that no exemption would be granted. The 2018 legislative session included a bill that would have repealed this central assessment exemption, although it was not enacted this session. This legislation is expected to return in 2019.

Forecast Variables

Assessed Value – The FY19 taxable assessed value growth rate is projected to be 4.0% and remains at that level throughout the forecast period, which aligns with current building permit activity and recent growth trends.

Property Tax Collection Rate – The projected property tax collection rate for current year taxes is estimated at 94.5% for all years of the forecast. The actual collection rates for FY16 and FY17 were 94.4% and 94.9%, respectively. These collection rates are applied against the gross taxes levied by the Lane County Assessor and incorporate the 3% early payment discount available to taxpayers for making full payment of taxes in November.

Property Tax Revenue – Total property tax revenue, including current and delinquent taxes, is projected at $98.9 million in FY18, which is over $400,000 more than the amount included in the FY18 Adopted Budget. Future years have been adjusted accordingly, and are projected at $102.9 million in FY19 growing to $124.7 million by FY24, after taking into account the assessed value growth and property tax collection rates explained above. Delinquent tax collections are projected at $1.65 million in FY18, increasing slightly to $1.7 million in FY19 and remaining at that level throughout the forecast period.

EWEB Contributions-in-lieu-of-taxes (CILT) – Revenue from EWEB is estimated at $13.3 million in FY19 and grows to $13.7 million annually by the end of the forecast. These estimates incorporate the CILT methodology approved by Council in 2014, recent weather experience, and future anticipated rate increases in the out-years of the forecast.

Licenses and Permits – Right-of-way use fees from CenturyLink, NW Natural, Comcast and other providers are estimated at $8.7 million in FY19, increasing to $9.3 million annually by FY24. This includes $2.2 million of ongoing annual revenue from Comcast related to the legal settlement.

Interest Earnings – Portfolio interest earnings are projected at 1.5% in FY19, increasing in the out-years of the forecast to 2.0%. This reflects a revised outlook base on rising interest rates that started last fall.

Local Marijuana Tax – In November 2016, voters approved a local tax of 3% on the retail sales of recreational marijuana items. The local marijuana tax is administered by the Oregon Department

of Revenue through an intergovernmental agreement. This new revenue source is estimated to be $675,000 in FY18, decreasing to $425,000 in FY19 and remaining at that level throughout the forecast period. Staff continue to forecast conservatively given that this is still a new revenue source from a relatively unknown market.

State Shared Revenues – State shared revenue is projected to increase from $5.2 million to $6.2 million over the forecast period. This includes revenue estimates for the State marijuana tax of $890,000 in FY18 and $400,000 per year thereafter. The higher amount in FY18 includes a back payment of almost $500,000 from FY17. Similar to the local marijuana tax, staff continue to forecast conservatively given that this is still a new revenue source from a relatively unknown market.

Inflation Rates – The FY19 assumed inflation rate is 2.1% based on the September 2017 State economic forecast. Inflation rates beginning in FY20 are pegged at the inflation percentages used by the State Office of Economic Analysis in their March 2018 forecast. In FY20, the rate is 2.5% and subsequently peaks at 2.8% in FY21 before decreasing to 2.5% by the end of the forecast period.

Cost of Living Adjustments (COLA) – If a labor contract is in place, the forecast includes the COLA per the contract. If no contract is in place for a particular year, the forecast assumes the State Office of Economic Analysis inflation projections from their March 2018 forecast. Increases in the minimum wage, per Oregon Legislation, are also included.

Materials and Services – The FY19 rate is 2.1%, and increases beginning in FY20 are tied to the inflation percentages used by the State Office of Economic Analysis in their March 2018 forecast.

Health Benefits – The forecast includes a health benefits inflation rate of 0.8% in FY19, which is less than previously anticipated due to better than expected claims experience. Based on preliminary projections from the City's actuary, the cost of health benefits are expected to rise 6.2% in FY20 with the growth rate dropping to 5.8% by the end of the forecast period.

Retirement Costs – The forecast includes the following rate increases in FY20 based on current City-specific advisory rates provided by the actuary: PERS Tier 1 and Tier 2 increase of 4.21%, OPSRP General Service increase of 4.30%, and OPSRP Police/Fire increase of 4.26%. In FY22, the forecast assumes a 4.77% increase across all rates based on the actuary's long-term projections for the system as a whole. There is potential good news near the end of the forecast period where the actuary currently projects that PERS rates will level out after the FY22 increase.

Public Employees Retirement System

What is PERS and how does it work?

PERS is the Public Employees Retirement System, which is a pension plan for public employers. The Oregon Legislature determines what the pension plan is, the Oregon Investment Council invests the fund assets, and the PERS Board sets the rates that employers, such as the City of Eugene, must pay to cover the system costs.

How is PERS funded?

The system assets have come mainly from investment income, which represents 73.4% of system revenues since 1970. Employer contributions make up 21.1%, and member contributions are the remaining 5.5%.

The most recent valuation shows that the PERS system is about 75% funded as of December 31, 2016. This means that the system has approximately 75% of the funds needed to pay projected benefit costs. The remaining 25% is called the Unfunded Actuarial Liability (UAL).

How are the City's costs determined?

The City's costs are determined by the PERS Board based on an actuarial projection of retirement benefits costs for City employees. The actuarial projection of benefit costs is updated every year.

What are the City's costs for PERS, and will they go up in the FY19 budget and beyond?

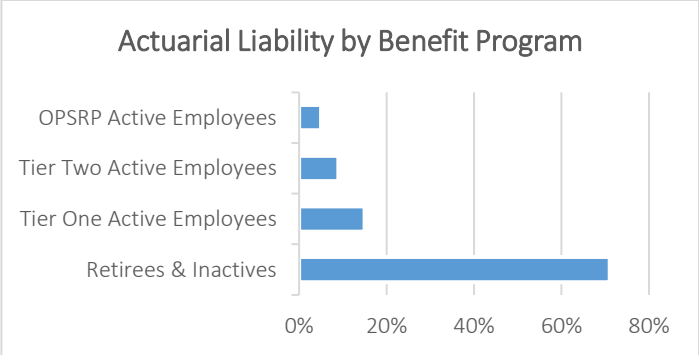
The City will contribute an estimated $24.2 million toward PERS costs in FY18, and those costs are expected to go up by about $0.7 million in the FY19 budget. This is for all of the City's funds. Employer contribution rates are set every two years, and the PERS Board's actuarial projections show that rates will go up significantly in FY20 and again in FY22 before leveling off.

Rates as a Percent of Payroll	FY14 Actual	FY16 Actual	FY18 Actual	FY20 Advisory	FY22 Projected	FY24 Projected
Tier 1 and 2	14.10%	17.50%	21.40%	25.61%	30.38%	30.24%
OPSRP General Service	9.26%	10.05%	12.38%	16.68%	21.45%	21.31%
OPSRP Police and Fire	11.99%	14.16%	17.15%	21.41%	26.18%	26.04%

Note: Tier 1 employees were hired before 1/1/96; Tier 2 employees were hired between 1/1/96 and 8/28/03; Oregon Public Service Retirement Plan (OPSRP) employees were hired after 8/28/03.

What actions can the City take to lower the costs of PERS?

The City does not determine the benefits or costs of PERS, so there is no direct way to affect system costs. However, Eugene was the lead plaintiff in a lawsuit against the PERS board in the late 1990s, which resulted in lower costs and encouraged the legislature to create a new, lower cost tier of benefits.



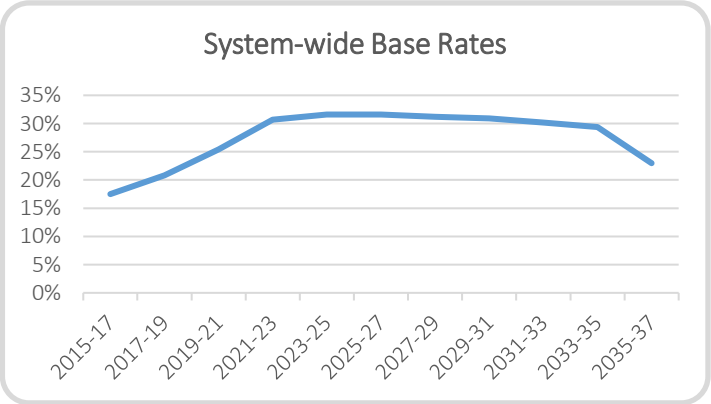
Due to previous lawsuits and court rulings, the ability to affect employer costs is limited.

About 71% of the cost of the system is due to members who are either already retired or no longer working for a PERS employer. They have earned benefits and the courts have said that those benefits cannot be reduced retroactively.

During the 2018 legislative session, the Oregon Legislature passed Senate Bill 1566 which incorporates some of the recommendations made by the Governor-appointed PERS UAL Task Force in 2017. Senate Bill 1566 establishes the Employer Incentive Fund (EIF) to encourage employers to make lump sum payments to pay down their UAL by providing a partial match of the lump sum amount. The bill directs the PERS Board to establish the qualifications for lump sum payments to be eligible for matching funds from the EIF, and it is estimated this required step will be completed in the fall. City staff will continue to monitor the progress of Senate Bill 1566 as the rules and processes are developed.

Will high market returns mean lower costs for the City?
According to the PERS actuary, if market returns average 7.2% per year for the next few years, there will be little difference in projected employer rates. Rates are currently insufficient to pay off the unfunded liability over the 20 year amortization period. During the next few years, rates will increase to the level necessary to fully fund the liability over time. Higher or lower market returns will likely not have any significant impact on rates in the near term.

What is the outlook for PERS rates in the long run?
PERS rates are expected to increase significantly in FY20 and again in FY22. After that, rates are projected to stabilize at those levels through about 2035. The current unfunded liability is expected to be paid off by then, and rates will start to slowly decrease in the late 2030s as a result.



How do increasing PERS costs affect the City's budget? What can the Budget Committee or the City Council do about PERS costs?
PERS benefits are determined by the Oregon Legislature, and the cost of funding those benefits is determined by the PERS Board. A large percentage of the cost is associated with retired employees. The Budget Committee and the City Council cannot directly impact PERS costs. They can, however, proactively plan for the financial impacts of the increasing costs. The Six-Year General Fund Forecast includes projections of future PERS costs so that the Budget Committee and City Council can take those costs into account as they develop an approach to balancing the budget. The City has faced a budget gap in the past and has been successful at balancing services to the community, support for employees, and fiscal stewardship to close those gaps.

Where can I get more information?
The Budget Committee received a presentation about PERS on March 9, 2017 in preparation for FY18 budget deliberations. The handout from that presentation, as well as a link to the webcast, can be found on the City's website at www.eugene-or.gov/2517/Budget-Meeting-Materials. Additionally, the PERS website has comprehensive information about the system at www.oregon.gov/PERS.

GENERAL FUND SIX-YEAR FINANCIAL FORECAST (MAIN SUBFUND 011), FY19 THROUGH FY24

FY19 Proposed Budget

May 9, 2018

Executive Summary: Resources and Requirements

		FY16	FY17	Projected FY18	Proposed FY19	Forecast FY20	FY21	FY22	FY23	FY24
Resources										
Beginning Working Capital		$36,559,410	$53,668,202	$55,418,726	$47,344,552	$48,017,000	$48,828,000	$49,777,000	$47,720,000	$46,018,000
Current Revenues		156,447,171	146,223,265	152,366,281	155,692,281	161,289,000	166,510,000	171,697,000	177,082,000	182,686,000
Total Resources		193,006,581	199,891,467	207,785,007	203,036,833	209,306,000	215,338,000	221,474,000	224,802,000	228,704,000
Requirements										
Department Expenditures										
Personnel		101,353,019	102,491,296	114,045,684	114,748,398	121,308,000	124,895,000	132,047,000	136,022,000	140,592,000
Materials and Services		32,275,990	36,060,485	39,123,716	33,706,318	33,523,000	34,876,000	35,778,000	36,694,000	37,671,000
Department Subtotal		133,629,009	138,551,781	153,169,400	148,454,716	154,831,000	159,771,000	167,825,000	172,716,000	178,263,000
Non-Departmental Expenditures		5,709,371	5,920,959	7,271,055	6,565,300	5,647,000	5,790,000	5,929,000	6,068,000	6,209,000
Total Expenditures		139,338,379	144,472,740	160,440,455	155,020,016	160,478,000	165,561,000	173,754,000	178,784,000	184,472,000
Change in UEFB	(1)	1,330,000	890,000	1,400,000	510,000	910,000	840,000	1,370,000	840,000	950,000
Total Expenditures plus Change in UEFB		140,668,379	145,362,740	161,840,455	155,530,016	161,388,000	166,401,000	175,124,000	179,624,000	185,422,000
Annual Operating Surplus/(Deficit)	(2)	**15,778,792**	**860,524**	**(9,474,174)**	**162,265**	**(99,000)**	**109,000**	**(3,427,000)**	**(2,542,000)**	**(2,736,000)**
Ending Fund Balance										
UEFB at June 30	(3)	23,040,000	23,930,000	25,330,000	25,840,000	26,750,000	27,590,000	28,960,000	29,800,000	30,750,000
Reserves										
Reserve for Revenue Shortfall (RRSF)	(4)	**8,551,371**	**23,090,703**	**19,223,730**	**21,414,817**	**21,316,000**	**21,425,000**	**17,998,000**	**15,456,000**	**12,720,000**
Other Reserves	(5)	695,000	1,000,000	500,000	762,000	762,000	762,000	762,000	762,000	762,000
Total Reserves		9,246,371	24,090,703	19,723,730	22,176,817	22,078,000	22,187,000	18,760,000	16,218,000	13,482,000
Mid-Year Adjustments or Experience Estimates	(6)	(71,104)	182,347	2,290,822						
Reserve For Encumbrance For The Next Fiscal Year	(7)	2,269,491	2,184,473							
Marginal Beginning Working Capital For The Next Fiscal Year	(8)	19,183,444	5,031,203							
Total Ending Fund Balance		53,668,202	55,418,726	47,344,552	48,016,817	48,828,000	49,777,000	47,720,000	46,018,000	44,232,000
Total Requirements		193,006,581	199,891,467	207,785,007	203,036,833	209,306,000	215,338,000	221,474,000	224,802,000	228,704,000

Notes:

(1) Increase necessary to keep Unappropriated Ending Fund Balance (UEFB) at Council-adopted policy level of two months of operating expenditures, excluding reserves and contingency.
(2) For the Proposed Budget and forecasted years, the Annual Operating Surplus/(Deficit) equals Current Revenues less Total Expenditures plus Change in UEFB.
For actuals and current year projections, the Annual Operating Surplus/(Deficit) also includes expenditures made on supplemental budgets using carryover resources.
(3) Per Council policy, UEFB equals two months operating expenses (total department and non-departmental expenditures).
(4) RRSF as budgeted for actual and budgeted years. Forecast assumes any annual surpluses are set aside in RRSF and used to fully or partially fund any future operating deficits. FY17 includes a deposit from a large Comcast legal settlement.
(5) Other Reserves include reserve for property tax appeals, reserve for 2021 World Championships, reserve for excess local marijuana tax revenue, and contingency.
(6) Mid-year adjustments include supplemental budget actions, experience estimates for revenues/expenditures, and adjustments to Beginning Working Capital (BWC) to enact the Adopted Budget.
(7) Reserve for Encumbrance represents a reserve for uncompleted contracts carried over to the next fiscal year.
(8) Marginal Beginning Working Capital (MBWC) represents the audited difference between estimated Beginning Working Capital (BWC) and actual BWC. MBWC is appropriated by City Council on supplemental budget in December each year.
FY16 includes a large Comcast legal settlement.

Reserve For Revenue Shortfall (RRSF) as a % of Actual or Projected Expenditures	*6.1%*	*16.0%*	*12.0%*	*13.8%*	*13.3%*	*12.9%*	*10.4%*	*8.6%*	*6.9%*
Reserve For Revenue Shortfall (RRSF) as a % of Expenditures per the Adopted Budget; Target is 8%	*6.8%*	*4.5%*	*12.2%*						

General Fund (Main Subfund) Reserves

Attachment B

General Fund (Main Subfund) reserves are a way that the City plans for financial flexibility to handle unexpected events and allow the City to pay for regular operations until property taxes are received. Maintenance of adequate reserve levels is a critical factor in the City's "Aa1" bond rating from Moody's Investors Service. A high credit rating translates into lower borrowing costs on street bonds and other borrowings, saving taxpayer dollars.

For the FY19 Proposed Budget, reserves are projected to increase by $3.1 million, or 6.9%, from the FY18 Adopted Budget levels (excluding reserve for encumbrance). In the fall of 2016, a legal settlement was reached with Comcast, and $16.5 million was added to the Reserve for Revenue Shortfall (RRSF). As a result, the FY19 Proposed Budget reserves are above target levels. The RRSF is projected to increase in FY19 due to higher revenues and underspending targets in FY18.

The FY19 Proposed Budget reserves has four components. The first reserve is the Unappropriated Ending Fund Balance (UEFB) which equals $25.8 million, or two months of expenditures in the FY19 Proposed Budget. This reserve enables the City to pay bills and make payroll between the start of the fiscal year in July until November when property tax revenue is received. The UEFB allows the City to operate during this time without borrowing money. By utilizing this reserve, the City does not have to pay borrowing costs to provide services prior to property tax collection and is also able to earn interest on reserve balances.

The next reserve, the RRSF, which functions as the City's budget reserves or savings account, is set at $21.4 million in the FY19 Proposed Budget, or 13.8% of expenditures. The target for this reserve is 8% of General Fund expenditures. The Council contingency reserve is set at $12,000 in FY19 and is set aside for unanticipated needs, which can include items such as election costs for City measures. Finally, the fourth reserve, referred to as Other, has two parts. One part is designed to buffer the potential impacts from large property tax appeals, and it is set at $500,000. The second part is set at $250,000 and represents an estimate of local marijuana tax collections in excess of budgeted amounts. This reserve was created to provide transparency on the future use of these funds, which have been designated by Council for parks security, community court and human services, and will be appropriated on the December Supplemental Budget for these purposes.

All together, these reserves total 31.0% of General Fund expenditures, representing nearly four months' of expenditures. To put this in perspective, three months of expenditures is on the low end of what financial experts recommend families keep in their emergency savings account.

Adopted Budget	**FY14**	**FY15**	**FY16**	**FY17**	**FY18**	**FY19 Prop.**
UEFB	$21,670,000	$21,710,000	$23,040,000	$23,930,000	$25,330,000	$25,840,000
RRSF*	4,895,575	6,134,237	9,451,371	6,530,703	18,564,586	21,414,817
Contingency	47,000	47,000	32,000	32,000	12,000	12,000
Other	1,000,000	1,000,000	695,000	1,000,000	1,000,000	750,000
Encumbrance**	1,556,669	1,714,021	2,723,809	2,269,491	2,184,473	0
Total	$29,169,244	$30,605,258	$35,942,180	$33,762,194	$47,091,059	$48,016,817
As a % of Expenditures* **						
UEFB	16.7%	16.7%	16.7%	16.7%	16.6%	16.7%
RRSF	3.8%	4.7%	6.8%	4.5%	12.2%	13.8%

*Beginning in FY18, the RRSF includes $15.5 million in one-time funds from the Comcast legal settlement.
**The FY19 Reserve for Encumbrance will be determined at the time of FY19 budget adoption.
***The percentages are calculated net of reserves and contingency.

FY19 Proposed Budget Changes - General Fund

Main Subfund (Subfund 011)		
Proposed Ongoing Funding	**FTE**	**Amount**
Airport Fire Staff Funding Change [1]	(1.74)	($300,000)
Fire and Emergency Medical Services (EMS) Supplies (revenue-backed)	0.00	300,000
Fire Battalion Chief Backfill (revenue-backed)	0.00	239,000
Associate Planner (revenue-backed)	1.00	110,000
Recreation Program Supervisor (cost-neutral)	0.50	59,000
Economic Development and Job Creation Analyst (cost-neutral)	0.50	59,000
Community Programs Analyst (cost-neutral) [1]	0.50	56,000
Business License Coordinator (revenue-backed)	0.25	27,000
Nuisance Abatement Program Funding (revenue-backed)	0.00	25,000
Police Auditor Community Engagement Specialist FTE Increase	0.10	8,000
Total	1.11	**$583,000**

Proposed Limited Duration Funding (End Date)	**FTE**	**Amount**
Transfer to Ambulance Transport Fund (Fund 592) for Advanced Life Support (ALS) System Ambulance (FY19) [1, 2]	0.00	$750,000
Transfer to Public Safety Communications Fund (Fund 130) to Support Operations (FY19) [1, 2]	0.00	300,000
City Prosecutor Staffing (FY19) [2]	0.00	200,000
Jail Beds (FY19) [2]	0.00	200,000
Police Staffing Support (FY19)	0.00	270,000
Animal Services Contract (FY19) [2]	0.00	150,000
Community Court Continuity (FY19) [2]	0.00	105,000
Reduction in Fire Dispatch Revenue (revenue reduction) [1]	0.00	100,000
Land Use Code Update for Housing (FY19) [2]	0.00	100,000
Body Worn Camera Video Storage (FY19) [2]	0.00	80,000
Clear Lake Expansion Area Shovel Ready Development Plan (FY19) [2]	0.00	70,000
University Neighborhood Plan (FY19) [2]	0.00	30,000
Total	0.00	**$2,355,000**

[1] See Attachment D, Other Funds for additional changes.

[2] Item is also included in Appendix - Unfunded Needs Assessment

FY19 Main Subfund (Subfund 011)

Airport Fire Staff Funding Change – Moves 1.74 FTE from the General Fund to the Municipal Airport Fund (Fund 510) and decreases General Fund expenditures associated with the personnel on an ongoing basis. Aircraft Rescue and Fire Fighting (ARFF) is required when commercial flights are active at the airport. This change will fully fund standard operations from the Airport Fund and will be incorporated into the Airport rate model.

Fire and Emergency Medical Services (EMS) Supplies – Provides ongoing revenue-backed funding for the purchase of supplies for the Special Operations division of the Fire and EMS department. The City is reimbursed for these purchases by the City of Springfield.

Fire Battalion Chief Backfill – Provides ongoing revenue-backed funding for backfilling a Battalion Chief position. The City is reimbursed for this funding by the City of Springfield. Backfill positions are not considered regular FTE and are not included in budgeted FTE numbers.

Associate Planner – Provides ongoing funding, supported by land use fees, for 1.0 FTE in the Planning and Development Department to implement Envision Eugene through a range of efforts including urban reserves, neighborhood and area plans, downtown revitalization, housing strategies, development readiness in the Clear Lake area, and related research, analysis and urban design work.

Recreation Program Supervisor – Provides ongoing funding to increase an existing 0.5 FTE Recreation Program Supervisor in the Library, Recreation and Cultural Services Department to 1.0 FTE. This position had previously been filled as a full FTE but the additional 0.5 was not funded on an ongoing basis. This request reallocates existing personnel budget to pay for the position, making it an ongoing cost-neutral FTE increase.

Economic Development and Job Creation Analyst – Provides ongoing funding for 0.5 FTE in the Planning and Development Department to develop long-range strategies for job creation and to meet business and non-profit partner needs. This request reallocates the existing materials and services (M&S) budget to pay for the position, making it an ongoing, cost-neutral FTE increase.

Community Programs Analyst – Provides ongoing funding to add 1.0 FTE in the Planning and Development Department that will coordinate Housing and Urban Development (HUD) annual plans, reporting requirements, fair housing activities, Housing Policy Board and Community Development Block Grant (CDBG) Advisory Committee support. Half of this FTE is funded by the General Fund and is supported by a reallocation of the existing M&S budget, making this portion of the FTE an ongoing, cost-neutral FTE increase. The other 0.5 FTE for this position is funded by the Community Development Fund (Fund 170).

Business License Coordinator – Provides ongoing funding, supported by license fees, to add 0.25 FTE to an existing 0.55 FTE position in the Planning and Development Department to process background and safety checks pertaining to the City's regulated personal passenger vehicles.

Nuisance Abatement Program Funding – Provides ongoing funding, supported by civil penalties levied against affected properties, to aid in addressing the backlog of nuisance abatement complaints. Funding will be used to engage contractors who will address dangerous buildings, garbage and rodent harborage, and sanitation complaints across the city.

Police Auditor Community Engagement Specialist FTE Increase – Provides ongoing funding to increase the existing 0.8 FTE Community Engagement and Translation Specialist in the Police Auditor's Office by 0.1 FTE. This position was added in the FY18 Adopted Budget and provides community engagement and outreach services, with the focus on assisting community members whose primary language is Spanish.

Transfer to Ambulance Transport Fund (Fund 592) for Advanced Life Support (ALS) Ambulance System – As part of the FY18 Adopted Budget, City Council directed the City Manager to include as one-time dollars an appropriation of $750,000 in the FY19 Proposed Budget to staff the 24/7 ALS ambulance for an additional year. This funding is transferred from the General Fund to the Ambulance Transport Fund (Fund 592) to support these operations.

Transfer to Public Safety Communications Fund (Fund 130) to Support Operations – This is a one-time transfer from the General Fund to the Public Safety Communications Fund (Fund 130) to balance the fund for FY19 in accordance with Oregon Local Budget Law (ORS 294). The fund anticipates a shortfall in FY19 due to stagnant 911 Emergency Communications tax revenue. The Police Department will evaluate this fund prior to the FY20 budget cycle.

City Prosecutor Staffing – Provides one-time funding for 1.8 FTE limited duration Assistant City Prosecutors in the Central Services Department to maintain the existing service level. Limited duration positions are not considered regular FTE and are not included in budgeted FTE numbers.

Jail Beds – Provides one-time funding to the Municipal Court in the Central Services Department to cover increased costs associated with maintaining the current number of jail beds leased by the City for municipal offenders at the Lane County jails (15 beds) and the City of Springfield jail (10 beds). The cost of leasing the current number of jail beds from Lane County is increasing by approximately $150,000 in FY19, and the City of Springfield jail bed costs are projected to increase by approximately $50,000.

Police Staffing Support – Provides one-time funding to the Police Department for backfill hiring of two officers in FY19. This one-time funding will allow for training of new hires and help move staffing levels closer to recommended levels until a more permanent solution for EPD's staffing needs is identified. Backfill positions are not considered regular FTE and are not included in budgeted FTE numbers.

Animal Services Contract – Provides one-time funding to the Animal Welfare Unit in the Police Department to cover contract increases for the current service level of animal sheltering and adoption services with Greenhill. This is a continuation of a one-time addition in FY17 and FY18.

Community Court Continuity – Provides one-time funding, supported by local marijuana tax revenue, to the Municipal Court in the Central Services Department to close the existing funding gap and continue the Community Court program for an additional fiscal year.

Reduction in Fire Dispatch Revenue – Decreases budgeted revenue estimates by $100,000 on a one-time basis in both the General Fund and the Public Safety Communications Fund (Fund 130) for the 911 Communications Center in the Police Department. Actual revenues received in recent years have not trended with budgeted projections. The department will evaluate the rate model for fire dispatching services in advance of the FY20 budget cycle.

Land Use Code Update for Housing – Provides one-time funding for the Planning Division in the Planning and Development Department to update the land use code for housing. This change is based on a City Council-directed priority to enable the City to meet housing needs within the urban growth boundary.

Body Worn Camera Video Storage – Provides one-time funding to the Police Department for the annual cost of cloud-based data storage of body worn camera footage.

Clear Lake Expansion Area Shovel Ready Development Plan – Provides one-time funding for the Planning Division in the Planning and Development Department for wetland mitigation, stormwater and infrastructure analysis related to the City Council-directed 3,000 industrial jobs in the Bethel region as part of the approved urban growth boundary expansion.

University Neighborhood Plan – Provides one-time funding for the Planning Division in the Planning and Development Department for a City Council-directed neighborhood area plan review for the University area.

Prior Years' Limited Duration Funding Removed in FY19

Main Subfund (Subfund 011)	FTE	Amount
Future Shelter	0.00	$1,000,000
Transfer to Ambulance Transport Fund (Fund 592) for Basic Life Support (BLS) System Ambulance	0.00	500,000
Transfer to Ambulance Transport Fund (Fund 592) for Advanced Life Support (ALS) System Ambulance	0.00	500,000
Downtown and Urban Parks Improvements	0.00	500,000
Urban Reserves [1]	0.00	150,000
Body Worn Cameras	0.00	250,000
Envision Eugene Legal Services	0.00	181,000
Human Services Commission Funding	0.00	154,655
Greenhill Contract Increase	0.00	100,000
Budget Transparency Solution	0.00	20,000
Total	0.00	**$3,355,655**

Cultural Services Subfund (Subfund 031)	FTE	Amount
Hult Ticketing Improvements, Web Redesign and Marketing Outreach	0.00	$150,000
Total	0.00	**$150,000**

[1] $150,000 of limited duration funding was removed in FY19, the remaining $150,000 will be removed in the FY20 Proposed Budget.

<u>Main Subfund (Subfund 011)</u>

Future Shelter – Provided one-time funding for a future shelter and development of a plan for City Council approval in conjunction with inter-jurisdictional partners. This funding will be reappropriated by the Central Services Department in future December Supplemental Budgets until it is expended.

Transfer to Ambulance Transport Fund (Fund 592) for Basic Life Support (BLS) System Ambulance – The Budget Committee recommended adding an additional BLS unit in the Ambulance Transport Fund (Fund 592) in FY18. A one-time transfer of $500,000 from the General Fund Reserve for Revenue Shortfall to the Ambulance Transport Fund provided funding for the additional BLS system ambulance.

Transfer to Ambulance Transport Fund (Fund 592) for Advanced Life Support (ALS) System Ambulance – The City Council amended the FY18 Proposed Budget to add one 24/7 advanced level medic unit beginning January 2018. Funding came from a one-time transfer from the General Fund Reserve for Revenue Shortfall in the amount of $500,000 to the Ambulance Transport Fund (Fund 592) and additional Charges for Services revenue in the Ambulance Transport Fund in the amount of $150,000. The City Council also directed the City Manager to include as one-time dollars an additional appropriation of $750,000 in the FY19 Proposed Budget to staff the 24/7 ALS ambulance for an additional year.

Downtown and Urban Parks Improvements – Provided one-time funding for cross-departmental efforts to improve downtown and urban parks. Work included a focus on downtown and parks safety and security, cleanliness and facilities, and programming. This work was a continuation of the one-time funding granted on FY17 December Supplemental Budget and incorporated recommendations from the Downtown Operations Team.

Urban Reserves – A total of $750,000 had been allocated for Urban Reserves over the past few years to identify land surrounding Eugene that can be used for UGB expansions as needed. The remaining $150,000 of this allocation will be removed from the FY20 Proposed Budget.

Body Worn Cameras – Provided one-time funding for the Police Department to implement body worn cameras.

Envision Eugene Legal Services – Provided one-time funding for a limited duration Assistant City Attorney position. This position was dedicated to providing legal support for the work related to implementation of Envision Eugene and other long-term planning and growth management initiatives.

Human Services Commission Funding – Increased the General Fund contribution on a one-time basis to the Human Services Commission to provide Eugene's share of the FY18 cost for the Dusk to Dawn winter warming program.

Greenhill Contract Increase – Provided one-time funding to address increased contract costs associated with the operation of the First Avenue Animal Shelter. This was a limited duration addition in FY17 and FY18 and is continued in the FY19 Proposed Budget as a limited duration item.

Budget Transparency Solution – Removed one-time funding in the amount of $20,000 to procure and implement a public budget transparency solution to go live in advance of the FY18-19 budget deliberations. The ongoing software maintenance funding in the amount of $20,000 remains in the FY19 Proposed Budget.

Cultural Services Subfund (Subfund 031)

Hult Ticketing Improvements, Web Redesign and Marketing Outreach – Provided one-time funding to assess and develop improvements to the Hult Center's ticketing system and website, as well as outreach targeted to diversify and expand the audience.

FY19 Proposed Budget Changes - Other Funds

Road Fund (Fund 131)	FTE	Amount
State Highway Trust Fund (revenue increase)	0.00	$2,000,000
Transfer to Transportation Capital Projects Fund (Fund 340) for Railroad Quiet Zone (RRQZ) [2, 3]	0.00	1,300,000
Transfer to Transportation Capital Projects Fund (Fund 340) for Capital Projects	0.00	810,000
Highway 99 Jurisdictional Transfer - Operations and Maintenance [2]	2.00	275,000
Sidewalk Maintenance Program [2]	0.00	237,000
Enhanced Street Repair Program [2]	0.00	175,000
Urban Forestry Maintenance	0.00	150,000
Urban Forestry Sidewalk Repair and Geographic Information System (GIS) Support [2]	0.00	137,000
Transportation System Plan (TSP) and Vision Zero Support	1.00	120,000
Downtown Streets Master Plan (partially funded by Fund 520) [2]	0.00	105,000
Roosevelt Yard Infrastructure (partially funded by Funds 530, 539 and 600)	0.00	68,000
Tree Planting	0.00	60,000
Roosevelt Yard Redundant Fiber Line (partially funded by Funds 530, 539 and 600)	0.00	39,000
Public Safety Communications Fund (Fund 130)		
Transfer from General Fund (Fund 010) to Support Operations [1]	0.00	300,000
Reduction in Fire Dispatch Revenue (revenue reduction) [1]	0.00	100,000
Construction and Rental Housing Fund (Fund 150)		
Permitting Systems Redevelopment Funding [2]	0.00	400,000
Limited Duration Commercial Plans Reviewer	0.00	122,000
Solid Waste and Recycling Fund (Fund 155)		
Waste Prevention Analyst	1.00	113,000
Waste Prevention Program Coordinator	0.30	45,000
Community Development Fund (Fund 170)		
Community Programs Analyst [1]	0.50	56,000
Transportation Capital Projects (Fund 340)		
Railroad Quiet Zone (funded by a transfer from Fund 131) [2, 3]	0.00	1,300,000
Capital Projects (funded by a transfer from Fund 131)	0.00	810,000
Municipal Airport Fund (Fund 510)		
Airport Fire Staff Funding Change [1]	1.74	300,000
Operations Supervisor [2]	1.00	130,000
Airport Worker [2]	1.00	75,000

[1] See Attachment C, General Fund Changes for additional changes.

[2] Item is also included in Appendix - Unfunded Needs Assessment

[3] See additional funding for the project in the Urban Renewal Agency section.

Parking Services Fund (Fund 520)	FTE	Amount
Parking Capital Improvements (funded by a loan from Fund 615) [2]	0.00	$750,000
Parking Officer and Vehicle	1.00	119,000
Finance Manager	0.30	36,000
Downtown Streets Master Plan (partially funded by Fund 131) [2]	0.00	15,000
Wastewater Utility Fund (Fund 530)		
Roosevelt Yard Infrastructure (partially funded by Funds 131, 539 and 600) [2]	0.00	37,000
Roosevelt Yard Redundant Fiber Line (partially funded by Funds 131, 539 and 600) [2]	0.00	20,000
Stormwater Utility Fund (Fund 539)		
Green Infrastructure Staffing	1.00	100,000
Roosevelt Yard Infrastructure (partially funded by Funds 131, 530 and 600)	0.00	78,000
Roosevelt Yard Redundant Fiber Line (partially funded by Funds 131, 530 and 600)	0.00	45,000
Ambulance Transport Fund (Fund 592)		
Advanced Life Support (ALS) System Ambulance [1, 2]	0.00	750,000
Emergency Medical Services Supplies	0.00	150,000
Fleet Services Fund (Fund 600)		
Roosevelt Yard Infrastructure (partially funded by Funds 131, 530 and 539)	0.00	51,000
Roosevelt Yard Redundant Fiber Line (partially funded by Funds 131, 530 and 539)	0.00	29,000
Information Systems and Services (Fund 610)		
Application Systems Analyst	1.00	125,000
Facilities Services Fund (Fund 615)		
Loan for Parking Capital Improvements (loan to Fund 520)	0.00	750,000
Risk and Benefits Fund (Fund 620)		
Risk and Benefits Analyst	1.00	120,000
Total	12.84	**$12,402,000**

[1] See Attachment C, General Fund for additional changes.

[2] Item is also included in Appendix - Unfunded Needs Assessment

[3] See additional funding for the project in the Urban Renewal Agency section.

Road Fund (Fund 131)

- **State Highway Trust Fund (revenue increase) –** In 2017 the State legislature passed a transportation package that will increase City of Eugene revenues from the State Highway Transportation Fund for transportation related projects by approximately $1.0 million annually beginning in FY18. This is estimated to increase to approximately $5 million by FY24. The ongoing increased revenue is a result of increases to the state gas tax, motor vehicle registration and title fees, bicycle tax, new light vehicle dealer privilege tax and a public transportation payroll tax.

- **Transfer to Transportation Capital Projects Fund (Fund 340) for Railroad Quiet Zone (RRQZ) –** Transfers $1.3 million from the Road Fund to the Transportation Capital Projects Fund to provide funding for the implementation of safety measures at the seven rail crossings from Lincoln Street to Van Buren Street in order to meet the federal requirements to establish a railroad quiet zone. The safety measures were recommended by the RRQZ Citizen Panel and approved by City Council. The Road Fund will also transfer $1.0 million to the Transportation Capital Projects Fund on the FY18 June Supplemental Budget and another $1.3 million in FY20. Resources from the Road Fund may not be used to pay for the estimated $350,000 needed to close gaps in the fencing along the railroad right of way. Funding for this part of the project may come from the General Fund to fully fund the project. There are also three additional crossings in the Urban Renewal Agency (URA) Riverfront District boundary that will be funded using URA funds. Please see the Urban Renewal Agency Proposed Budget Changes section for additional information on these three crossings or Attachment E of this section for more information regarding the RRQZ project.

- **Transfer to Transportation Capital Projects Fund (Fund 340) for Capital Projects –** On an ongoing basis, the Road Fund will transfer a portion of the additional revenue from the State Highway Trust Fund to the Transportation Capital Projects Fund to support capital improvements to the transportation system that had been previously deferred.

- **Highway 99 Jurisdictional Transfer - Operations and Maintenance –** In July 2018, 30 lane miles of Highway 99, from I-5 to Franklin Boulevard, will become City right-of-way. This ongoing funding provides for operations and maintenance of these additional lane miles and 2.0 FTE.

- **Sidewalk Maintenance Program –** Provides funding for two years for a second dedicated sidewalk repair crew (3.0 limited duration FTE) to address sidewalks damaged by trees, as well as GIS management and data maintenance of sidewalks. Limited duration positions are not considered regular FTE and are not included in budgeted FTE numbers.

- **Enhanced Street Repair Program –** Provides ongoing funding for existing unimproved streets that have not previously received a maintenance overlay.

- **Urban Forestry Maintenance –** Provides ongoing funding to reduce the pruning cycle of an estimated 100,000 street trees. The current cycle is 40 years and this will reduce that to 10 years to match best management practice guidelines. The reduced pruning cycle will assist with hazard abatement, lessen the impact of storm-related damage and tree failure, and increase the economic and environmental value of the forest.

- **Urban Forestry Sidewalk Repair and Geographic Information System (GIS) Support –** Provides funding for two years for 1.0 limited duration FTE to support the sidewalk maintenance program and to manage GIS data and applications. Limited duration positions are not considered regular FTE and are not included in budgeted FTE numbers.

- **Transportation System Plan (TSP) and Vision Zero Support –** Provides ongoing funding for 1.0 FTE to implement the TSP and Vision Zero Action Plan.

- **Downtown Streets Master Plan –** Provides one-time funding in the amount of $120,000 from the Road Fund ($105,000) and the Parking Services Fund ($15,000) to work on a Downtown Streets Master Plan, which will create a plan for the limited right-of-way and address increasing demands placed on both the sidewalk and travel way. Please see Attachment E of this section for more information regarding the Downtown Streets Master Plan.

- **Roosevelt Yard Infrastructure –** Provides one-time funding in the amount of $234,000 from the Road Fund ($68,000), the Wastewater Utility Fund ($37,000), the Stormwater Utility Fund ($78,000) and the Fleet Services Fund ($51,000) for an assessment of necessary maintenance and improvements for the building infrastructure at the Roosevelt Yard facility.

- **Urban Forestry Tree Planting –** Provides ongoing funding for matching funds for the contract with Friends of Trees to perform infill tree planting, establishment and initial pruning and outreach. This work will increase tree canopy and reverse a downward trend of tree canopy coverage and is a component of the National Pollutant Discharge Elimination System (NPDES) permit program.

- **Roosevelt Yard Redundant Fiber Line –** Provides one-time funding in the amount of $133,000 from the Road Fund ($39,000), the Wastewater Utility Fund ($20,000), the Stormwater Utility Fund ($45,000) and the Fleet Services Fund ($29,000) to establish a redundant fiber connection to the Roosevelt Yard facility, allowing computers and phone lines to continue operations if the primary connection fails. The primary connection includes above-ground lines susceptible to tree damage, and it supports communications for 220+ employees at the facility that maintain community infrastructure and respond to emergencies.

Public Safety Communications Fund (Fund 130)

- **Transfer from General Fund (Fund 010) to Support Operations –** This is a one-time transfer from the General Fund to the Public Safety Communications Fund to balance the fund for FY19 in accordance with Oregon Local Budget Law (ORS 294). The fund anticipates a shortfall in FY19 due to stagnant 911 Emergency Communications tax revenue. The Police Department will evaluate this fund prior to the FY20 budget cycle.

- **Reduction in Fire Dispatch Revenue –** Decreases budgeted revenue estimates by $100,000 on a one-time basis in both the General Fund and the Public Safety Communications Fund for the 911 Communications Center in the Police Department. Actual revenues received in recent years have not trended with budgeted projections. The department will evaluate the rate model for fire dispatching services in advance of the FY20 budget cycle.

Construction and Rental Housing Fund (Fund 150)

- **Permitting Systems Redevelopment Funding –** Provides one-time funding to develop the scope of work and software design to replace the City's existing permitting software. This is a piece of a larger project to replace software that was written 19 years ago. Please see Attachment E of this section for more information regarding the Building and Permit Services (BPS) Permitting System.

- **Limited Duration Commercial Plans Reviewer –** Provides funding for a limited duration 1.0 FTE Commercial Plans Reviewer for three years. This position will help address capacity issues that large developments can create for the rest of the building community and help BPS in the Planning and Development Department to meet its goal to serve the community safely, responsibly, and quickly. Limited duration positions are not considered regular FTE and are not included in budgeted FTE numbers.

Solid Waste and Recycling Fund (Fund 155)

- **Waste Prevention Analyst –** Provides ongoing funding for 1.0 FTE Waste Prevention Analyst. Oregon Senate Bill 263 outlines new requirements for jurisdictions to implement new programs related to minimizing waste. This analyst position is necessary to continue current programming while developing new policy and programs for Eugene residents to meet State requirements.

- **Waste Prevention Program Coordinator –** Provides ongoing funding for a 0.3 FTE Waste Prevention Program Coordinator. Oregon Senate Bill 263 outlines new requirements for jurisdictions to implement new programs related to minimizing waste. This additional 0.3 FTE will be added to an existing position to allow the time needed to effectively communicate to the residents and business of Eugene the changing policy and program requirements.

Community Development Fund (Fund 170)

- **Community Programs Analyst –** Provides a portion of ongoing funding to add 1.0 FTE in the Planning and Development Department that will coordinate Housing and Urban Development (HUD) annual plans, reporting requirements, fair housing activities, Housing Policy Board and Community Development Block Grant (CDBG) Advisory Committee support. Half of this FTE is funded by the Community Development Fund. The other 0.5 FTE for this position is funded by the General Fund, and is supported by a reduction in the existing materials and services (M&S) budgets making this portion of the FTE an ongoing, cost-neutral FTE increase.

Transportation Capital Projects (Fund 340)

- **Railroad Quiet Zone –** Provides funding for the implementation of safety measures at the seven rail crossings from Lincoln Street to Van Buren Street in order to meet the federal requirements to establish a railroad quiet zone. The safety measures were recommended by the RRQZ Citizen Panel and approved by City Council. This work is funded by a $1.3 million transfer from the Road Fund in FY19, which will also contribute $1.0 million to Fund 340 on the FY18 June Supplemental Budget and another $1.3 million in FY20. Resources from the Road Fund may not be used to pay for the estimated $350,000 needed

to close gaps in the fencing along the railroad right of way. Funding for this part of the project may come from the General Fund to fully fund the project. There are also three additional crossings in the Urban Renewal Agency (URA) Riverfront District boundary that will be funded using URA funds. Please see the Urban Renewal Agency Proposed Budget Changes section for additional information on these three crossings, or Attachment E of this section for more information regarding the RRQZ project.

- **Capital Projects –** Provides ongoing funding for capital improvements to the transportation system that had been previously deferred. Work is funded by an ongoing transfer of additional revenue from the State Highway Trust Fund from the Road Fund.

Municipal Airport Fund (Fund 510)

- **Airport Fire Staff Funding Change –** Moves 1.74 FTE from the General Fund to the Municipal Airport Fund (Fund 510) and decreases General Fund expenditures associated with the personnel on an ongoing basis. Aircraft Rescue and Fire Fighting (ARFF) is required when commercial flights are active at the airport. This change will fully fund standard operations from the Airport Fund and will be incorporated into the Airport rate model.

- **Operations Supervisor –** Provides ongoing funding for 1.0 FTE Operations Supervisor at the Airport. The position will assist the division with changes in its operations and security.

- **Airport Worker –** Provides ongoing funding for 1.0 FTE Airport Worker. This position will assist in the maintenance, care and cleaning of the additional 60,000 square feet that resulted from the airport terminal expansion project. One-time funding for the costs associated with this position were included in the FY18 December Supplemental Budget. This request adds the position and funding on an ongoing basis.

Parking Services Fund (Fund 520)

- **Parking Capital Improvements –** Provides one-time funding for various capital projects in City-owned parking structures, including addressing elevator issues and recoating of first floor parking decks. Funding is provided by a loan from the Facilities Services Fund. In February 2016, Parking Services updated its Parking Structure Condition Assessment, which outlines a $10.5 million maintenance backlog in the Parcade, Overpark, Pearl Street, Hult Center, Broadway North, Broadway South Garages and City Hall Surface Lot.

- **Parking Officer and Vehicle –** Provides ongoing funding in the amount of $89,000 for 1.0 FTE Parking Officer and one-time funding of $30,000 for a parking enforcement vehicle. This position will work on abandoned vehicle complaints, right-of-way obstructions, and enforcement of the parking code across the city.

- **Finance Manager –** Provides ongoing funding for 0.3 FTE Finance Manager to be added to an existing position. The Parking Services Fund has expanded its activities over the last three fiscal years, and parking meters have returned to the downtown area, necessitating additional resources for general financial management, oversight and reporting.

- **Downtown Streets Master Plan –** Provides one-time funding in the amount of $120,000 from the Road Fund ($105,000) and the Parking Services Fund ($15,000) to work on a Downtown Streets Master Plan, which will create a plan for the limited right-of-way and address increasing demands placed on both the sidewalk and travel way. The Parking Services Fund's contribution to this plan is $10,000. Please see Attachment E of this section for more information regarding the Downtown Streets Master Plan.

Wastewater Utility Fund (Fund 530)

- **Roosevelt Yard Infrastructure –** Provides one-time funding in the amount of $234,000 from the Road Fund ($68,000), the Wastewater Utility Fund ($37,000), the Stormwater Utility Fund ($78,000) and the Fleet Services Fund ($51,000) for an assessment of necessary maintenance and improvements for the building infrastructure at the Roosevelt Yard facility.

- **Roosevelt Yard Redundant Fiber Line –** Provides one-time funding in the amount of $133,000 from the Road Fund ($39,000), the Wastewater Utility Fund ($20,000), the Stormwater Utility Fund ($45,000) and the Fleet Services Fund ($29,000) to establish a redundant fiber connection to the Roosevelt Yard facility, allowing computers and phone lines to continue operations if the primary connection fails. The primary connection includes above-ground lines susceptible to tree damage, and it supports communications for 220+ employees at the facility that maintain community infrastructure and respond to emergencies.

Stormwater Utility Fund (Fund 539)

- **Green Infrastructure Staffing –** Provides ongoing funding of 1.0 FTE to maintain new green stormwater infrastructure.

- **Roosevelt Yard Infrastructure –** Provides one-time funding in the amount of $234,000 from the Road Fund ($68,000), the Wastewater Utility Fund ($37,000), the Stormwater Utility Fund ($78,000) and the Fleet Services Fund ($51,000) for an assessment of necessary maintenance and improvements for the building infrastructure at the Roosevelt Yard facility.

- **Roosevelt Yard Redundant Fiber Line –** Provides one-time funding in the amount of $133,000 from the Road Fund ($39,000), the Wastewater Utility Fund ($20,000), the Stormwater Utility Fund ($45,000) and the Fleet Services Fund ($29,000) to establish a redundant fiber connection to the Roosevelt Yard facility, allowing computers and phone lines to continue operations if the primary connection fails. The primary connection includes above-ground lines susceptible to tree damage, and it supports communications for 220+ employees at the facility that maintain community infrastructure and respond to emergencies.

Ambulance Transport Fund (Fund 592)

- **Advanced Life Support (ALS) System Ambulance–** As part of the FY18 Adopted Budget, City Council directed the City Manager to include as one-time dollars an appropriation of $750,000 in the FY19 Proposed Budget to staff the 24/7 ALS ambulance for an additional year. This funding is transferred from the General Fund to the Ambulance Transport Fund to support these operations.

- **Emergency Medical Services Supplies –** Provides ongoing revenue-backed funding for the purchase of supplies for Emergency Medical Services. The City is reimbursed for these purchases by the City of Springfield.

Fleet Services Fund (Fund 600)

- **Roosevelt Yard Infrastructure –** Provides one-time funding in the amount of $234,000 from the Road Fund ($68,000), the Wastewater Utility Fund ($37,000), the Stormwater Utility Fund ($78,000) and the Fleet Services Fund ($51,000) for an assessment of necessary maintenance and improvements for the building infrastructure at the Roosevelt Yard facility.

- **Roosevelt Yard Redundant Fiber Line –** Provides one-time funding in the amount of $133,000 from the Road Fund ($39,000), the Wastewater Utility Fund ($20,000), the Stormwater Utility Fund ($45,000) and the Fleet Services Fund ($29,000) to establish a redundant fiber connection to the Roosevelt Yard facility, allowing computers and phone lines to continue operations if the primary connection fails. The primary connection includes above-ground lines susceptible to tree damage, and it supports communications for 220+ employees at the facility that maintain community infrastructure and respond to emergencies.

Information Systems and Services (Fund 610)

- **Application Systems Analyst –** Provides ongoing funding for 1.0 FTE Application Systems Analyst in the Central Services Department to provide enterprise-wide IT infrastructure and security support.

Facilities Services Fund (Fund 615)

- **Loan for Parking Capital Improvements –** Provides a one-time loan to the Parking Services Fund for various capital projects in City-owned parking structures, including addressing elevator issues and recoating of first floor parking decks, to be repaid over five years.

Risk and Benefits Fund (Fund 620)

- **Risk and Benefits Analyst –** Provides ongoing funding for 1.0 FTE Benefits and Risk Analyst in the Central Services Department to provide analytical review of health plan underwriting assumptions and actuarial valuations of Risk and Health Benefits programs, including workers' compensation, general liability, employee and retiree health and life insurance liabilities.

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The City Focus section, first added in the FY18 Proposed Budget document, was developed in response to Budget Committee feedback. This section is intended to provide updates on important plans, policies and initiatives of the City Council in a short, easily understandable format. The write-ups are intended to convey (where applicable):

- A description of the service area, priority or initiative;
- The outcomes we are trying to achieve;
- The direction received from Council, including any adopted plans, policies or specific actions;
- The actions that have been taken so far and planned actions. This is a brief update and not intended to be a comprehensive list of all past and future actions;
- Any new allocations in the FY19 budget; and
- Information about where people can go to find out more.

The write-ups are generally limited to one page (both sides). They include visuals, such as graphs, charts or photos, to help illustrate the points.

This section includes write-ups of the following items:

- Ambulance System
- Building and Permit Services (BPS) Permitting System
- Climate Recovery Ordinance
- Community Justice System
- Downtown and Urban Parks
- Downtown Streets Master Plan
- Economic Growth and Stability
- Emergency Preparedness
- Homelessness and Human Services
- Housing Affordability
- Neighborhoods
- Pavement Preservation Program
- Railroad Quiet Zone
- Transportation System Plan and Vision Zero

Building a Sustainable EMS System
The City of Eugene ambulance system provides emergency medical services, pre-hospital care and transportation to the area's three main hospitals. As a section within Eugene Springfield Fire, Emergency Medical Services (EMS) strives to provide efficient, high-quality, out of hospital basic and advanced medical care to individuals within the Ambulance Service Area (ASA). The system deploys four 24-hour Advanced Life Support (ALS) ambulances and four 12-hour Basic Life Support (BLS) ambulances. Additionally, the City utilizes a public-private partnership to provide BLS level inter-facility transportation. To maintain fire protection within the metro area, fire apparatus may respond with paramedic firefighters to initiate patient evaluation and medical care. Rural fire agencies provide first response support for the service calls outside of the City's fire response area. In FY17, the department responded to 22,849 emergency medical calls for service. Of these, 12,087 patients were transported to area hospitals.

Service as a System
As one part of a greater network of services, EMS provides emergency medical services and ambulance transport for the most critical patients. Complementary community services are provided by partners such as Lane County, CAHOOTS, LifeFlight and Metro West. By working with other community partners, a peak deployment model can be used to allow for staffing variances based on emergency service needs.

Core Service Goals
The core goals of the service include:

1. Reduce response times from 911 call receipt to arrival on scene of an emergency;
2. Increase response reliability ensuring the closest ambulances are dispatched to assigned area calls for service;
3. Increase availability of ALS ambulances by increasing ambulance resources to include basic and advanced life support services;
4. Improve safety of first responders by ensuring unit utilization aligns with national standards;
5. Reduce time from scene to hospital, increasing probability of a positive patient outcome;
6. Increase in survivability from cardiac arrest, chest pain, sepsis, trauma and stroke.

Making Progress
In the last couple of years, EMS has taken steps to enhance the ambulance system to meet the core service goals. Part of this effort includes the implementation of a data-driven deployment plan, which began in October 2016. The plan seeks to reduce the unit hour utilization of the ALS ambulances and to ensure the ALS ambulances are available for the most critical calls. Early data has shown a 31% increase in transports and a 6% increase in response reliability. Response times to the most critical calls have decreased by 14%, and time to hospital for this same category of calls has improved by 10%.

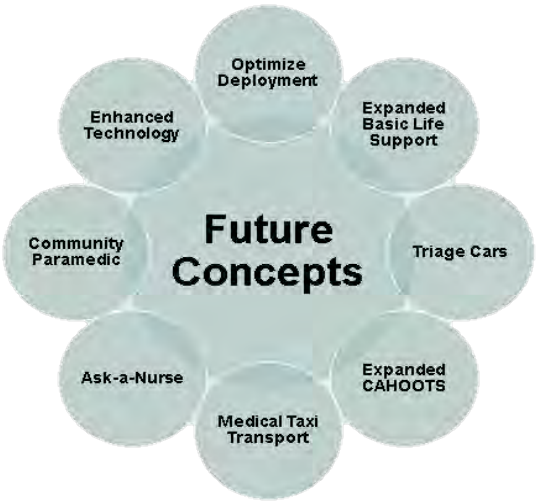
In addition to the data-driven deployment plan, the following changes have been made to the service system:

- October 2016 – addition of two 12-hour BLS ambulances;
- July 2017 – addition of one 12-hour BLS ambulance backed by service-related revenues;
- September 2017 to June 2018 – addition of a fourth BLS ambulance on a temporary basis;
- January 2018 – addition of one 24-hour ALS ambulance funded by service-related revenues and limited duration support for two years from the General Fund. A $750,000 transfer from the General Fund for the 24-hour ALS ambulance is included in the FY19 Proposed Budget.

The BLS system is staffed by limited duration, non-union apprentice employees. This staffing model has produced multiple positive outcomes. It has increased access and opportunity for individuals by providing entry-level jobs to local paramedic students, as well as providing a career path to becoming a career firefighter with Eugene Springfield Fire. The program has also addressed wellness and safety concerns of the first responders by reducing unit hour utilization of the ALS ambulances. The BLS program also has the potential to enhance environmental sustainability and support implementation of the City's Climate Recovery Ordinance by reducing the size and types of emergency transport vehicles.

Ambulance transportation services are accounted for in the Ambulance Transport Fund (ATF, Fund 592). Revenues in this fund are derived through user fees, Medicare and Medicaid reimbursements, and subscription program membership fees. According to current projections, the ATF does not have adequate long-term resources. Federally administered health programs are expected to continue decreasing reimbursement rates, and costs of providing emergency medical transport services are expected to continue to increase. The City is working on an ambulance capacity analysis based on call volume and service needs, with plans to develop system delivery options and present findings to Council.

Continuous System Review – Future Concepts



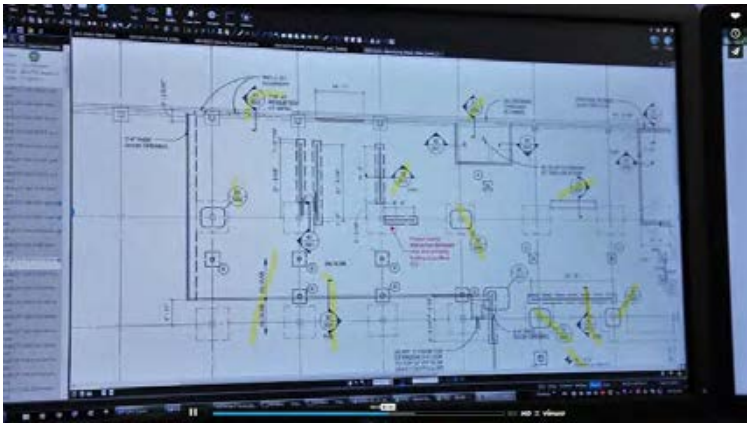
1. Optimize deployment by expanding the Basic Life Support System and by adding Triage Cars or Quick Response Vehicles.
2. Expand CAHOOTS services.
3. Review viability of programs such as Medical Taxi Transportation, Ask-a-Nurse and a community paramedic program.
4. Develop a long-term system stabilization plan to include enhanced technology, data-driven deployment, continuous review of dispatch protocol and implementation of a compliance program.

The City of Eugene has a deep commitment to the health, safety and welfare of its citizens, and a key component of that is ensuring that buildings in the city are constructed to meet minimum standards. These include basic expectations for fire safety, structural integrity, accessibility, energy efficiency and livability. The City began this critical role in the early twentieth century with a primary focus on preventing fires. In our modern world, the quality construction of buildings is also directly connected to other community interests such as the City's sustainability goals and post-earthquake resiliency and recovery.

Need for Flexible and Responsive Building and Permit Services (BPS) Permitting Systems
In 2013, Senate Bill 582 was signed into law, declaring that:

- It is in the best interests of this state that construction-related development activities proceed in a manner that is as quick and efficient as practicable; and
- Ensuring that construction-related development activities proceed quickly and efficiently requires a flexible and responsive system for building code administration and enforcement.

The City of Eugene is committed to meeting this directive and, in 2013, began development of an online plan review and permitting system. The objectives of the system are to provide residents and the construction and development community with fast and easy access to building department services, as well as better communication with City staff, reduced timelines to obtain building permits and reduced costs. The system, *eBuild*, was developed internally by City staff, keeping costs down and enabling the development of a system tailored to meet the specific needs of the local community. *eBuild* went live in early 2015 and has been an overwhelming success. Today, 100% of the City's permit customers are served through the online system.



Online Planning and Permitting System

Taking the Success of eBuild to the Field
Innovative construction techniques and the use of technology in design and construction are continually changing the way buildings are being built. To maintain and enhance the City's ability to effectively ensure proper construction, building inspection systems and processes must continue to adapt and evolve to meet the demands of the development community.

To this end, preliminary work has begun to build upon the success of *eBuild* and to expand its scope. A dedicated software development team will be brought together in FY19 to work solely on this effort, and take the benefits of an online, digital, paperless process into the field. The FY19 Proposed Budget includes $400,000 in the Construction and Rental Housing Fund for this work. The primary project goals are to:

- Provide for improved communication and collaboration between contractors and City staff;
- Give building inspectors real-time access to the most current approved, digital construction documents, wherever they are;
- Make it easier for contractors to submit documents and information to the City during the construction process;
- Give building inspectors greater ability to accurately document inspection results and details, facilitating communication to contractors and other interested parties, such as other inspectors following up on a project; and
- More efficiently manage inspection resources.

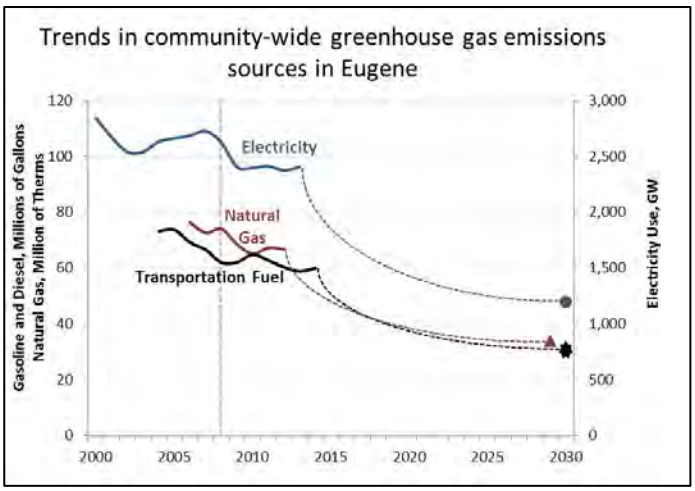
Eugene Building & Permit Services

Preparing for Earthquakes by Improving Structural Standards

There is no more important factor in saving lives and reducing losses from an earthquake than the effective enforcement of up-to-date building construction standards. Building codes must be effectively enforced to ensure that buildings and their occupants benefit from advances in seismic provisions based on knowledge gained from past seismic events.

To meet this critical responsibility, the City of Eugene now employs two registered Structural Engineers on the plan review team in Building and Permit Services, who are responsible for reviewing plans to verify that building designs meet minimum structural standards.

The Climate Recovery Ordinance (CRO), adopted in 2014 and updated in 2016, provides goals for the City organization and community-wide greenhouse gas emission (GHG) and fossil fuel use reductions, including:



- By 2020, all City-owned facilities and City operations shall be carbon neutral, either by reducing greenhouse gas emissions to zero, or, if necessary, by funding verifiable local greenhouse gas reduction projects and programs or the purchase of verifiable carbon offsets for any remaining greenhouse gas emissions.
- By 2030, the City organization shall reduce its use of fossil fuels by 50% compared to 2010 usage.
- By 2030, all businesses, individuals and others living or working in the city collectively shall reduce the total (not per capita) use of fossil fuels by 50% compared to 2010 usage.
- By the year 2100, total community greenhouse gas emissions shall be reduced to an amount that is no more than the City of Eugene's average share of a global atmospheric greenhouse gas level of 350 ppm, which was estimated in 2016 to require an annual average emission reduction level of 7.6%.

Resources

Since the ordinance's adoption, the City Council has appropriated $375,000 to support the implementation and monitoring of the CRO via the supplemental budget process. Of this amount, $35,000 was appropriated in FY15 to fund greenhouse gas inventory analysis, $50,000 in FY17 to fund development of the CRO communications and departmental action plans, and $290,000 in FY18 to support an update of the Climate and Energy Action Plan (CEAP). While the FY19 Proposed Budget does not contain new appropriations to support CRO implementation, the City continues to leverage existing funding across all departments and service areas to support investments that advance CRO goals. The Unfunded Needs Assessment (UNA) contains several CRO-related items, and it is anticipated that additional funding will be needed to support CRO implementation in the future.

Electric Vehicle Charging Stations

Making Progress

Staff have been working on CRO implementation since its adoption. Significant progress was made in 2017 in developing a roadmap to implementation. Accomplishments include the completion of internal climate action plans in Fleet, Fire and EMS, and Facilities, and beginning the Community CEAP update project.

Engagement: In 2017, the Mayor's CRO Ad Hoc Work Group reviewed and provided significant input on the project plan to update the CEAP. In addition, the Work Group approved a Communications Plan Framework to inform future CRO communications planning work.

Climate and Energy Action Plan Update: The CEAP update (CEAP 2.0) is currently under way. The project focuses on engaging partners with the ability to affect systems that will help the community reach its CRO goals and adapt to a changing climate. The project plan, developed with extensive input from the Mayor's CRO Ad Hoc Work Group, places significant emphasis on equity and inclusive engagement.

Communications: In 2018, the City is working with communications experts to develop a CRO communications plan. In addition, the CRO webpages were updated over the past two years to convey the goals, plans, and work in an accessible way for the public, www.eugeneor.gov/climaterecovery.

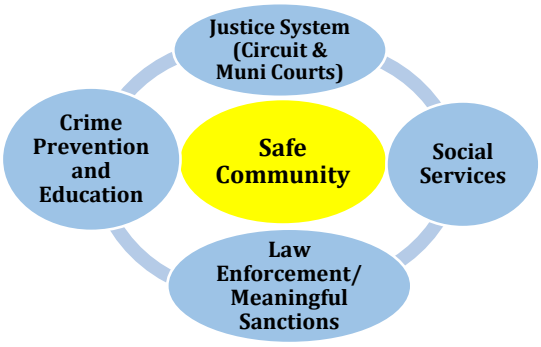
Internal Efforts: The Fleet, Fire, and Facilities services areas developed internal climate action plans during 2017. Those plans include specific actions and projects that will meet the City's internal CRO goals by 2030, including the estimated cost of each action or project and co-benefits. The City continues to work on emissions and fossil fuel use reductions. Efforts include using a renewable diesel blend in diesel powered vehicles, purchasing electric vehicles, building retro commissioning, indoor LED lighting, and pursuing a fuel project to convert from natural gas to electricity at a Police Department building to name a few.

Inventories and Progress Reports: The organization finalized community-wide (2015 sector-based and 2013 consumption-based) and internal (2013 and 2015 scope 1 and 2) GHG inventories. Updates to both the community-wide and internal inventories are expected to be completed in 2018. The City produced CEAP progress reports in 2011 and 2013, as well as a CRO progress report in 2015. A final update on the 2010 CEAP will be completed in 2018.

What's Next

- The CEAP 2.0 project is under way and will continue through much of 2019. The Plan will serve as the community road map to accomplishing community-wide CRO goals.
- As resources become available, the City will implement the Fleet, Fire and Facilities internal climate action plans as appropriate.
- The internal and community-wide greenhouse gas inventories will be updated during 2018 using data from 2017 in alignment with the CRO reporting requirements.
- Staff will draft the proposed administrative rules outlining the City's inventory baseline and methodology as required by the CRO.
- Staff are also working on ways to incorporate the CRO into the City's Capital Improvement Program.

Community Justice System Objectives



Achieving the goal of Safe Community requires proactive collaboration among multiple stakeholders, including the Eugene Police Department (EPD), Eugene Municipal Court, City Prosecutor's Office, Lane County Circuit Court, Lane County and City of Springfield jails, and social services providers. In response to a number of challenges faced by the system, such as increased case backlog, lengthy case disposition times, high rates of property and behavioral crime recidivism, and insufficient alternatives to jail sanctions, an interdepartmental Community Justice Team was formed in 2015 comprised of City staff from the EPD, Central Services Department, City Prosecutor's Office and the Municipal Court. The Community Justice Team has established the following objectives in order to increase effectiveness of the community justice system and to make it more responsive to the public safety challenges that are currently facing the Eugene community:

- Implement community-based problem solving and restorative justice.
- Reduce crime and recidivism to minimize repeat customers.
- Provide individualized treatment for community members.
- Ensure high system cooperation and compatibility.
- Strive for quick and swift resolution of cases.
- Involve, listen to and build trust in the community, including victims.
- Work for system adaptability and ability to re-evaluate and adjust as needed.

Mental Health Court

Making Progress

Over the past several years, the Community Justice Team has taken a number of steps to achieve these objectives, including but not limited to the following:

- Community Court program, launched in September 2016 with the help of a federal grant from the US Department of Justice, has been successful in reducing recidivism among nonviolent offenders. 91% of Community Court graduates have no new charges in the Eugene Municipal Court after graduation, and 79% have no new offenses anywhere in the state of Oregon. Since the program's inception, 257 individuals entered the program, 123 have graduated, and 830 individuals utilized walk-in services.
- EPD established a part-time Community Outreach Response Team to address the underlying needs of the highest utilizers of the system in the downtown core.

EPD Downtown Patrol

- City Prosecutor's Office capacity has been increased via implementation of the new electronic case management system and through funding for 1.8 FTE limited duration Assistant City Prosecutor positions.
- Municipal Court has been collaborating with several local partners on creating alternatives to jail sanctions, including the Mental Health Court program operated in partnership with Lane County Behavioral Health, and Frequent Users Systems Engagement program in collaboration with ShelterCare.
- Staff continue to assess and improve Community Justice System processes and practices on an ongoing basis, including caseflow analysis, case backlog review, analyses of jail bed utilization and other aspects of the system.

Addressing System Challenges

The primary system challenges that negatively affect public safety in our community include, but are not limited to, the following:

- Significant increases in EPD calls for service (21% increase from FY14 to FY17) with no additional staffing resources;
- Inadequate resource levels in key areas of EPD, including the 911 Communications Center, Evidence Control Unit, Patrol, and several others;
- Lack of resources and tools for dealing with a significant increase in chronically homeless population that is difficult to serve;
- Significant increases in seasonal transient population that puts additional strain on law enforcement and Community Justice System resources;
- Insufficient resources to maintain the current level of service for Municipal Court contractual costs, including court-appointed attorney costs, judicial services, and existing jail beds at the Lane County Jail and the City of Springfield Jail;
- Insufficient resources in the City Prosecutor's Office to maintain the current level of service;
- Remaining funding gap to continue the Community Court program on an ongoing basis in its current format beyond the pilot phase, or to add other problem-solving solutions.

FY19 Proposed Budget Investments in Community Justice

The FY19 Proposed Budget includes the following General Fund investments in community justice that support the Safe Community goals:

- $270,000 in one-time resources for EPD to overhire two officers in FY19. This one-time funding will serve as a stop-gap until a more permanent solution for EPD's staffing needs is identified.
- $200,000 in one-time funding to maintain 1.8 FTE limited duration Assistant City Prosecutor positions in the City Prosecutor's Office. These staffing resources will keep the current case disposition times and prevent the Municipal Court case backlog from reoccurring.
- $200,000 in one-time resources to maintain the current number of leased jail beds for municipal offenders at the Lane County Jail (15 beds) and the City of Springfield Jail (10 beds). The Lane County Sheriff's Office and the City of Springfield are both increasing the rates they charge the City.
- $105,000 backed by the local recreational marijuana tax revenue, to ensure continuity of the Community Court program through FY19. These resources will be replacing the one-time federal grant funding that was used to fund the first two years of the Community Court.
- $80,000 in one-time funding to cover the body worn camera video storage costs in EPD.

Safe and Welcoming Public Spaces
Providing vibrant, active and safe public spaces for people in the downtown area and surrounding parks continues to be a high priority for the Eugene City Council and the entire City organization. Cross-departmental staff teams are focused on three key areas to achieve this goal:
a) environmental enhancements; b) police and security presence; and c) programming activities.

The focus is on the downtown and urban parks such as the Park Blocks and Kesey square, as well as parks surrounding downtown, such as Washington Jefferson, Skinner's Butte and Monroe Parks. When evaluating options for improvements in one area, the team also takes into consideration the impacts of how these improvements could affect other neighborhoods such as Whiteaker and Jefferson Westside neighborhoods. Beginning in the winter of 2017, the City has been focusing on specific efforts to support these valued public spaces.

Kesey Square

Stakeholder and Community Engagement
Stakeholder involvement in developing solutions to current challenges is and will continue to be important to the long-term success downtown. Over the last few years, extensive input has been gathered from the community regarding downtown, including but not limited to the:

- Mayor's Downtown Solutions Forum, December 2015, more than 150 participants and 22 responses to the online survey;
- Project for Public Spaces Public Engagement, Summer and Fall of 2016;
- On-line Community Survey – close to 2,000 responses; and,
- Stakeholder meetings, Winter of 2016-2017 and March 2018 – the Downtown Policy Team and Operation Team met with the Downtown Stakeholder group multiple times to gather feedback and input on safety concerns and solutions.

Additional public input is received on an ongoing basis through a variety of channels, including City Council public forums, the City website and social media, and public engagement around specific initiatives, such as outreach to the downtown business and property owners as part of the Community Court program implementation.

The results from the Downtown Solutions Forum are available on the City's website, www.eugene-or.gov/downtownsolutions and the presentation and summary of observations and engagement by the Project for Public Spaces are available at www.eugene-or.gov/placesforpeople.

Powerwashing Downtown Sidewalks

What's next?
Based on the success of the 2017 season, City staff will continue efforts to improve downtown and urban parks in the summer of 2018 by making these spaces feel safer and more inviting. Key components of this action plan will include but are not limited to the following:

Clean and Safe

Setting Clear Expectations	• Build on the "Be" campaign, a positive visioning campaign that portrays a community where all people are included, empowered, engaged, safe and welcome, by posting signage downtown.
Keeping it Clean	• Continue the pressure washing program downtown – with a focus on high traffic areas and public spaces. • Continue to maintain the Park Blocks hosted restroom.
Improving Safety and Sense of Security	• Increase EPD staffing in downtown and in urban parks during spring/summer season again by four officers. • Maintain expanded Park Ambassador program of four ambassadors in parks. • Continue with the Park Blocks Host downtown. • Promote citizen "Downtown Watch" program;

Social Services

Helping Those in Need	• Continue expanded Community Outreach Response Team program. • Support and utilize Community Court and collaborate with social service providers. • Create "day storage" service downtown for those who need to store personal belongings. • Develop youth iniative pilot program to help address negative behavior and provide support to vulnerable youth populations downtown.

Programming, Activation and Amenities

Creating Reasons to Come	• Continue with the Project for Public Spaces' "Lighter Quicker Cheaper" short-term recommendations that create active and inviting public spaces. • Maintain street performance program to activate our public spaces with live performances. • Build on success of 2017 season by continuing to make spaces feel fun and inviting through amenities such as tables and chairs, umbrellas and games. • Seek partnerships to create and incentivize more programs and events.

Investments in Downtown

To support downtown work through the end of summer 2018, $350,000 in one-time funding was appropriated as part of the FY18 December Supplemental Budget. While the FY19 Proposed Budget does not include any additional funding for the downtown and urban parks efforts, it is anticipated that additional resources for continuing this work will be appropriated at a later point via the supplemental budget process after an assessment of the current season's work and outcomes.

Visioning Downtown Streets

From a citywide perspective, Envision Eugene and the Transportation System Plan recognize the importance of downtown as the heart of the community, a center of employment and entertainment, and the main transit hub. A Downtown Streets Master Plan will create a design for use of the narrow right-of-way and find solutions for the increasing demands placed on both the sidewalk and travel way. This coordinated approach will fulfill multiple policy objectives for multiple work groups within Public Works, Planning, Community Development, Parking Services, and Cultural Services.

A Stroll on Broadway

The project includes an evaluation of potential land use and development in the downtown core, the infrastructure needs and amenities for people walking and cycling, anticipated parking needs, and the configuration of drive lanes between the curbs. Beyond the curbs, the Master Plan will consider the best use of sidewalks by locating or establishing criteria for the siting of street furniture (e.g., benches, outdoor cafes), public infrastructure (e.g., bike share stations, on-street parking), and amenities such as trees and wayfinding signs.

Why the City is Embarking on This Effort

Today, City staff works with other public agency partners on a project-by-project basis to address the effects of certain decisions on street users, such as the removal of parking spaces when sidewalks are widened. At times, such decisions need to be made under tight construction deadlines. The Master Plan will enable long-range planning and concept design for streets and sidewalks prior to the urgency of a capital project deadline. A collaborative, coordinated Master Plan is important because it will lead to more efficient capital project implementation and avoid duplicative efforts on various aspects of improvements. Pre-articulated goals for downtown streets in the Master Plan will provide a framework for individual, smaller capital projects, helping to eliminate potential conflicts that can arise in balancing competing priorities. Initially, the study area will be confined to downtown. However, it may be necessary to expand this area to properly account for: (1) other major projects like the Riverfront redevelopment; (2) the design of major streets (e.g., one-way pairs) that extend beyond that boundary; and (3) to improve the experience of visitors for events such as the 2021 World Championships.

Related Plans, Policies and Other Initiatives

Across numerous plans and initiatives, our downtown is recognized as the heart of the community. City Council is committed to a thriving downtown. Building on the blueprint laid out in the Downtown Placemaking Plan, recent efforts to enliven downtown's public spaces through planned activities and events have been successful. While the public plazas and parks have received much attention, the Downtown Streets Master Plan will address our most abundant public space – streets and sidewalks.

The Regional Prosperity Plan recognizes downtown's role in creating urban vitality that supports economic development. Projections in Envision Eugene indicate thousands of new housing units will be constructed in downtown. More generally, the Vision Zero action plan sets an ambitious goal to end fatalities and life altering injuries on our streets. Both the Transportation System Plan and the Climate Recovery Ordinance call for our community to significantly increase pedestrian, bicycle, and public transportation use to reduce greenhouse gas emissions. These commitments lead to a reimagining of our public streets and sidewalks. The Downtown Streets Master Plan is intended to facilitate a design for each street that addresses safety, comfort, and equity among all users.

Current and Planned Actions

Currently, a number of diverse City work groups provide services within the downtown including Public Works, Planning, Community Development, Facilities Management, Police and Cultural Services. Staff perform a variety of functions to ensure our downtown public spaces are safe, welcoming and active places for the whole community.

Painted Curb Extensions at the Park Blocks

To continue improving downtown spaces and streets, greater coordination and shared visions are needed. For example, efforts to address traffic safety will need to be balanced with street furniture installations designed to make downtown and its businesses more welcoming. Making streets more pedestrian and bicycle friendly will also have implications for capital project design and implementation. The Downtown Streets Master Plan is intended to facilitate smaller improvements, as well as long-standing plans such as the Willamette to Willamette project, returning 8th Avenue to two-way traffic with enhanced bicycle facilities.

Investing in Downtown Streets Planning

The FY19 Proposed Budget includes $120,000 for the Downtown Streets Master Plan including $105,000 in new revenue the City will receive from the Keep Oregon Moving (HB 2017) legislative funding package. These funds will allow for project initiation and proper staffing needed to develop an overarching vision for the downtown.

For more information, visit www.vibranteugene.com for information related to downtown events, happenings, and upcoming projects

The City of Eugene aims to enhance the overall economic well-being of the community, helping make it a better place to live and work. City staff partners with businesses and developers to create local jobs, support economic growth, and add to the vitality of the community. The primary policy guide for the City's economic growth and stability efforts is the Regional Prosperity Plan. The Prosperity Plan also aligns with Envision Eugene, a broader City policy framework designed to provide ample economic opportunities for all community members. More information on these plans and other economic development initiatives is available here: www.eugene-or.gov/812/Business-and-Economic-Development.

The Prosperity Plan's broad goals are to increase the number of jobs, increase the average wage, and lower the unemployment rate in Eugene. In 2018, these economic indicators continue to show improvement. The area's unemployment rate is the lowest it has been in decades, and after years of job growth the Eugene-Springfield area has regained all the jobs lost due to the 2008 Recession. Despite wage growth in recent years, the annual, average wage remains about $8,000 less than the statewide average.

Strengthen Key Industries

The City is a partner of a regional "sector strategies" initiative. With sector strategies, companies within a particular industry work together to provide information about what they need to grow and thrive. Additionally, public agencies that provide services and infrastructure convene to identify ways to facilitate growth within and across industries. This collaborative approach brings more ideas and resources to the table and is better able to address complex problems facing a particular industry. The sector strategy initiative for this region has convened the technology industry and the food and beverage industry. Initial work is also underway to engage the wood products industry.

The City primarily works with the technology sector through the Technology Association of Oregon (TAO). TAO helps to raise the visibility of the region's tech and tech-enabled companies. The City is a member of TAO and sponsors many of its initiatives. TAO coordinated the effort that led to Eugene's designation by Mozilla as a Gigabit City and a US Ignite Smart Gigabit Community, which are both nationwide initiatives to accelerate the application of high-speed telecommunications networks to create new economic and social opportunities.

TAO-Sponsored Tech Crawl in the Downtown

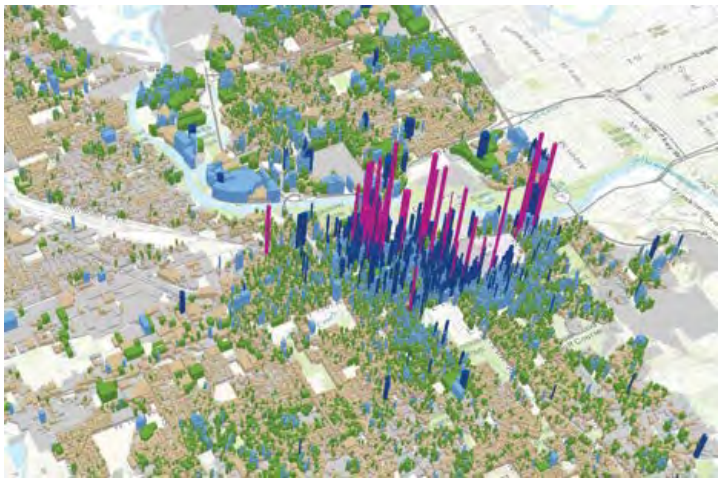
The City and its regional partners have collaborated to create a position to support the food and beverage sector. A Food and Beverage Strategist was hired in 2017 and is engaging with the industry to address its concerns and find collaborative solutions. The City is now helping to find a permanent organizational home for this important work.

Grow Local Opportunities
Our region is working to foster an environment that nurtures a local culture of enterprise. The City of Eugene offers four different loan programs to facilitate access to funding for new and existing businesses. The loan programs are designed with a focus on job growth, investment in the downtown and along the riverfront, and growing arts-based businesses. The City funds a micro-enterprise training program, administered by the Neighborhood Economic Development Corporation, which supports local businesses and entrepreneurs. The City also utilizes tax incentives, such as the West Eugene Enterprise Zone, to stimulate new investments that create trade-sector jobs. Enterprise Zone designation allows businesses to be eligible for a three-year property tax exemption. In addition, the City administers a federal EPA Brownfields grant that funds environmental assessments of under-utilized properties.

An important ongoing initiative is the Regional Accelerator and Innovation Network (RAIN). RAIN Eugene continues to grow the entrepreneurial ecosystem in the southern Willamette Valley. The Accelerator completed its fifth Accelerator program in October 2017, with 8 participating companies.

Energize a Creative Economy
In conjunction with its partners, the City is continuing to install the high speed fiber network in the downtown, known as EUGNet. This publicly owned infrastructure is creating a competitive landscape for telecommunications services by allowing any service provider to lease fiber strands and provide high speed internet to customers within the network. EUGNet has increased service levels, decreased prices, and helped businesses grow. For example, the increased telecommunications bandwidth enabled one software company to take on a new project and hire 35 new staff.

Reinventing Eugene's downtown as a place to live, work and play supports the retention and expansion of the existing business community and is a significant asset to attract new businesses. On a per-acre basis, the downtown also generates more property tax revenue than other areas of the city, helping to provide resources for services. To understand how a more densely built environment affects the City's financial stability, staff completed a spatial analysis of taxable value in Eugene in 2017. The Mapping Value showed that the highest per-acre value is in the urban core. The study indicates that nurturing the downtown supports the City's long-term fiscal sustainability. More information is available here: www.eugene-or.gov/3612/Mapping-Value.



FY19 Proposed Budget Investments
The Planning and Development Department is proposing to add 0.5 FTE to develop long-range strategies for job creation and to meeting partner needs.

Building a Resilient Community
The mission of the City of Eugene's Emergency Management Program is to protect the community from the impact of disasters and emergencies by maximizing public health and safety, minimizing property damage, and mitigating the environmental consequences. The program uses a comprehensive all-hazards approach to emergency preparedness and attempts to address hazards that may result in disasters or emergencies for our community. This includes planned and unplanned hazards such as severe weather, floods, and earthquakes,

Focus Areas
As identified by the federal government, the overarching Emergency Management mission areas are prevention, protection, mitigation, response, and recovery. To further our goals in each mission area, Eugene is involved in many emergency preparedness activities including: operational readiness, implementation of mitigation strategies, community preparedness, and stakeholder partnerships. Operational readiness is dependent on effective emergency planning, training, exercising, and evaluating the organization's capability. The City has made significant progress in each of these areas.

Planning Activities
The 2016 Emergency Operations Plan (EOP), is an all-hazards plan that enhances coordination and collaboration between Eugene and Springfield, identifies stakeholders and provides the framework for disaster response. The purpose of the joint plan is to establish a comprehensive approach to protect the life, safety, and health of the community.

A multi-jurisdictional Natural Hazards Mitigation Plan (NHMP) between Eugene and Springfield addresses multiple hazards including earthquake, flood, wildfire and landslide through coordinated planning and implementation. The 2015 City Council adopted update includes a climate and hazards vulnerability assessment of 12 essential sectors of our community. The Mitigation Plan can be viewed here: www.eugene-or.gov/DocumentCenter/Index/1968.

The mitigation activities identified in resiliency efforts are substantial. The FY19 Unfunded Needs Assessment (UNA) includes funding requests for a co-located Special Ops and Emergency Operations Center; seismic retrofit or replacement of high priority bridges; seismic resiliency studies of all City buildings; coordinated replacement of radios; and the creation of a secondary location for data storage in the event of a disaster.

While community resilience is a critical component of disaster response, the City understands the business of City government must continue following a disaster event. To this end, the Emergency Management Program assists departments in drafting and implementing Continuity of Operations Planning (COOP) for post-disaster response and functionality. These plans provide the framework and timeline for essential post emergency or disaster operations.

Training Exercises
The City supported several exercises in 2017, including Operation Drift Boat, which was conducted in collaboration between Eugene Springfield Fire, local law enforcement agencies,

University of Oregon, and Emergency Management. The exercise tested new procedures for patient care in an active, violent, mass-casualty incident. The City oversaw the recruitment, training, and coordination of 60 volunteers. The Airport Full Scale exercise tested our response to a violent incident. Partners included Eugene Police, Eugene Springfield Fire, Lane Fire Authority, airlines, Transportation Security Administration, and Emergency Management. This exercise utilized 30 volunteers. Both of these exercises included an evaluation after the exercise, along with recommendations for future improvements.

Community Outreach and Partnerships

Eugene's active Community Outreach Program supports our resiliency strategy through education and community capacity building. In FY17, the program reached over 1,913 participants. Since it began coordinating the Eugene-Springfield Area Community Emergency Response Team (CERT) volunteer program in 2003, Eugene has trained over 1,500 emergency volunteers. These volunteers will play an important role in post-disaster neighborhood support and response.

Both to further our preparedness goals and in acknowledgement of the Mayor's commitment to community resiliency, Eugene fosters stakeholder partnerships with EWEB, the City of Springfield, Lane County, and many other governmental and non-profit organizations. Eugene is an active participant in the Lane Preparedness Collation (LPC). The Coalition's work is committed to community disaster and emergency readiness education and can be viewed here: www.preparelane.org.

Emergency Management is also actively seeking to expand community resiliency by encouraging and pursuing partnerships with local school districts. These evolving resiliency-focused partnerships include encouraging school district participation in LPC and NHMP Committee as well as regularly discussing emergency preparedness with leadership. Additionally, the City is actively involved in discussions between Eugene School District 4J and EWEB related to microgrids and post-emergency resources distribution centers. In collaboration with the State and Lane County, Eugene is working to conduct a fuels resource project. The project will help yield statistical models for predicting emergency fueling needs and developing fuel allocation strategies. Funds for this project were made available through a grant.

Moving Forward

To develop a resilient community, the City, government, and community partners will need to:

- Identify funding for the mitigation actions identified in the NHMP;
- Continue to improve operational readiness by developing plans that will enhance community resilience, including energy and fuel management plans and continuity of operations plans;
- Continue to invest in training employees involved in emergency management activities;
- Strengthen community resilience by fostering relationships focused on emergency preparedness with key stakeholders including school districts, hospitals, and other large employers;
- Strengthen community resilience by encouraging personal preparedness through the Community Outreach Program and CERT training.

FY19 Budget Allocations

Funds for the Emergency Management Program are included in the Risk and Benefits Fund. Public Works has included a seismic bridge strength project for $1,251,500 in the FY19 Proposed Budget.

Homelessness and Role of City Government

The City of Eugene is engaged in a number of efforts to address homelessness in our community. These efforts demonstrate that partnerships are key to successful efforts in combating this crisis. This work balances livability of neighborhoods with compassionate and practical responses to our current housing and homelessness crisis. Recognizing that all people experiencing homelessness have a unique set of circumstances, needs and challenges, the City and its partners know that there is no "one size fits all" solution. A variety of strategies and services are needed to address needs along the continuum, from emergency strategies to support for permanent housing options and homelessness prevention.

Programs and Initiatives

- Support for human services is a critical piece of the City's strategies and efforts. For FY18, the City has committed $972,505 in General Fund resources and $350,000 in Community Development Block Grant (CDBG) funds to the Lane County Human Services Commission to support a range of social services that support low-income people, those who are experiencing homelessness, as well as people with special needs.
- The City supports winter strategies to assist people who are unsheltered during the winter months. In FY18, the City allocated $162,505 in one-time funding to the Human Services Commission to support the Council-approved Dusk to Dawn program, which provides overnight sleeping sites at three different locations to over 120 people from November to March.
- The Overnight Parking Program (OPP), run in partnership with St. Vincent de Paul, hosts over 80 people at over 40 addresses, both public and private. The OPP provides safe and legal places for unhoused people to sleep in their vehicles, Conestoga huts or tiny homes on wheels. The City provides $89,000 in base annual funding for the program, and in FY18 increased that by $60,000 through the December Supplemental Budget.

- The City utilizes a portion of CDBG funds for capital improvements at social services facilities for low-income individuals and families. Recent and current projects include renovations and upgrades at the Eugene Service Station, the Eugene Community Service Center on 6th Avenue, the Homeless Medical Recuperation Program, Looking Glass McKay Lodge for juvenile ex-offenders, and the Whiteaker School Head Start program.
- The Eugene Police Department provides $36,000 annually to the Human Services Commission for Looking Glass Station 7, a homeless shelter for youth.
- The Rest Stop Program provides safe and legal places for up to 20 people per site to sleep in tents on platforms or in Conestoga huts. Sites are managed by non-profit operators, with rules and expectations that contribute to the safety, personal health and growth of the residents, as well as stability and support for helping residents connect with needed services. Four sites currently support 72 people.
- SquareOne Villages continues to oversee Opportunity Village on Public Works property on North Garfield Street. The site has the capacity to serve up to 35 people at one time in 29 temporary housing units and offers common bath, kitchen and gathering spaces.
- The City supports several programs including Community Court, the CAHOOTS program, the Community Outreach & Response Team (CORT) and the Park Ambassador program to help people connect with resources to address needs which may be contributing to frequent

interactions with law enforcement and the criminal justice system. Many of the individuals served by these programs are homeless.

- The City of Eugene is partnering with 4J and Bethel school districts and a number of community partners on the 15th Night Initiative to address youth homelessness.
- The City of Eugene supports creation of a range of stable, safe, and affordable housing opportunities for area residents through a suite of grants, loans, waivers, exemptions and other supportive policies. The City uses federal CDBG and HOME resources for land, construction and rehabilitation costs, and to fill other gaps for permanent, transitional and emergency housing projects. City programs are guided through the Eugene-Springfield 2015 Consolidated Plan.

Photo courtesy of Hosea Youth Services

- Staff time and resources from every department are utilized to address homelessness in the community, including responding to calls for service by the Police and Fire & EMS Departments, Public Works staff providing camp cleanup, Library and Recreation staff providing services to unhoused community members at libraries and community centers, homelessness programs coordination by Central Services staff, and affordable housing and social services programs funded or operated by the Planning and Development Department.

Policy

In addition to funding and program initiatives, the City of Eugene provides policy leadership and support in our community's homelessness efforts. The City supports the Intergovernmental Housing Policy Board and has been involved in community efforts to reduce veteran homelessness. The Poverty and Homelessness Board (PHB) provides policy guidance and coordinates a variety of strategic efforts to increase housing, shelter and services for those experiencing homelessness and poverty in our community. The City is represented on the PHB and contributes to its leadership, policies and planning. City of Eugene elected officials also serve in leadership roles on the intergovernmental Human Service Commission, which is the lead agency for our area's Continuum of Care Plan, coordinating our community's integrated safety net delivery system of social services, supportive housing, and healthcare services for low-income and homeless community members.

Moving Forward: Challenges and Priorities

- While Eugene continues to support development of affordable and special needs housing, growth has not kept pace with demand. With 45% of all households in Eugene experiencing a moderate or severe housing cost burden, the risk of homelessness in our community is significant. There is a need to identify ways to increase affordable housing options and housing affordability for residents, in order to both provide housing options for those exiting homelessness and prevent homelessness in the first place.
- With the unsheltered homeless population in Lane County totaling over 1,000, there remains an immediate need for more safe shelter options. In FY18, $1 million was allocated towards a public shelter. City staff are working with Lane County and community stakeholders to develop an informed plan for a public shelter that is integrated into our current service system to enhance the efforts being made to reduce homelessness in the community.

Housing affordability is a critically important issue for our community and many others around the country. In recent years more Eugeneans have struggled to afford housing, with 45% of residents spending more than 30% of their household income on housing and utilities. While the City has taken many actions over time to address housing affordability, housing prices have increased rapidly following the Great Recession. An infographic summarizing current trends is available on the City's website: www.eugene-or.gov/3652/Missing-Middle-Handbook.

Turtle Creek Affordable Housing

Affordability Factors

Many factors affect the affordability of housing. In order to fully understand the problem we are trying to address, we need to continue to study the local housing market trends affecting affordability. In addition, we need to better understand the range of actions we can take that can impact affordability and the cost of housing over time.

We do know that some of the key factors affecting affordability include income, characteristics of the existing housing supply, market trends, and availability of resources to subsidize housing. The supply and cost of land, our land use code, the cost of construction and interest rates affect the affordability of new housing. We also know that Eugene's need for housing that costs less than 30% of household income – the national standard of affordability – greatly outsizes the supply.

Around the country, communities are trying to address housing affordability issues through a combination of plans, regulatory changes, and incentives. One idea is to make small, compatible, and potentially more affordable forms of housing known as 'missing middle' types easier to build. The missing middle types in Eugene include secondary dwelling units, duplexes, triplexes, fourplexes, row houses, and cottage clusters. More information is available on the Planning Team's website: www.eugene-or.gov/758/Planning.

Courtyard Cluster, Jefferson Westside

The City has a range of important projects underway that relate to housing affordability. These efforts are summarized below under the categories of Plans and Policies, Land Use Code and Regulatory Issues, and Incentives and Resources.

Plans and Policies

The Eugene-Springfield 2015 Consolidated Plan, adopted by Council in 2015, includes four primary strategies to expand affordable housing opportunities through creation of new affordable housing units, rehabilitation and preservation, expansion of homeownership opportunities, and removal of barriers. This plan prioritizes the most effective strategies for use of limited federal resources received by the City. The Consolidated Plan will be updated and brought to Council for adoption in 2020. Other plans and policies that will address housing affordability issues in the

next few years include the Comprehensive Plan Housing chapter, the River Road-Santa Clara Neighborhood Plan, Urban Reserves planning and growth monitoring.

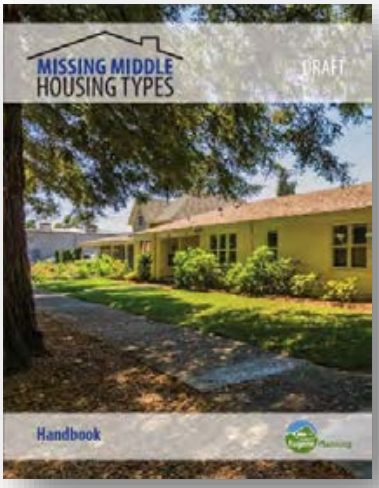
Land Use Code and Regulatory Issues

The City directs the type of housing that can be built, how it must be designed, and what permits are required through our adopted land use code. Some of our land use code standards and processes may present barriers to achieving our housing goals. Through several ongoing efforts, we have the opportunity to improve our land use code so that it better aligns with our community vision and leads to an outcome of more Eugene residents living in homes we can afford. These include an update to our clear and objective housing standards, secondary dwelling standards, and other code amendments to encourage small and clustered housing types.

Willakenzie Crossing

Incentives and Resources

A third important way the City can support housing affordability is through incentives and resources to close the gap between the cost of development and the rents people can afford. At this point in time, the City utilizes limited federal resources and also provides land, system development charge grants, and property tax exemptions for affordable housing. The Council recently asked the Housing Policy Board to prepare a proposal for a Construction Excise Tax, which would create a flexible local funding source for affordable housing, although some are concerned this may serve to raise the cost of housing. Other work includes system development charge reductions for compact development and secondary dwellings, and design resources such as consultations with staff and handbooks on a variety of topics.



For More Information

- Planning Projects: www.eugene-or.gov/758/Planning
- Community Design Resources: www.eugene-or.gov/2977/Community-Design-Handbook
- Consolidated Plan, Annual Action Plans & Reports: www.eugene-or.gov/hudconplan

The City of Eugene is engaged in efforts to support and enhance neighborhoods and the people that live in them. These efforts span across all departments and highlighted here are key Planning, Public Works and Human Rights and Neighborhood Involvement programs and activities.

River Road – Santa Clara Neighborhood Plan

The City of Eugene Planning Division is working with the River Road and Santa Clara Community Organizations and Lane County to create a neighborhood plan for the two communities. Focused on land use, parks and natural resources, economic development, and transportation, this community-based neighborhood plan will guide decision-making in the area for decades to come. Community involvement has been critical to the early success of this project. Staff, consultants and neighborhood volunteers have been reaching out to residents and businesses, with an emphasis on engaging hard-to-reach communities. This engagement will continue as the project moves forward with a final neighborhood vision, draft goals and policies, and an action plan. To learn more about this project visit: www.riverroad-santaclaraplan.org.

Neighborhood Planning Guidelines

The City of Eugene Planning Division and the Office of Human Rights and Neighborhood Involvement have been collaborating on a set of guidelines for neighborhood planning. The Neighborhood Planning Guidelines are intended to serve as a resource to residents interested in addressing local concerns and aspirations through a planning process. This resource will provide a policy framework for neighborhood planning in Eugene, various tools to address place-based concerns, and approaches neighborhood groups can take to identify and build capacity for a neighborhood planning process. This spring, staff will seek input and feedback on the draft Neighborhood Planning Guidelines from a broad range of interested individuals and groups.

Planning 101

In collaboration with the Neighborhood Leaders Council, the Planning Division has developed the first of a planned series of trainings that can be delivered to neighborhood associations and other groups across Eugene. The aim of Planning 101 is to build community understanding of the fundamentals of land use planning and public involvement in Eugene. Earlier in 2018, a first training event was held with the River Road Community Organization. Over the next year, staff will continue to offer this training and work with community leaders to develop additional training topics.

FY19 Proposed Budget Investments in Neighborhood Planning

- 1.0 FTE backed by land use fees to implement Envision Eugene through a range of efforts including urban reserves, neighborhood and area plans, downtown revitalization, housing strategies, development readiness in the Clear Lake area, related research and analysis.
- $30,000 in limited duration funding for a City Council-directed neighborhood area plan review for the University area.

- $70,000 in limited duration funding for the Clear Lake expansion area.
  For more information visit: www.eugene-or.gov/2989/Clear-Lake-Expansion-Area.

Sidewalk Repair and Maintenance
Property owners are required to maintain and repair their sidewalks, curbs and access connections. Owners can make their own repairs, hire a contractor, or enter an agreement for repair services with the City. Public Works Maintenance (PWM) created a pilot program with a year-round emphasis on sidewalk repair. Through the program, owners are utilizing excavation or fresh concrete pours as needed, typically at a reduced cost compared to contractors. Over an 18-month period, PWM made more than 200 repairs and billed out nearly $300,000. When appropriate the City will fill in key gaps in the sidewalk network. The City also strategically uses funds from the Street Bond that are designated for pedestrian and bicycle improvements, as well as federal grants to construct high-priority sidewalk infill projects. Priority is given to projects that create safe routes to school or connect the sidewalk network. In FY19, the City is planning to utilize $237,000 in new revenues from the state legislative funding package, HB 2017, to continue the sidewalk maintenance program in FY19 and FY20.

Neighborhoods and Human Rights
The Office of Human Rights and Neighborhood Involvement (HRNI) works to create an equitable, safe and welcoming community in Eugene by providing opportunities for residents to access City services, engage in dialogue about important issues impacting their neighborhoods and families, and to connect people to local resources and assistance. HRNI supports 21 active neighborhood associations through capacity building that includes regular trainings, guidance and coaching to ensure all neighbors can be engaged in their community. With HRNI support, neighborhood associations organize and host regular meetings where neighbors can learn about City services and programs, as well as issues and opportunities impacting their neighborhoods such as disaster preparedness, public safety, land use, parks and transportation.

The City also provides funding to facilitate communication, outreach and collaboration between neighborhood associations and residents by providing neighborhood outreach funds to support printed mailings, web site creation and electronic newsletters.

Neighborhood Matching Grants Program
Since 2000, nearly $670,000 in matching grants have helped fund 124 neighborhood improvement projects community-wide. With the equivalent (or greater) “match” portion included, the total value of these projects exceeds $1.5 million. The benefits of the program go beyond the financial investment and are an important tool for building community.

Creating Safe and Welcoming Communities
HRNI builds meaningful relationships with community organizations, especially those representing marginalized communities, to build a safer and more welcoming community for people who experience discrimination or hate in Eugene. HRNI supports victims of hate and bias crimes and incidents, produces a Hate and Bias Report in collaboration with the Eugene Police Department and partners with community organizations to provide education and training in hopes of decreasing the occurrence and impacts of this type of activity. Neighborhood leaders have been engaged in addressing hate and bias in their neighborhoods, and participated in educating neighbors about how to report and respond to hate and bias that occurs.

The City's transportation system includes more than 525 miles of streets with a replacement value of over $500 million and is the City's largest capital asset. The goal of the Pavement Preservation Program is to eliminate the backlog of streets needing total reconstruction over the next ten years and to prevent additional streets from falling into the reconstruction category of treatment. The annual funding needed to meet this goal is estimated at $16.2 million for the next ten years.

Funding Sources

The fiscal year 2000 capital budget did not include any funding for capital preservation of the street system. At the time, the pavement preservation backlog was estimated at $53 million. To address the lack of funding for capital preservation of the transportation system, the City Council directed a Budget Committee Citizen Subcommittee to study the City's transportation funding issues and report back findings and recommendations to the Council. The Subcommittee concluded that significant additional funding from one or more new, City-controlled revenue sources was needed to preserve the community's investment in its transportation infrastructure.

In-Place Roadway Recycling

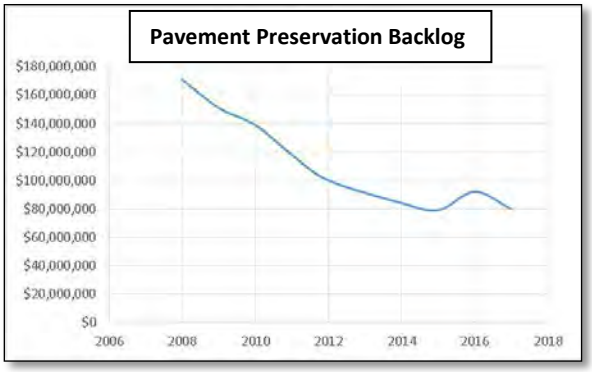
Subsequently, Council and Eugene voters took action:

- In 2002, City Council passed a resolution prioritizing the use of the reimbursement component of transportation system development charges (SDCs) for pavement preservation. The FY19 budget includes $425,000 from this funding source for pavement preservation.
- In 2003, City Council adopted a $0.03 per gallon local fuel tax that was subsequently raised to $0.05. The FY19 budget includes $2.85 million from this funding source for pavement preservation.
- In 2005, City Council passed a motion prioritizing preservation of the existing transportation system for flexible federal funds available to the City through the federal Surface Transportation Program – Urban. In FY19, $900,000 is budgeted from this revenue source.
- In 2008, 2012, and 2017, Eugene voters approved street repair bond measures of $35.9 million, $43 million and $51.2 million respectively. The FY19 budget includes $6.6 million from this funding source for pavement preservation.

Making Progress

Since 2002, with the funding sources identified above, the City has repaired over 600 streets, representing over 400 total lane miles. The street repairs have included seals, pavement overlays and total street reconstructions. Prior to the 2008 bond measure, the preservation backlog had increased to $171 million and was projected to grow to $270 million by 2016. Following the conclusion of the 2017 construction season, the current pavement preservation backlog is now estimated at $79.8 million.

The City's Pavement Preservation Program continues to be a leader in promoting sustainability and greenhouse gas reduction by using construction materials such as warm mix asphalt pavement and recycled asphalt pavement, design standards that focus on long-life pavements and rehabilitation, and construction techniques such as in-place road reclamation.



Complete Streets is focused on addressing the needs of all users of the transportation system. While the Pavement Preservation Program is focused on repairing streets, pedestrian, bicyclist and transit user needs have been incorporated into pavement preservation projects with other funding sources, including access ramps compliant with current standards, improved transit stops, median islands with rapid flashing beacons for pedestrian crossings and new bicycle lanes.

Vision Zero is focused on eliminating fatalities and serious injuries on the City's transportation system. Safety improving elements that have been incorporated into pavement preservation projects with alternative funding sources include count down and audible pedestrian signals, enhanced pedestrian crossings and buffered bike lanes.

Enhanced Pedestrian Crossing

Information Resources

The City website has several pages related to pavement preservation project information and program funding:

- Pavement Preservation Program
- Bond Measure to Fix Streets
- Annual Pavement Management Reports
- Information sheets for the current year's projects
- Meeting information, activities and agendas for the citizen Street Repair Review Panel

For more information visit www.eugene-or.gov/1670/Pavement-Preservation.

Background
The Union Pacific mainline is the busiest rail corridor in Eugene, with 19 to 23 trains per day, traveling through the proposed quiet zone. This 1.5 mile-long segment has the greatest number of crossings where horns are required to be sounded, representing nearly 70% of train horn soundings for public crossings in Eugene. The stretch has 10 crossings as well as the greatest density of homes and businesses near the tracks.

In 2015, City Council directed staff to pursue a railroad quiet zone through downtown Eugene and the Whiteaker neighborhood. City staff formed a diagnostic team to review safety measures at the crossings, created a citizen panel to evaluate safety options at the 10 crossings inside the designated area, and started a public process to gather input on a potential quiet zone. All of the recommendations and public outreach information from these efforts are detailed in the Railroad Quiet Zone Final Report, approved by City Council.

Establishing a Quiet Zone
Quiet zones require special safety equipment at crossings to meet federal transportation safety regulations. For Eugene's planned quiet zone, that entails improvements at 10 crossings between Hilyard Street/8th Avenue to Van Buren Street.

Amtrak Train Traveling through Downtown Eugene

For Eugene's crossings, City Council adopted the following safety improvements at the 10 crossings per the recommendations from the citizen panel:

- Van Buren Street – medians
- Monroe Street – quad gates
- Madison Street – quad gates
- Jefferson Street – one-way southbound between First and Fifth Avenues
- Washington Street – quad gates
- Lawrence Street – medians
- Lincoln Street – medians
- Pearl Street – quad gates
- High Street – quad gates
- Hilyard Street – medians and construct roundabout on the EWEB Riverfront property

Planned Safety Improvements at 10 Intersections

The panel also recommended installation of about 7,000 linear feet of fencing to improve safety by keeping people off the tracks as well as several pedestrian gates. The City Council approved the additional safety measures and in 2018 directed the City Manager to identify funding and devise a strategy to implement the required improvements for the railroad quiet zone.

Funding the Quiet Zone
The citizen panel recommended measures are estimated to cost a combined $7.6 million. The Eugene City Council, acting as the Eugene Urban Renewal Agency Board, approved funding for the three eastern most crossings of the zone through the use of Riverfront Urban Renewal District funds. These improvements will cost approximately $3.7 million and are included in the FY19 Proposed Budget.

Council also gave the City Manager direction to include initial funding for the seven western most crossings. The FY19 Proposed Budget includes $1.3 million from the Road Fund and the Road General Capital Fund to begin this work. Resources from these funds will allow the City to make significant progress on the work for these seven crossing that is estimated to cost $3.6 million in total.

With the majority of project funds included in the FY19 Proposed Budget ($5 million), staff have developed a plan to fund the entire project. The Road Fund will transfer $1.0 million to the Transportation Capital Projects Fund on the FY18 June Supplemental Budget and another $1.3 million in FY20. Resources from the Road Fund may not be used to pay for the estimated $350,000 needed to close gaps in the fencing along the railroad right of way. Funding for this relatively small part of the project may come from the General Fund Marginal Beginning Working Capital.

Related City Policies
City Council Goals
- Neighborhood Empowerment
    - Redesign the neighborhood initiative to support the neighborhoods which includes public participation in the livability of the neighborhoods.

Envision Eugene Pillars
- Protect, repair and enhance neighborhood livability.

Eugene Downtown Plan
- Facilitate dense development in the courthouse area and other sites between the core of downtown and the Willamette River.
- Stimulate multi-unit housing in the downtown core and on the edges of downtown for a variety of income levels and ownership opportunities.
- Downtown development shall support the urban qualities of density vitality, livability and diversity to create a downtown, urban environment.

Moving Forward
Construction on the safety improvements at the rail crossings could start by fall of 2019. City staff, who have worked in conjunction with the Oregon Department of Transportation and Union Pacific, intend to have the quiet zone in place prior to the 2021 World Championships.

Additional Railroad Quiet Zone Resources
Additional information related to the railroad quiet zone can be accessed here:
- www.eugene-or.gov/2920/Railroad-Quiet-Zone

Eugene's Transportation Future

On June 26, 2017, the Eugene City Council adopted the *Eugene 2035 Transportation System Plan* (TSP). The TSP serves as a 20-year blueprint for Eugene's transportation system. The TSP was adopted after a multi-year process that included considerable community involvement from a wide range of stakeholders. The TSP has a goal of tripling the percentage of trips in Eugene that are made by foot, bike or bus. The TSP is divided into sections that show how the TSP addresses other city plans and policies, includes a robust set of new transportation policies and actions, provides a list of capital transportation projects to be built over the next 20 years, and identifies the projected revenue for transportation investments. As part TSP adoption, City Council also adopted resolutions that require more detailed planning to integrate the Climate Recovery Ordinance, Vision Zero and electric and autonomous vehicles into the TSP within the next year.

Making Progress

A Multimodal Street near University of Oregon

- A staff team from across divisions and departments (Transportation Management Team) is developing a TSP Implementation Strategy that will inform a plan amendment that will be brought to the Planning Commission and City Council in 2018. The Strategy will address actions necessary for implementation of TSP policies, actions and capital projects.
- A new Transportation System Development Charge (TSDC) methodology is being developed based on the capital project list in the Eugene 2035 TSP. The new methodology will be brought to Council for adoption in 2018. If adopted, the TSDC will generate revenue needed to implement key multimodal projects in the TSP.
- In December 2017, City Council approved $100,000 for developing a strategy to incorporate new and emerging transportation technologies, including autonomous and electric vehicles, into the TSP. This work will be part of the larger TSP Implementation Strategy.

FY19 Investments in the Transportation System Plan

There are a number of items in the FY19 Proposed Budget that support policies in the TSP including the Downtown Streets Master Plan, illicit activity mitigation (north of the Ferry Street Bridge), transportation operations improvements (for small capital projects), funding for traffic calming, and traffic signal controller replacement. There are also numerous funded capital projects currently under way. Key projects to be constructed this year are the Amazon Active Transportation Corridor and the Jessen Path along the south edge of Golden Gardens Park. Upcoming projects scheduled for construction include the 13th Avenue protected bikeway, Roosevelt Path completion, and Northeast Livable Streets. More information about the *Eugene 2035 TSP* can be found at www.EugeneTSP.org.

City Focus: Transportation System Plan and Vision Zero Attachment E

Saving Lives

In November of 2015, the Eugene City Council adopted a Vision Zero Resolution, setting as official policy the Vision Zero goal that no loss of life or serious injury on Eugene's transportation system is acceptable. The resolution directed the City Manager to initiate the formation of a Vision Zero Task Force that includes community stakeholders and staff to develop a Vision Zero Action Plan. Both a Task Force and Technical Advisory Committee were convened and worked with staff to develop the City's first Vision Zero Action Plan. The plan is currently drafted and is anticipated to be adopted by the City Manager this spring.

Vision Zero Task Force

Key Implementers

Achieving Vision Zero requires a system based approach where City Executives commit to and prioritize Vision Zero. City Departments responsible for working together to implement Vision Zero include the Central Services Department, Planning and Development Department, Fire and Emergency Medical Services, Police Department, and Public Works Department.

Making Progress

- The City of Eugene became a member city of the national Vision Zero Network.
- In FY17, the City received a $65,000 grant from the Oregon Department of Transportation, Transportation Safety Division to develop the City's first Vision Zero Action Plan.
- The Vision Zero Action Plan was developed and is anticipated to be adopted by the City Manager in spring of 2018.

FY19 Investments in Vision Zero

The Vision Zero Action Plan is organized into four action areas: (1) Street Design; (2) Impairment; (3) Dangerous Behaviors; and (4) Engagement and Accountability. These four areas were identified based on the causes of Eugene's most severe crashes and the national Vision Zero Network framework.

The FY19 Proposed Budget includes an ongoing investment that supports the Vision Zero goal and Street Design Action Area.

- $120,000 in ongoing funding for a Transportation Safety Lead position in the Public Works Maintenance Division backed by new revenue the City will receive from the Keep Oregon Moving (HB 2017) legislative funding package.

There are significant unmet funding needs that will need to be addressed in order to fully meet the City's Vision Zero goal. More information about Vision Zero can be found at www.eugene-or.gov/VisionZero.

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FY19 | PROPOSED BUDGET SNAPSHOT

(FY = Fiscal Year)

TOTAL CITY BUDGET

$604.8 MILLION

UP 2.3% from the FY18 Adopted Budget

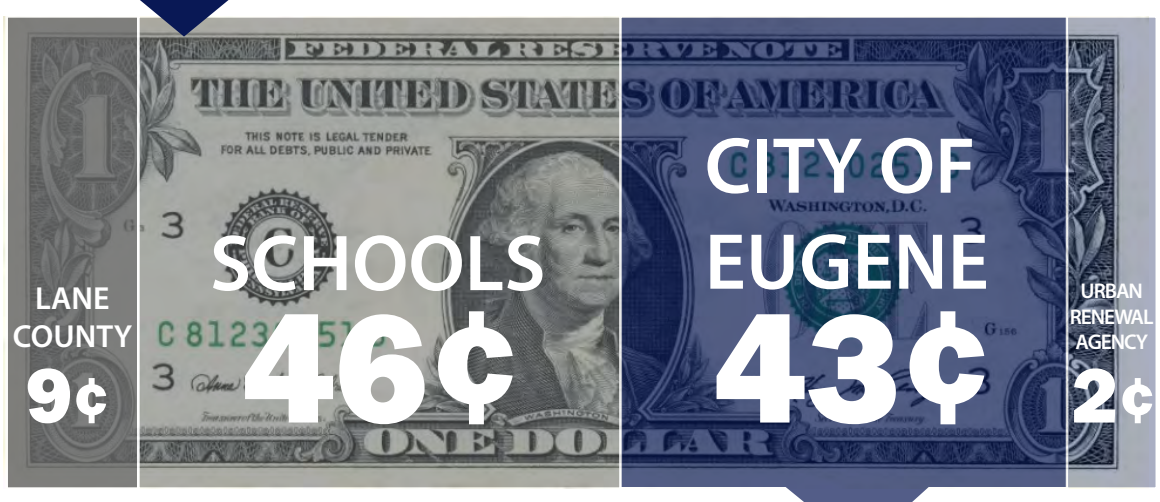
Bond Rating

Aa1

"The rating outlook is stable and reflects the expectation that the City will continue to manage its finances well, maintaining reserves at levels similar to historical results and debt at low levels. The City manages to its financial policies and has a history of stable financial performance."

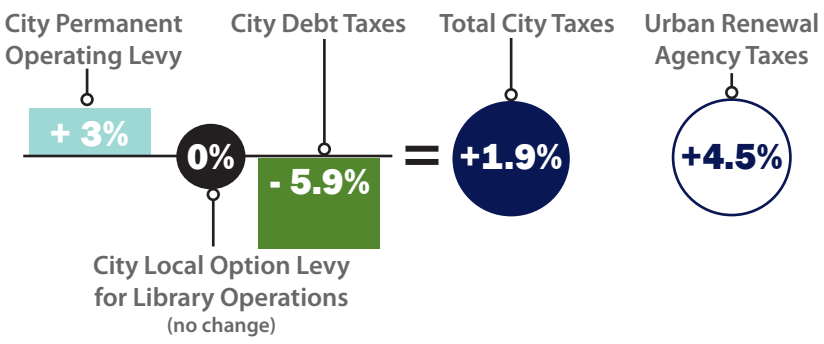
- Moody's Investors Service June 2, 2016

Where Does My Property Tax Dollar Go?



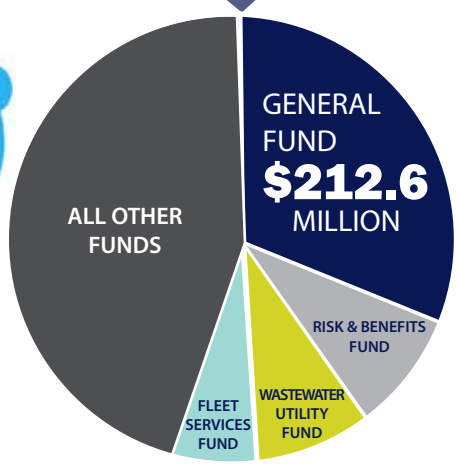
Source: Lane County Assessment & Taxation 2017-18 Tax Code Area Report

How is the City property tax bill changing in the FY19 budget?

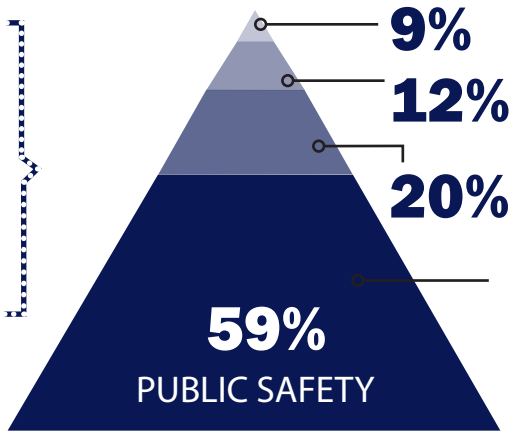


Why do we focus on the General Fund?

1. It is the **largest fund**.
2. It provides the only source of **discretionary funding** for the City.



How are we spending General Fund dollars?

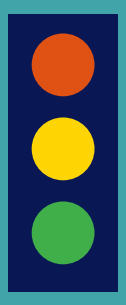


PUBLIC SAFETY (Police, Fire, EMS) represents a majority of the 2019 General Fund budget.

Long-Term Financial Sustainability

Key Financial Policies

1. Focus on long-term impacts with six-year forecasts.
2. Maintain adequate reserves to provide financial flexibility.
3. Use one-time revenues for one-time expenses.



The General Fund is in **cautionary** status.

"While our budget outlook is cautious, I'm fully confident in our ability to persevere. Through the work of the Budget Committee, City Council, staff and the community, we are in a strong position to address future challenges and seize opportunities."

- Jon Ruiz, City Manager

FINANCIAL GOALS

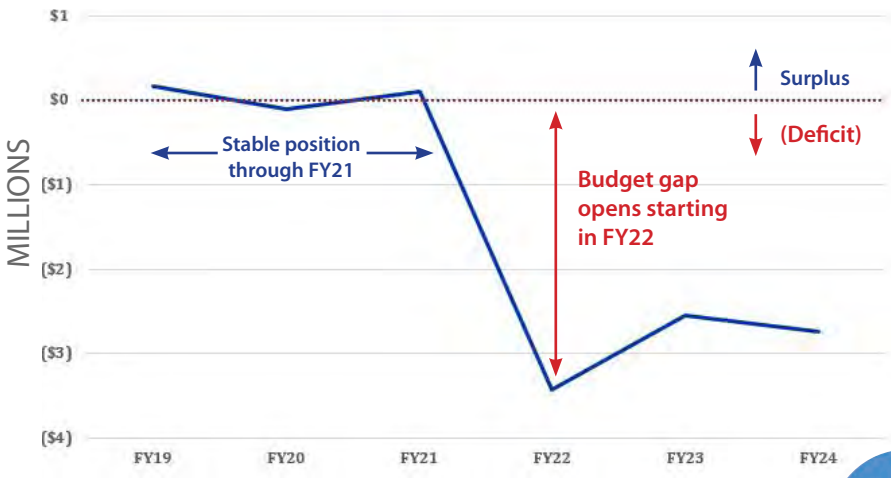
Do we have an adequate savings account?

The Reserve for Revenue Shortfall (RRSF) is the City's "savings account" for the General Fund. It is used to weather the cyclical nature of economic cycles and to provide a cushion for unexpected events.

* In FY14, the City faced a budget gap and the Budget Committee and City Council chose to use the RRSF to fund services in lieu of cuts.
** The significant increase in the RRSF starting in FY18 is due to one-time funds from the Comcast legal settlement.

Are we living within our means?

The Surplus/(Deficit) shows if the City is living within its means or, put another way, if revenues are greater than expenditures. The General Fund is in stable position through FY21, although a budget gap opens in the future as we look out at FY22 and beyond.



Get Involved! www.eugene-or.gov/Budget

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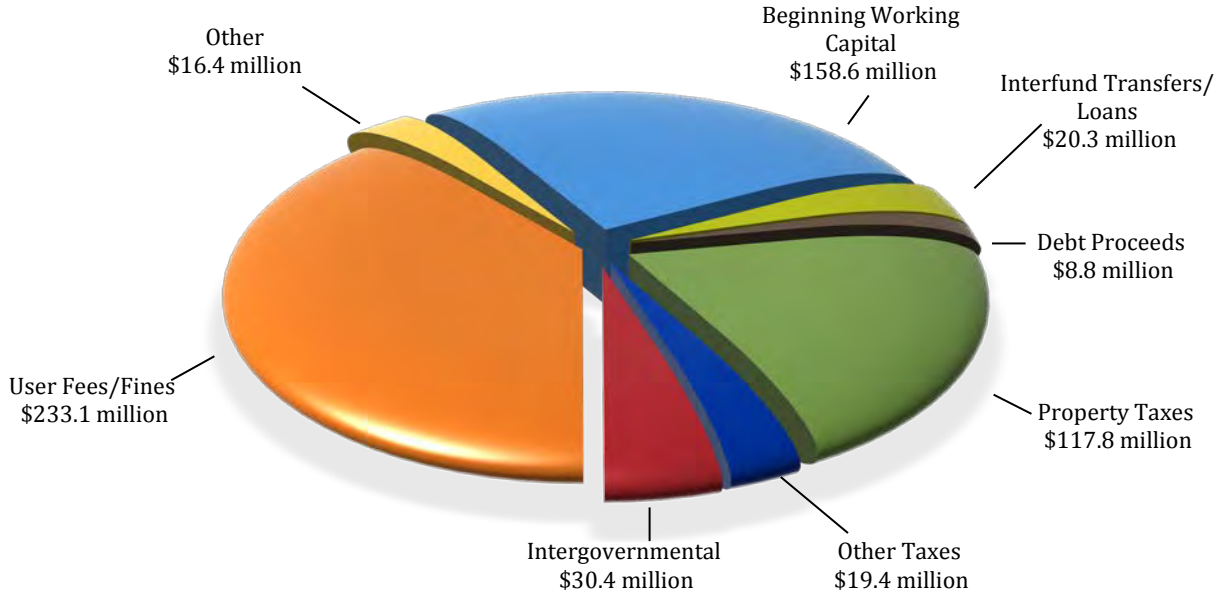
All Funds Summary

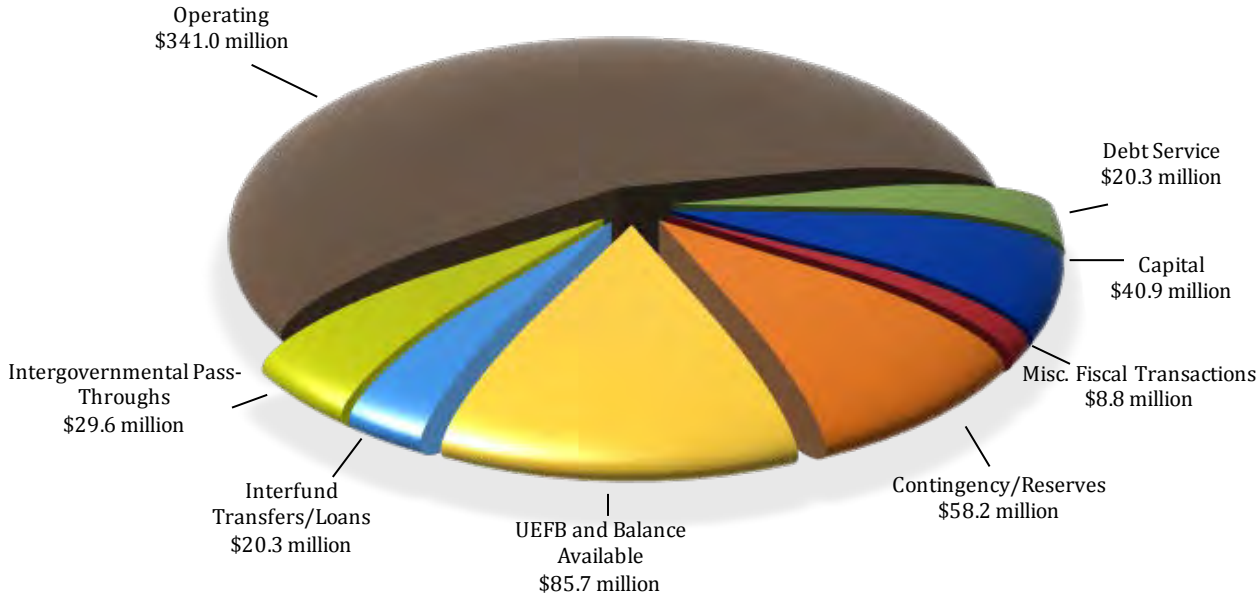
The budget is balanced when resources equal requirements. The total FY19 Proposed Budget for the City of Eugene is $604.8 million, a 2.3% increase from the FY18 Adopted Budget (excluding reserve for encumbrances and capital carryover).

Total Resources — $604.8 Million



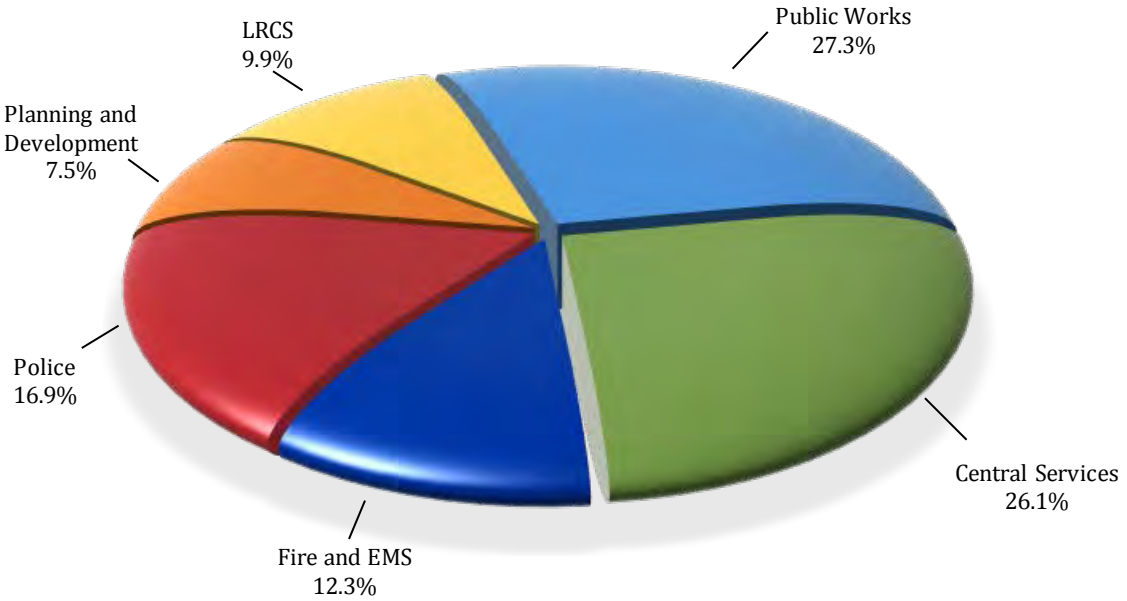
User fees and fines provide 52.2% of the operating revenues in the FY19 Proposed Budget, followed by property tax receipts which provide 26.4% of operating revenues. The largest requirement is for the Operating Budget at $341.0 million.

Total Requirements — $604.8 Million



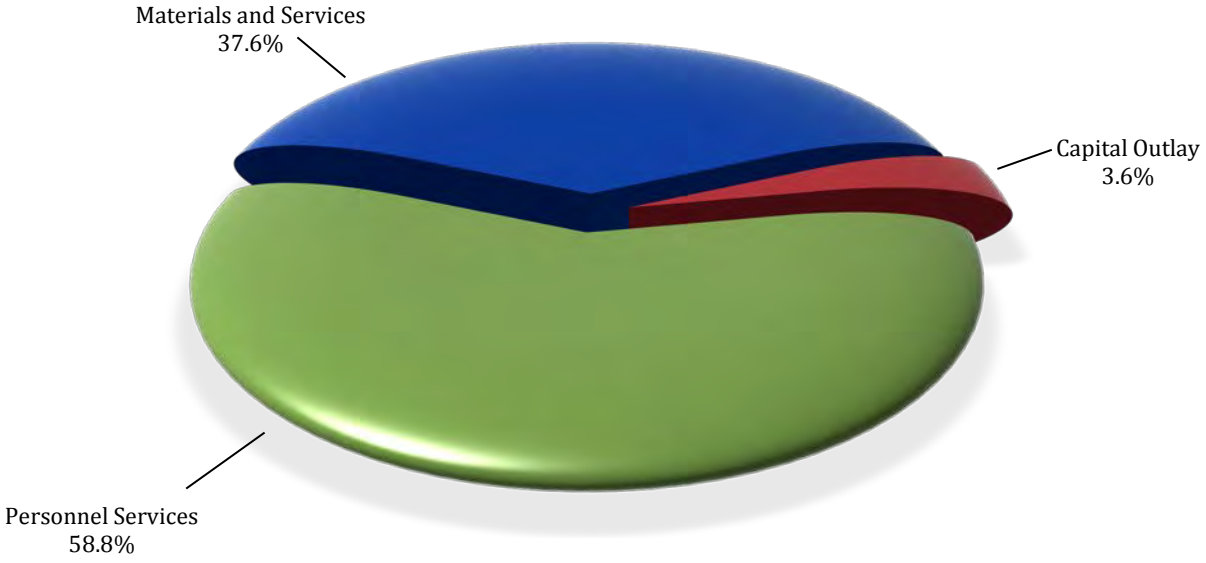
The FY19 Proposed Operating Budget totals $341.0 million, with Public Works comprising the largest share at 27.3%. Central Services, which includes all of the City's employee benefits as well as Citywide information technology and facility maintenance, comprises the second largest share at 26.1%.

Operating Budget by Department — $341.0 Million
All Funds



The operating budget has three components: Personnel Services, Materials and Services, and Capital Outlay. Personnel Services is the largest share at 58.8%.

Operating Budget — $341.0 Million
All Funds



Personnel Services

Personnel Services expenses, which are comprised primarily of wages and fringe benefits, account for 58.8% of operating expenses in the total City budget.

Employee Wages

Budgeted wages are determined by contracts for represented employees and by the Executive Management Team for non-represented employees. Represented employees are budgeted to receive wage increases pursuant to their specific bargaining agreements. Collective bargaining may continue throughout the proposed budget development process. At the time of the FY19 Proposed Budget publication, the International Association of Fire Fighters (IAFF), International Association of Fire Fighters - Battalion Chiefs - Local 851 (IAFF-BC) and International Alliance of Theatrical Stage Employees (IATSE) were without a contract in place for FY19. The American Federation of State, County, and Municipal Employees (AFSCME) and the Eugene Police Employee Association (EPEA) have contracts in place covering FY19 cost of living adjustments (COLAs) as shown below.

Bargaining Unit	FY19 COLA
AFSCME (American Federation of State, County and Municipal Employees)	Per contract, 2.0% COLA on 7/1/18
EPEA (Eugene Police Employee Association)	Per contract, 2.0% COLA on 7/1/18
IAFF (International Association of Fire Fighters)	Contract expires 6/30/18; currently under negotiation.
IAFF-BC (International Association of Fire Fighters, Battalion Chiefs	Contract expires 6/30/18; currently under negotiation.
IATSE (International Alliance of Theatrical Stage Employees)	Contract expires 6/30/18; currently under negotiation.
Non-Represented Employees	Market adjustment of 2.2% on 1/1/19

Employee Retirement Plan Expenses

Retirement plan expenses are projected to be $33.9 million in FY19, the second largest component of Personnel Services costs after wages. The FY19 increase in retirement costs for all funds is $1.6 million, which represents a 5.0% increase from the FY18 Adopted Budget level. Of this amount, $0.7 million is in the main subfund of the General Fund, and the remaining $0.9 million is in other funds. Retirement costs include pension program expenses, deferred compensation program expenses and debt service on the pension obligation bonds. The increase in FY19 is due to additional positions in this budget and wage increases for existing employees. The FY19 PERS rates are the same as in the previous fiscal year, and for Tier 1/2 employees, the FY19 employer contribution is 21.4% of gross wages. Retirement costs as a percentage of payroll are expected to continue to increase in FY20 and FY22, due primarily to continued amortization of past service costs and the Oregon Supreme Court PERS ruling issued in April 2015.

Oregon Public Employees Retirement Plan: The City is a participating employer in the Oregon Public Employee Retirement System (PERS). After six full months of employment, all employees of the City are required to participate in PERS. There are three components to the PERS program: Tier 1 and Tier 2 pension program, the OPSRP program and the IAP program. These components are described below.

T1/T2 Pension Programs: Employees hired before August 29, 2003 participate in the "Tier 1" and "Tier 2" pension programs (the "T1/T2 Pension Programs"). The benefits provided through the T1/T2 Pension Programs are based primarily on a defined benefit model and provide retirement and disability benefits, annual cost-of-living adjustments, and death benefits to members and their beneficiaries. Different benefit structures apply to participants depending on their date of hire. Employer contributions fund the defined benefit program and employee contributions fund individual retirement accounts under the separate defined contribution program.

OPSRP: The Oregon Public Service Retirement Plan is a successor plan for PERS, created by the Oregon Legislature in 2003. OPSRP is effective for all employees hired on or after August 29, 2003 unless membership was previously established in the T1/T2 Pension Programs. OPSRP is a defined benefit pension plan with a lower benefit level and fewer pension calculation methods that are established by state statutes. The OPSRP pension provides retirement and disability benefits, annual cost-of-living adjustments, and death benefits to members and their beneficiaries. Employer contributions fund the defined benefit program and employee contributions fund individual retirement accounts under the separate defined contribution program.

Individual Account Program: In the 2003 legislative session, the Oregon Legislative Assembly created a successor plan for PERS. The Individual Account Program ("IAP") is a defined contribution pension plan for all PERS and OPSRP members. State statute requires that covered employees contribute 6 percent of their annual covered salary to the IAP plan effective January 1, 2004. Both T1/T2 and OPSRP employees receive an IAP account. Members retire from IAP when they retire from their T1/T2 or OPSRP pension program.

Employer Contribution Rates: The State legislature determines pension system benefit levels and the PERS Board sets employer contribution rates. These rates are adjusted every other year by PERS, leaving the City very little control over its retirement costs. Employer contribution rates are calculated as a percent of covered payroll. The rates are based on the current and projected cost of benefits and the anticipated level of funding available. Contribution rates are subject to future adjustment based on factors such as the result of subsequent actuarial valuations, litigation, decisions by the Public Employees Retirement Board and changes in benefits resulting from legislative modifications.

Employee Contributions: Employees are required to contribute six percent of their annual salary to the IAP. Employers are allowed to pay the employees' contribution in addition to the required employers' contribution. The City has elected to make the employee contribution, except the City does not make the contribution for the employees represented by the IAFF and IAFF Battalion Chiefs unions.

Pension Obligation Bonds and Deferred Compensation Program: The FY19 Proposed Budget pension bond rate of 6.00% is the same as the FY18 rate. The City's pension obligation bonds were issued in FY02 to pay off the estimated unfunded PERS actuarial liability at that time. The City has

a Deferred Compensation Program for AFSCME, EPEA and non-represented employees. The employer match rates are shown in the table on the following page.

The City's PERS Contribution Rates: The FY19 PERS rates as a percentage of payroll will remain the same as FY18. The table below shows the City's contribution rates for all retirement costs including Tier 1/Tier 2, OPSRP General Service employees, OPSRP for Police and Fire employees, the pension obligation bonds and the Deferred Compensation Program. Approximately 65% of the City's employees are currently in the OPSRP system.

Retirement Costs: The table below sets out the range of retirement costs in the current year of the Proposed Budget year.

Retirement Cost	FY18 % of Payroll	FY19 % of Payroll
Employer Share		
Tiers 1 and 2	21.40%	21.40%
OPSRP General	12.38%	12.38%
OPSRP Police and Fire	17.15%	17.15%
Employee Share *	6.00%	6.00%
Pension Bond	6.00%	6.00%
Deferred Compensation Match		
AFSCME	2.00%	2.00%
EPEA	1.00%	2.75%
Non-Represented	3.00%	3.00%
Total Retirement Cost Range	**27.38% - 36.40%**	**27.38% - 36.40%**

*Paid by the City except for IAFF and IAFF Battalion Chief members, who pay the employee share of PERS/OPSRP costs.

Recent Legislation: During the 2018 legislative session, the Oregon Legislature passed Senate Bill 1566 which incorporates some of the recommendations made by the Governor-appointed PERS UAL Task Force in 2017. Senate Bill 1566 establishes the Employer Incentive Fund (EIF) to encourage employers to make lump sum payments to pay down their UAL by providing a partial match of the lump sum amount. The bill directs the PERS Board to establish the qualifications for lump sum payments to be eligible for matching funds from the EIF, and it is estimated this required step will be completed in the fall. City staff will continue to monitor the progress of Senate Bill 1566 as the rules and processes are developed.

Employee Health Care

Health benefits, budgeted at $29.9 million in FY19, are the third largest component of Personnel Services expenses after wages and retirement costs. The FY19 Proposed Budget for health benefits represents an increase of $327,000, or 1.1%, from the FY18 Adopted Budget. This increase is due to additional positions added in this budget. Total health plan costs as a percentage of wages has remained stable since FY13. One of the City's key long-term strategies to control future health care costs is improving and maintaining the health of its employees and their families. The City has been recognized for the last eight years as one of Oregon's healthiest employers by the Portland Business Journal for innovative worksite wellness initiatives.

City employees pay a portion of the cost of health insurance. The table on the following page summarizes FY19 employee contributions towards health care coverage by bargaining unit.

Employee Group	FY19 Employee Share of Health Insurance Premium
AFSCME (American Federation of State, County, and Municipal Employees)	8% of health insurance premium for the City Health Plan (PPO) and the City Managed Care Plan (POS), or 4% of the premium for the City Hybrid Plan (POS)
EPEA (Eugene Police Employees Association)	5% of health insurance premium up to contracted maximums
IAFF* (International Association of Fire Fighters)	5% of health insurance premium
IAFF-BC* (International Association of Fire Fighters, Battalion Chiefs)	5% of health insurance premium
IATSE* (International Alliance of Theatrical Stage Employees)	8% of health insurance premium for the City Health Plan (PPO) and the City Managed Care Plan (POS) or 4% of the premium for the City Hybrid Plan (POS)
Non-Represented Employees	8% of health insurance premium for the City Health Plan (PPO) and the City Managed Care Plan (POS), or 4% of the premium for the City Hybrid Plan (POS)

*IAFF, IAFF-BC and IATSE did not have a contract in place covering FY19 at the time of Proposed Budget development. The FY19 Employee Share of Health Insurance Premium for this group is based on current contract provisions.

Materials and Services Inflation

The inflation increase for Materials and Services (M&S) is projected to be 2.1% in FY19. This increase is based on the State of Oregon forecast for the FY19 Consumer Price Index for All Urban Consumers (CPI-U) as of September 2017. The total departmental M&S budget for FY19 for all funds is $128.0 million. This is $3.0 million, or approximately 2.3%, less than the FY18 Adopted Budget (excluding reserve for encumbrances and capital carryover). The decrease is primarily due to lower spending for contractual services related to the Corporate Renovation Project, which completed Phase I in FY18. In the General Fund, M&S is projected to decrease by $1.0 million or 2.5%. The decrease is due primarily due to lower Fleet rates and contractual services.

Capital Outlay

Capital Outlay is budgeted at $12.3 million for FY19, which is $0.9 million more than the FY18 Adopted Budget. The increase in FY19 is primarily due to Wastewater rehabilitation projects. Capital Outlay is best defined as budgeted departmental expenditures for materials and supplies with a useful life of more than one year and a cost greater than $5,000, such as specialized computer equipment.

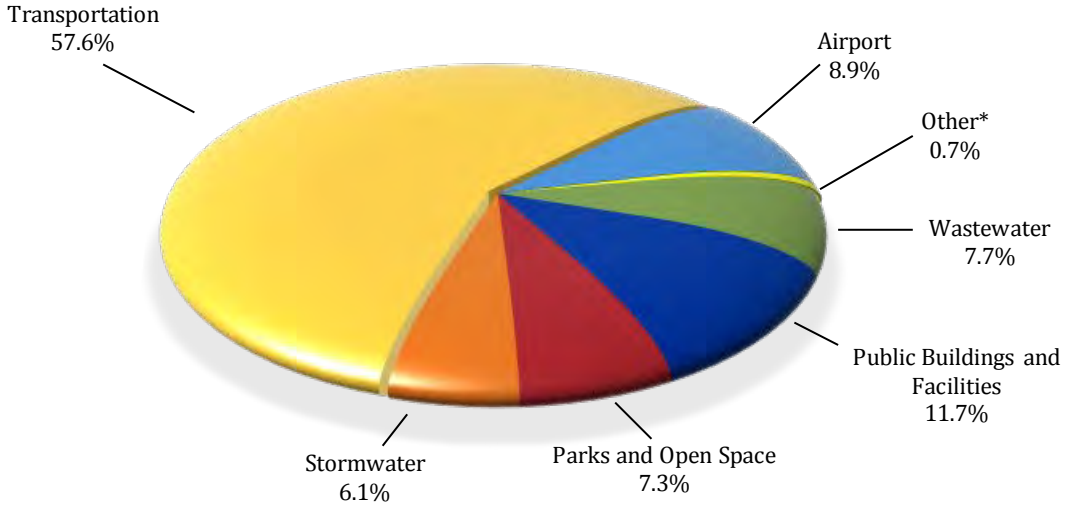
Capital Budget

Preparation of the Proposed Capital Budget is guided by the City's Capital Improvement Program (CIP). The CIP forecasts the City's capital needs over a six-year period based on various long-range plans, goals and policies, as well as projected availability of funding from various sources. The CIP is updated every two years and is reviewed by citizens, the Budget Committee and the City Council. The FY19 Proposed Capital Budget is based on the second year of the FY18-23 CIP that was adopted by City Council on March 13, 2017.

The FY19 Proposed Budget for new capital projects is $40.9 million, a decrease of $3.2 million, or 7.2%, from the FY18 Adopted Budget, excluding prior year carryovers. Capital projects are usually budgeted in their entirety during the first year, and unspent appropriation balances are carried forward from year to year for those projects that require multiple years to complete. Capital spending can change dramatically from year to year due to the size of projects initiated, the length of time to complete the projects and the resources available, especially those from federal and state sources.

Capital projects are organized into six main project categories. The Transportation category comprises nearly 58% of the FY19 Proposed Capital Budget:

Capital Budget — $40.9 Million
All Funds



*Other refers to $287,583 for a housing development acquisition by the Planning and Development Department.

The total Proposed Capital Budget by category and some of the larger FY19 capital projects are as follows:

- **Airport - $3.6 million**, including $1.5 million for snow removal equipment vehicles, $900,000 for an aircraft rescue and fire fighting vehicle, and $400,000 for taxiway rehabilitation.

- **Parks and Open Space - $3.0 million**, including $1.1 million for site renovations and rehabilitation, $1.0 million for community and regional park development and $750,000 for neighborhood and community parks acquisition.

- **Public Buildings and Facilities - $4.8 million**, including $2.0 million dedicated to the preservation of existing building systems $1.5 million for parking structure upgrades and rehabilitation, $513,000 on health, safety and welfare improvements and $275,000 for improvements to the Atrium Building.

- **Stormwater - $2.5 million**, including $850,000 for stormwater rehabilitation activities, $500,000 for the underground injection control facility removal, $500,000 for Amazon Creek restoration and $400,000 for water quality improvements.

- **Transportation - $23.5 million**, including $6.6 million for street rehabilitation related to the 2012 street bonds, $4.3 million for the I-5 to Walnut Street paving project, $3.8 million for street and alley preservation, $2.8 million for the Highway 99 Charnelton to Beltline project, $1.3 million for the railroad quiet zone and $1.2 million for seismic bridge work.

- **Wastewater - $3.2 million**, including $1.8 million for rehabilitation of the wastewater system and $1.0 million for the West Irwin Pump Station rehabilitation.

This section summarizes proposed non-departmental expenditures by fund. Non-departmental items are not associated with a specific department or activity and include Balance Available, Contingency, Debt Service, Interfund Transfers, Reserves, Special Payments and Unappropriated Ending Fund Balance (UEFB).

Balance Available
Balance Available represents the estimated resources that remain undesignated for current or future appropriation. Balance Available provides for cash flow requirements during the fiscal year. According to City financial policy, most funds should maintain a Balance Available equal to two months of operating expenses. This estimate appears in the budget for balancing purposes only. These funds cannot be expended without specific authorization by the City Council.

Contingency
Contingency appropriations are authorized by ORS 294.388 to provide a resource for occurrences or emergencies that cannot be foreseen at the time of budget adoption. Authorization by the City Council is required prior to the use of these funds. When authorization is granted, appropriations are transferred from the Contingency account to the designated expenditure account.

Debt Service
Debt service appropriations provide for the payment of principal and interest on bonds, notes and lines of credit (LOC), as well as some debt issuance costs. The City relies on property tax-supported bonds and full faith and credit obligations for most debt issuance needs. The City does not borrow externally on a short-term basis to support operations. For more information on Debt Service, see the Debt Service and Tax Information section.

Interfund Transfers
Interfund transfers are authorized by ORS 294.361 and ORS 294.463 and represent transfers from one fund to finance activities in another fund. The majority of interfund transfers represent Central Service Allocation (CSA) payments from the various funds receiving General Fund services.

Reserves
Reserves are resources set aside for a future period. Council resolution or ordinance is required to move funds out of reserves into an account for expenditure.

Special Payments
Special payments are comprised of interfund loans, loans to parties outside of the City, payments to other governmental agencies and intergovernmental "pass-throughs."

Interfund loan appropriations are made pursuant to ORS 294.468 and reflect loans made from one fund to another. Oregon Budget Law requires that loans appropriated for operating purposes be paid back in the following fiscal year, while capital loans must be repaid within 10 years. Loans must be repaid with interest from the resources of the borrowing fund. Interfund loan interest repayments are considered debt service expenditures and are included in the debt service section. Intergovernmental pass-throughs imposed by a municipality must have the expenditure and corresponding revenue formally appropriated in accordance with ORS 294.466. Examples of pass-throughs that require legal appropriations are Metropolitan Wastewater Management Commission sewer user fees dedicated to the regional management of the wastewater system,

septic hauler fees, Construction Excise Tax collected on behalf of the Bethel School District, and Municipal Court fines and fees collected on behalf of other governments.

Unappropriated Ending Fund Balance (General Fund only)
The Unappropriated Ending Fund Balance (UEFB), authorized by ORS 294.398, is an amount set aside that represents an estimate of the unexpended resources that will be carried over to the next fiscal year. The UEFB is budgeted in order to ensure positive cash flow between the beginning of the fiscal year in July and when property taxes are received in November. City Council policy sets the UEFB at two months of operating expenditures in the General Fund.

FY19 Proposed Budget Non-Departmental Expenditures Summary

Fund	Debt Service	Contingency	Transfers	Unappropriated Ending Fund Balancing (UEFB)	Reserves	Balance Available	Special Payments	TOTAL
General	$0	$12,000	$5,865,300	$25,840,000	$23,844,085	$0	$700,000	**$56,261,385**
Community Development	373,395	0	127,000	0	1,191,572	250,000	8,795,847	**10,737,814**
Construction and Rental Housing	0	0	984,000	0	0	4,217,091	1,050,000	**6,251,091**
Library Local Option Levy	0	0	0	0	1,341,670	0	0	**1,341,670**
Library, Parks and Recreation	0	0	0	0	3,153,764	1,083,723	102,844	**4,340,331**
Public Safety Communications	0	0	180,000	0	0	1,504,690	0	**1,684,690**
Road	0	0	3,230,000	0	0	662,401	0	**3,892,401**
Solid Waste and Recycling	0	0	108,000	0	0	512,167	0	**620,167**
Special Assessment and Management	0	0	9,000	0	50,000	1,061,261	30,000	**1,150,261**
Telecom Registration / Licensing	42,000	0	476,000	0	496,847	3,323,804	120,000	**4,458,651**
General Obligation Debt Service	12,587,225	0	0	0	0	0	0	**12,587,225**
Special Assessment Bond Debt	225,000	0	10,000	0	61,995	0	0	**296,995**
General Capital Projects	30,000	0	0	0	26,560	3,478,321	0	**3,534,881**
Special Assessments Capital Projects	0	0	20,000	0	0	1,306,886	0	**1,326,886**
System Development Capital Projects	0	0	58,000	0	0	14,529,570	0	**14,587,570**
Transportation Capital Projects	30,000	0	0	0	0	1,286,845	0	**1,316,845**
Ambulance Transport	0	0	1,189,673	0	0	648,091	0	**1,837,764**
Municipal Airport	0	0	632,000	0	3,835,436	7,383,198	0	**11,850,634**
Parking Services	26,250	0	1,119,350	0	0	1,158,129	0	**2,303,729**
Stormwater Utility	0	0	1,351,000	0	0	4,901,102	15,000	**6,267,102**
Wastewater Utility	0	0	1,865,000	0	0	163,586	27,845,000	**29,873,586**
Facilities Services	0	0	507,000	0	300,000	2,128,806	750,000	**3,685,806**
Fleet Services	0	0	380,000	0	14,761,688	729,562	0	**15,871,250**
Information Systems and Services	0	0	364,000	0	1,686,947	1,053,359	0	**3,104,306**
Professional Services	0	0	684,000	0	319,250	22,693	0	**1,025,943**
Risk and Benefits	6,999,400	0	236,000	0	7,121,362	8,414,780	0	**22,771,542**
TOTAL	**$20,313,270**	**$12,000**	**$19,395,323**	**$25,840,000**	**$58,191,176**	**$59,820,065**	**$39,408,691**	**$222,980,525**

Permanent Tax Rate – The City of Eugene levies its permanent tax rate of $7.0058 per $1,000 of taxable assessed value; although the effective tax rate paid in FY19 is expected to be about $6.86 per $1,000 of assessed value due to the impact of urban renewal tax increment calculations. In addition, voters have approved other special property tax levies as described below.

Local Option Levy – In November 2015, voters approved a five-year local option property tax levy for Library Operations, in the amount of $2.7 million annually, to expand hours and services from FY17 through FY21. The estimated levy tax rate in FY19 is $0.17 per $1,000 of assessed value.

Debt Levies – Voters have authorized the following General Obligation bonds that are repaid with property taxes:

- In November 2012, a five-year street repair bond issue in the amount of $43 million was approved to fix 76 streets and provide funding for bicycle and pedestrian projects. FY19 will be the final year taxes are assessed for the 2012 bond issue before collection begins in FY20 for the new $51.2 million five-year street repair bond approved in November 2017.
- In November 2006, $27.5 million was approved for parks, athletic fields and open space preservation.
- In May 2002, $8.7 million was approved for construction of a downtown fire station located at 13th Avenue and Willamette Street.
- In November 1998, $25.3 million was approved for parks and open space projects.

The estimated tax rate to pay this debt in FY19 is $0.84 per $1,000 of taxable assessed value, which is lower than the debt tax rate of $0.92 in FY18. This decrease reflects the payoff of a portion of the bonds for parks and open space projects approved by voters in November 1998.

Total Taxes – The estimated total taxes for the City of Eugene and the Eugene Urban Renewal Agency for a typical home, which include voter-approved levies and the Urban Renewal Districts, are expected to increase by $33 in FY19. This increase is due to projected growth in the assessed taxable value of a typical Eugene home.

City and Urban Renewal Taxes for a Typical Eugene Home

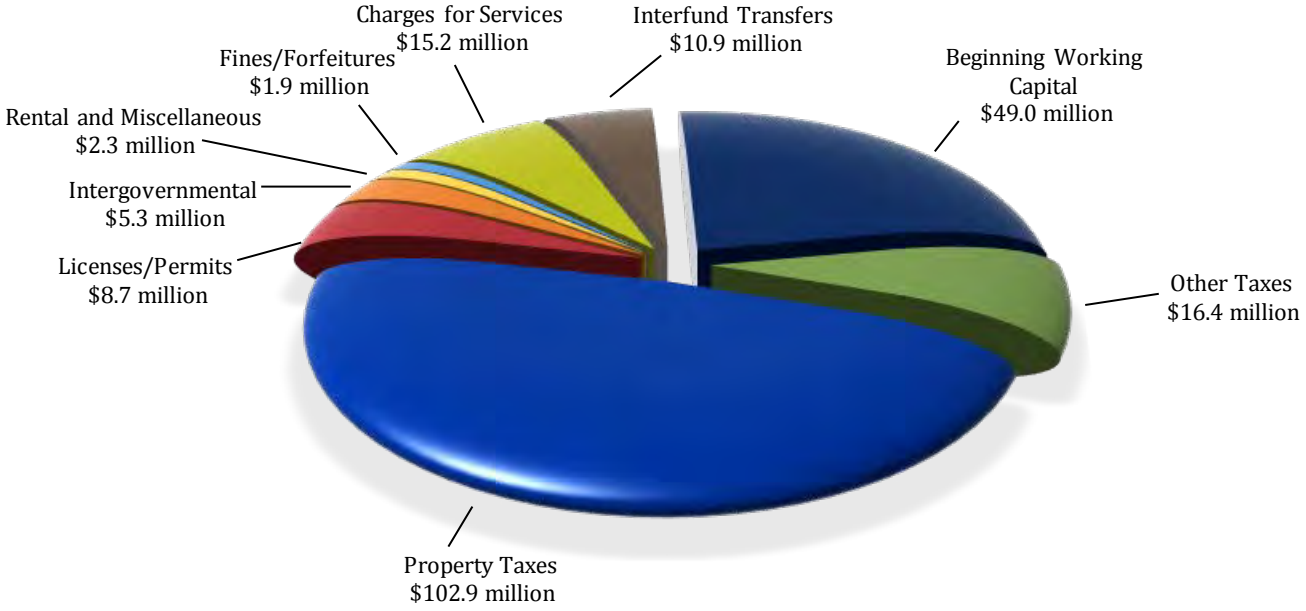
	FY18	FY19 Estimate
City Permanent Operating Levy	$1,389	$1,430
City Local Option Levy for Library Operations (FY17-21)	36	36
City Debt Taxes	186	175
Total City Taxes	1,611	1,641
Urban Renewal Agency Taxes	67	70
Total Taxes	$1,678	$1,711
Assessed taxable value of a typical Eugene home*	$202,344	$208,414

** FY18 value provided by Lane County Assessment & Taxation; assumed increase of 3% for FY19.*

The tax bill includes the Downtown and Riverfront Urban Renewal Districts. These are not added costs to taxpayers, but represent a redistribution of taxes from other overlapping taxing districts.

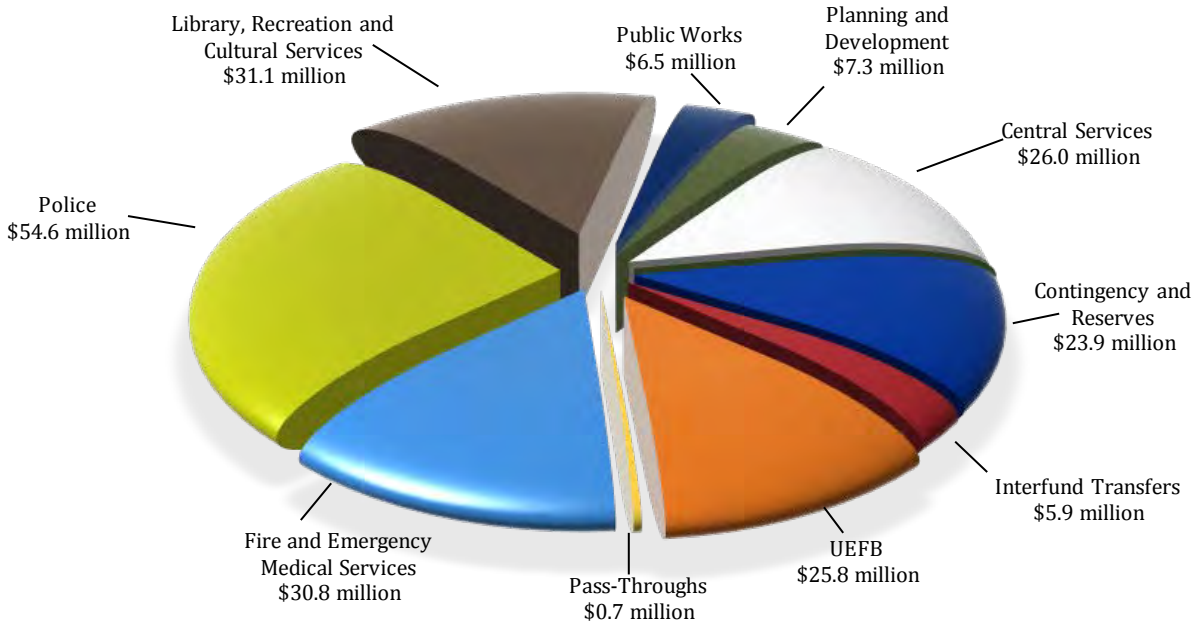
The General Fund is made up of three subfunds: the Main Subfund ($203.0 million), the Cultural Services subfund ($8.7 million), and the Equipment Replacement subfund ($0.9 million). Property taxes continue to remain the largest revenue source in the General Fund, representing 48.4% of General Fund total resources, and 62.9% of revenues (excluding carryover balance):

Total General Fund Resources — $212.6 Million
All Subfunds



The total FY19 Proposed General Fund budget of $212.6 million is $4.7 million, or 2.3% higher than the FY18 Adopted Budget, excluding the $2.9 million prior year reserve for encumbrance for comparison.

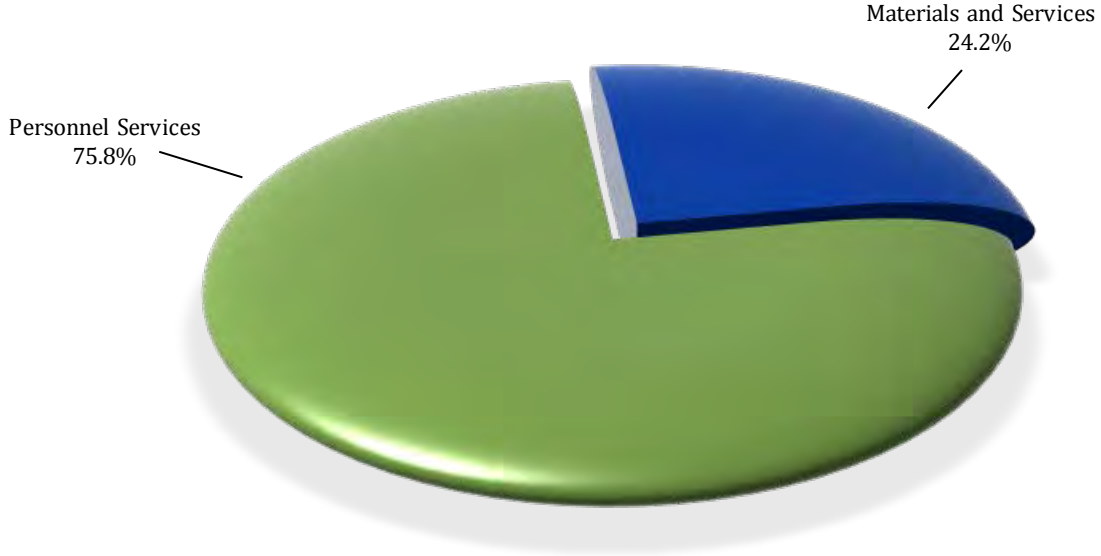
Total General Fund Requirements — $212.6 Million
All Subfunds



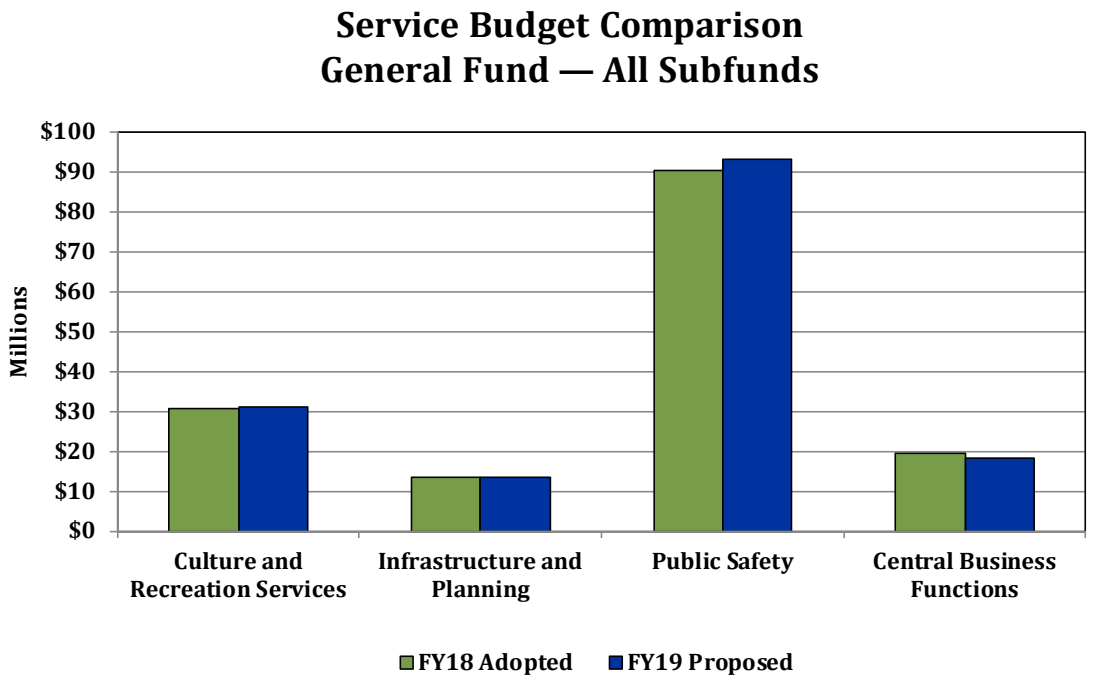
The largest requirement for the General Fund is the departmental operating budget, which is $156.4 million in the FY19 Proposed Budget. This is approximately $2.2 million, or 1.5%, more than the FY18 Adopted Budget. The increase is due to normal inflationary budget increases such as cost of living adjustments. Also included is $2.4 million in one-time or limited duration costs, primarily associated with a range of criminal justice and public safety efforts, and planning initiatives. Strategic public safety investments in FY19 include staffing for a 24/7 Advanced Life Support (ALS) system ambulance, jail beds, nuisance abatement, City Prosecutor staffing and Municipal Court contractual services, First Avenue Animal Shelter operations, body worn camera video storage, Police Auditor's Office staffing, overhire authority for the Eugene Police Department and a fund transfer to the Public Safety Answering Point fund. The FY19 Proposed Budget also includes limited duration funding for a land use code update related to housing, the Clear Lake Expansion Development Plan and University Neighborhood Plan.

The services provided by the City rely heavily on employees who are fire fighters, police officers, librarians, planners and so on. As a result, personnel services costs comprise 75.8% of the FY19 proposed operating budget for the General Fund, as seen in the following chart:

General Fund Operating Budget — $156.4 Million
All Subfunds



The largest use of General Fund dollars is for the Police Department, which accounts for $54.6 million, followed by the Library, Recreation and Cultural Services Department at $31.1 million. The Fire and Emergency Medical Services Department is the third largest recipient of General Fund dollars at $30.8 million. The two public safety departments represent 54.6% of the total General Fund operating budget.



The change in operating budget by department is shown below. (See Department View section of the Proposed Budget document for more detailed explanation of the changes below.)

General Fund (All Subfunds) Operating Budget Summary by Department

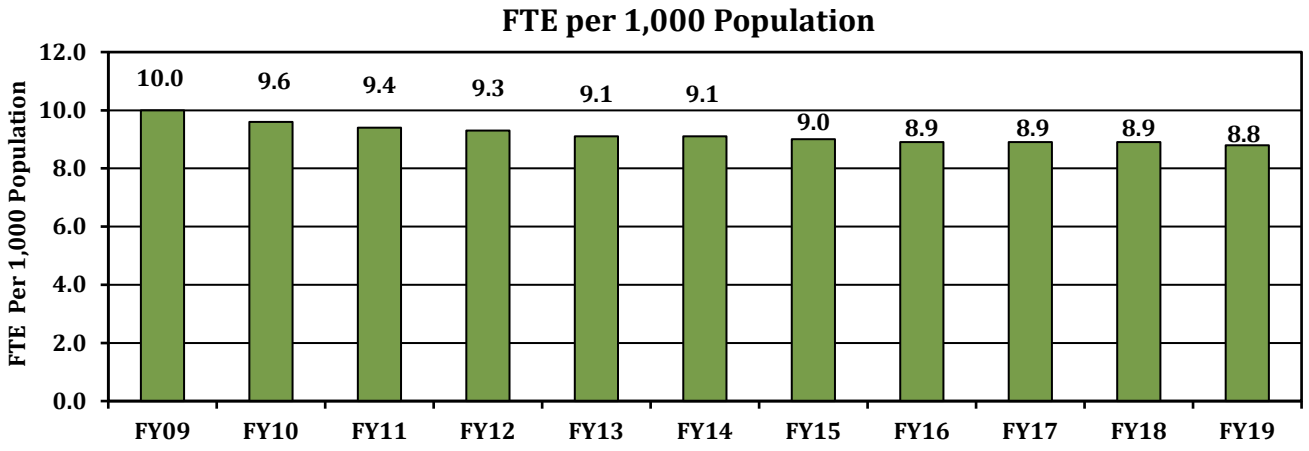
Department	FY18 Adopted Budget	FY19 Proposed Budget	FY18-FY19 Change
Central Services	$26,213,689	$25,997,835	-0.8%
Fire and EMS	30,238,972	30,777,064	1.8%
Library, Recreation and Cultural Services	30,731,736	31,073,351	1.1%
Planning and Development	7,203,900	7,387,654	2.6%
Police	53,279,325	54,644,120	2.6%
Public Works	6,463,030	6,492,151	0.5%
Total	**$154,130,652**	**$156,372,175**	**1.5%**

Personnel services comprise nearly 59% of the City's total operating budget and nearly 76% of the General Fund operating budget. Between FY09 and FY15, the City reduced its organizational footprint by over 100 Full Time Equivalent (FTE) positions through a variety of approaches, including elimination of vacancies, voluntary severances, streamlining operations, service level reductions and changes in service delivery models. Even as the population and corresponding demand for municipal services grew by 4.0% from FY09 to FY15, the City's position count was reduced by 7.1% over this period.

Since FY15, positions have been added each fiscal year to meet increased service demands. The largest annual increase of 27.63 FTE was in FY17, which included 18.40 new FTE as part of the voter approved Library Levy. In FY18, 15.8 FTE positions were added, with eight in Planning and Development, five in Public Works and nearly three in Central Services. The FY19 Proposed Budget includes an additional 13.95 FTEs, out of which 6.0 FTE are in Public Works and 5.35 FTE are in Planning and Development. Despite a projected increase in the number of FTEs in FY19, the ratio of FTE per 1,000 population is expected to decrease as the city's population continues to grow. The number of FTE in the FY19 Proposed Budget is still below the FY09 level by over 45 FTE.

Year	Eugene Population	FTE	FTE per 1,000 Population
FY15	160,755	1,440.11	9.0
FY16	163,400	1,446.36	8.9
FY17	165,885	1,473.99	8.9
FY18, as of 12/31/2017	167,780	1,489.79	8.9
FY19 Proposed	170,281	1,503.74	8.8

Over the past 11 years, the ratio of City FTEs per 1,000 of population has declined from a high point of 10.0 in FY09 to 8.8 in the FY19 Proposed Budget. Although the number of FTEs is projected to increase in FY19, the ratio of FTE per 1,000 population is projected to continue declining towards historic lows. For perspective, to reach FY09's ratio of 10.0 FTE per 1,000 of population, the City would need another 195 FTE in FY19.



The FY19 Proposed Budget (all funds) includes 13.95 additional FTEs. The additional FTE positions by department are shown below.

Public Works, 6.0 FTE

- 2.0 FTE Highway Operations and Maintenance Workers
- 1.0 FTE Airport Worker
- 1.0 FTE Airport Operations Supervisor
- 1.0 FTE Green Infrastructure Park Specialist
- 1.0 FTE Transportation System Plan - Associate Engineering Technician

Planning and Development, 5.35 FTE

- 1.0 FTE Waste Prevention Analyst
- 1.0 FTE Parking Officer
- 1.0 FTE Associate Planner
- 1.0 FTE Community Programs Analyst
- 0.5 FTE Economic Development and Job Creation Analyst
- 0.3 FTE Waste Prevention Program Coordinator
- 0.3 FTE Finance Manager - Parking
- 0.25 FTE Business License Program Coordinator

Central Services, 2.10 FTE

- 1.0 FTE Benefits and Risk Analyst
- 1.0 FTE Application Systems Analyst
- 0.1 FTE Police Auditor Community Engagement and Translation Specialist

Library, Recreation and Cultural Services, 0.50 FTE

- 0.5 FTE Recreation Program Supervisor

The following summary provides a breakdown of FTE changes by department since FY15:

Department	FY15 Actual	FY16 Actual	FY17 Actual	FY18 12/31/2017	FY19 Proposed	Change FY15-FY19
Central Services	217.50	218.75	220.75	223.55	225.65	3.7%
Fire and EMS	205.00	206.00	206.00	206.00	206.00	0.5%
Library, Recreation and Cultural Services	172.80	172.80	196.08	196.08	196.58	13.8%
Planning and Development	95.40	98.40	99.65	107.65	113.00	18.4%
Police	328.16	328.16	328.16	328.16	328.16	0.0%
Public Works	421.25	422.25	423.35	428.35	434.35	3.1%
TOTAL	**1,440.11**	**1,446.36**	**1,473.99**	**1,489.79**	**1,503.74**	**4.4%**

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Basis of Budgeting

A legally adopted budget is required by state law for all City funds. The legal level of budgetary control within each fund is at the following levels: current departmental requirements, debt service, capital projects, interfund transfers, special payments, interfund loans and intergovernmental expenditures. Expenditures cannot legally exceed appropriations at these control levels. Council may amend the budget by adopting supplemental budgetary appropriations during the course of the year.

All funds are budgeted using the modified accrual basis of accounting. Modified accrual accounting recognizes revenues when they become measurable and available. Measurable means that the dollar value of the revenues is known. Available means that it is collectible within the current period or soon enough after the end of the current period to pay liabilities of the current period. Expenditures generally are recorded when a liability is incurred. However, debt service expenditures, as well as expenditures related to compensated absences, claims and judgements, are recorded only when the payment is due.

Accounting Basis

The basis of accounting refers to when revenues and expenditures or expenses are recorded in the accounts and reported in the financial statements. The City's Comprehensive Annual Financial Report (CAFR) shows the status of the City's finances in conformance with Generally Accepted Accounting Principles (GAAP). In most cases, this conforms to the way the City prepares its budget. Exceptions are as follows:

- Compensated absences liabilities that are expected to be liquidated with available resources are accrued as earned by employees (GAAP), as opposed to being expended when paid (Budget Basis).
- Principal payments on long-term debt within the Enterprise Funds are applied to the outstanding liability on a GAAP basis, as opposed to being expended on a Budget Basis.
- Capital outlays within the Proprietary Funds are recorded as assets on a GAAP basis and expended on a Budget Basis.

Encumbrance Accounting

Encumbrance accounting is employed for administrative control in all funds. Encumbrances are established for the estimated purchase amounts prior to the release of purchase orders to vendors and for construction contracts upon bid award. Purchase orders which would result in budgetary over-expenditures are not released until budgetary authority has been arranged, as appropriate. Encumbrances outstanding at year end do not constitute expenditures or liabilities. Such encumbrances are cancelled and, if appropriate, are then re-encumbered against the new year's budget, based on allowable appropriations.

Financial Management

It is the responsibility of City staff, in particular the Finance Division, to monitor the City's financial status. Revenues and expenditures are monitored continually to determine whether resources are materializing as projected and to ensure that expenditures do not exceed allowable

limits. Supplemental budgets are designed to facilitate the review and adjustment process necessary to ensure expenditures do not exceed legal spending limits.

City staff takes an active role in investing available cash balances. The City has an investment policy that is designed to ensure that the public's monies are invested in a manner that is safe, secure and available when they are needed yet, at the same time, are also yielding market rates of return.

Debt Management

The City issues both short-term and long-term debt. Short-term notes or a line of credit are issued for construction-period financing for some capital improvements. The notes are repaid from the sale of long-term bonds or from property tax levies for general obligation bonds. The City does not borrow on a short-term basis to support on-going operations. The Non-Departmental Debt Service Section and the Financial Summaries Section provide further details regarding the City's outstanding debt.

Policy Direction

The Financial Management Goals and Policies for the City of Eugene provide the framework and direction for financial planning and decision making by the City Council, City Boards, Commissions and Committees, and City staff. They are designed to ensure the financial integrity of the City and a service delivery system that addresses the needs and desires of Eugene's citizens and policies are periodically updated to reflect changes in Council policy, legal and professional requirements, and changes in accepted industry practices. The City Council adopted the Financial Management Goals and Policies on April 8, 1996. Minor edits have occurred since initial adoption. These include approval of the Debt Issuance Guidelines on May 14, 2007, and the Unappropriated Ending Fund Balance Policy (B.7.) in July, 2007.

Prudent management of Eugene's financial resources allows for the continued ability to provide municipal services, both operating services and infrastructure maintenance and enhancement. The management of municipal resources is complex. Competent financial management is needed to make effective and efficient use of City resources and ensure the security of City assets. An important process for assuring that financial management is both consistent and rational is through the adoption of financial management goals and policies.

NOTE: If the City Council chooses to deviate from any policy, it will propose at one meeting and adopt at a subsequent meeting a motion waiving the particular policy in question related to a specific issue and stating the reason for the waiver. Any waiver will be communicated to the Budget Committee with appropriate background material. This process was adopted by the City Council on April 8, 1996.

A. Resource Planning and Allocation Policies

Policy A.1. *(City Council Goals and Policies)*
The City budget will support City Council goals and policies, Council-adopted long-range plans and service needs of the community.

Policy A.2. *(Reporting and Control)*
The City will maintain financial systems which will develop budgets, provide control, and report revenues and expenditures at the line-item detail.

Policy A.3. *(Service Budgeting)*
The City will budget and report actual expenditures by service, as well as by fund and organizational unit.

Policy A.4. *(Service Priorities)*
Operating and Capital budgets which reflect Council adopted service levels, will be prepared by the City Manager and reviewed by the Budget Committee consistent with the following municipal service priorities:

a. Service Level 1. Preserve the public safety system, which includes the police, fire and emergency services, Municipal Court and the Intergovernmental Human Services program.

b. Service Level 2. Maintain and replace the City's fixed assets, which include equipment, infrastructure and facilities so as to optimize their life.

c. Service Level 3. Maintain and enhance efficiency of the administrative support and community planning systems in order to provide efficient and effective business management service and orderly community growth.

d. Service Level 4. Provide affordable housing, specialized services for the less advantaged population, land use permits and cultural, educational and recreational services.

e. Service Level 5. Address the balance of municipal services when required for the preservation of health, safety or quality of life in the community or community demand for incremental services.

Policy A.5. *(Operating and Capital Budgets)*
The relationship between the Operating and Capital budgets will be explicitly recognized and incorporated into the budget process. Funding for the Operating and Capital budgets shall be sufficient to provide for operating services and maintenance or enhancement of fixed assets needed to support City services.

Policy A.6. *(Revenue and Expenditure Projections)*
Revenues, operating and capital expenditures, and debt service will be projected each year for at least the succeeding six years.

Policy A.7. *(New Program Funding)*
Prior to authorizing funds for a new program, Council will receive an estimate of fiscal impact from the City Manager.

B. Accounting and Financial Practices Policies

Policy B.1. *(Accounting and Financial Reporting System)*
The City will maintain an accounting and financial reporting system that allows reporting in conformance with Generally Accepted Accounting Principles (GAAP) and Oregon Local Budget Law and will issue a Comprehensive Annual Financial Report (CAFR) each fiscal year.

Policy B.2. *(Fund Management)*
The City will manage its funds as independent financial entities in accordance with legal, administrative, and Generally Accepted Accounting Principles (GAAP) and will ensure that funds are not co-mingled.

Policy B.3. *(Cost Allocation Plan)*
The City will annually prepare an internal Cost Allocation Plan (CAP). The CAP's purpose is to determine the cost of providing central business management services, or indirect costs, to the City's various funds. These indirect costs will be recovered from Non-General funds through the Central Services Allocation (CSA). This practice ensures the cost of General Fund central business management services are paid by Non-General funds receiving those services.

Policy B.4. *(Enterprise Funds)*
Whenever financially feasible, business-type activities which receive their funding principally through user charges, will be established as Enterprise Funds if doing so will facilitate rate setting for cost recovery and provide information to determine the efficiency and effectiveness of operations.

Policy B.5. *(Contingency Funds)*
Each fund, as appropriate, will maintain a contingency account to meet unanticipated requirements during the budget year.

Policy B.6. *(Cash Balance and Financing)*
Each fund will maintain an adequate cash balance, borrow internally from another City fund or, as a last resort, borrow externally to provide for cash flow requirements.

Policy B.7. *(Unappropriated Ending Fund Balance)*
In order to maintain a prudent level of reserves in the General Fund and any local option levy funds, the target amount of Unappropriated Ending Fund Balance (UEFB) to be budgeted shall be at least two months of operating expenses (excluding reserves and contingency).

Policy B.8. *(Replacement Accounts)*
The City will develop and fund replacement accounts for the City's fixed assets.

Policy B.9. *(Non-Dedicated Revenues)*
With the exception of grants or earmarked donations, the City will not normally earmark revenue for specific public purposes in general service funds such as the General Fund.

Policy B.10. *(Reserve Accounts, Non-Departmental)*
Non-Departmental Reserve accounts will be used for non-departmental resources designated for specific purposes. Appropriation by City Council is required prior to expenditure of funds.

Policy B.11. *(Marginal Beginning Working Capital)*
The highest priorities for use of Marginal Beginning Working Capital (difference between Actual Ending Working Capital in the prior year and Budgeted Beginning Working Capital in the current year) are: General Capital Projects Fund; Unappropriated Ending Fund Balance (up to target amount as defined in Policy B.7); General Fund Contingency, (not in priority order).

C. Revenue and Collection Policies

Policy C.1. *(Revenue Base)*
The City will work to diversify the supporting revenue base in the General Fund.

Policy C.2. *(Cost Recovery – Fee Supported Services)*
The City Council will establish cost recovery policies for fee supported services which consider the relative public/private benefits received from the services being provided and/or the desirability of providing access to services for specialized populations. These policies will determine the percent range of full service costs to be recovered through fees. The level of cost recovery will be routinely adjusted to ensure that rates are current, equitable, competitive and cover the percentage of the total cost deemed appropriate.

Policy C.3. *(Serial Tax Levies)*
To the maximum extent possible, serial tax levies will be used only for time-limited operating services or for capital improvements subject to the rate limitation for non-school governments.

Policy C.4. *(Dedicated Revenue – Capital Projects)*
To the maximum extent possible, the City will secure a dedicated revenue source to fund general and storm sewer capital projects.

Policy C.5. *(Foreclosure on Delinquent Accounts)*
Properties foreclosed under the Assessment Program and other programs which use foreclosure as a collection device, such as the Systems Development Charges Program, will be managed and disposed of in such a manner so as to attempt to reimburse the program for all direct and indirect costs incurred and so as not to disrupt the private real estate marketplace.

Policy C.6. *(Non-Recurring Revenue)*
Except for local option levies approved by the voters, the City will use non-recurring revenue on limited-duration services, capital projects, equipment requirements or services that can be terminated without significant disruption to the community or City organization.

D. Capital Improvements Policies

Policy D.1. *(Capital Improvement Program)*
The City will plan for capital improvements over a multi-year period of time. The Capital Improvements Program (CIP) will directly relate to the long-range plans and policies of the City. Operating funds to maintain capital improvements and to fund additional staff and service needs will be estimated and identified prior to making the decision to undertake specific capital improvements.

Policy D.2. *(Revenue Bonds – Capital Projects)*
Whenever a service is an enterprise or utility-based operation and where the ratepayer directly benefits, the City will work to finance capital improvements by using self-supporting revenue bonds, which could be General Obligation (G.O.) backed.

Policy D.3. *(General Obligation Bonds – Capital Projects)*
Use of General Obligation (G.O.) bonds will be limited to major capital construction or improvements as defined in ORS 310.140 in support of general municipal services.

Policy D.4. *(Assessments Bonds – Capital Projects)*
Financing of infrastructure improvements through use of assessment bonds will be limited to those projects where the required assessed value-to-assessment ratio is met and to the extent the City's financial position permits the use of this financing device.

Policy D.5. *(City's Physical Assets)*
To maintain the City's physical assets, a current inventory of all of the City's physical assets, their condition and maintenance costs will be maintained.

Policy D.6. *(Sinking Funds)*
Council will make a specific determination whether to establish a replacement reserve sinking fund when creating an asset with a value in excess of $1 million and a useful life in excess of 10 years.

E. Debt and Investment Management Policies

Policy E.1. *(Bond Rating)*
The City will seek to maintain and, if possible, improve its current Aa1 bond rating so its borrowing costs are minimized, and its access to credit is preserved.

Policy E.2. *(Debt Issuance Guidelines)*
The City will have a specific set of debt issuance guidelines consistent with federal, state and local laws and policies.

Policy E.3. *(Investments)*
When making investments, the City will follow state law and local investment guidelines and shall abide by the following criteria in priority order:

a. Preservation of capital
b. Maintenance of a liquid position
c. Maximum yield

F. Organizational Policies

Policy F.1. *(Organizational Structure Reviews)*
The City Manager will review the organizational structure at frequent intervals to assure that it is responsive to current conditions and minimizes service duplication in the organization and with other local government jurisdictions.

Policy F.2. *(City Employment Force Funding)*
The City will provide adequate funding to stabilize the City employment force to minimize uncertainty about the continuity of the service delivery system.

Policy F.3. *(Staffing Levels)*
The City will match job classifications and number of positions to the service delivery system and will communicate service and staff adjustments to the public and parties affected by changes.

Policy F.4. *(Service Levels and Performance Standards)*
The City Council will adopt service levels and performance standards which reflect community expectations and requirements set by other levels of government. The City is committed to examining how it provides services so that service levels and performance standards are met or exceeded at the least cost to the public.

Policy F.5. *(Market Based Employee Compensation)*
Consistent with available resources, employee compensation will be market-based, comparable to public and private sector compensation paid in the relevant recruiting area.

Policy F.6. *(Evaluation of Service Delivery System)*
The City will routinely evaluate both its administrative and direct service delivery systems, according to established efficiency and effectiveness criteria, to determine whether a service should be provided by the City, or by agreement with another provider or eliminated due to changes in community requirements.

Policy F.7. *(Intergovernmental Contracts)*
The City will evaluate its use of intergovernmental service contracts to prevent duplication of services in overlapping jurisdictions and to assure an effective and efficient service delivery system to the community.

Policy F.8. *(Multi-Agency Service Reviews)*
The City will participate in multi-agency reviews (including local government, public utilities, school districts, and not-for-profit agencies) to evaluate and change service systems to ensure optimal use of public funds.

G. Other Policies

Policy G.1. *(Compliance with Laws and Standards)*
The City will comply with mandatory federal, state and local laws and regulations and, when appropriate, will comply with industry and professional requirements or standards.

Policy G.2. *(Budget Committee)*
A Budget Committee will be appointed in conformance with ORS 294.335 and Eugene Code 2.013. Lay members of the Budget Committee serve for terms of three years. The Budget Committee's chief purpose is to review the City Manager's Proposed Budget and prepare a recommendation for Council consideration. The Budget Committee may consider and develop recommendations on other financial issues at the direction of City Council.

Policy G.3. *(Supplemental Budgets)*
After adoption of the City's annual budget, the Council will process supplemental budgets in compliance with ORS 294.480 as needed to keep the budget reflective of the current service environment and to ensure that the appropriations are as current as possible.

Policy G.4. *(Related Entities)*
Entities established or sanctioned by the City Council for which the City is deemed to be 'financially accountable', will comply with the Eugene Code and City Council-adopted policies and procedures and will be accountable for operational and financial compliance and reporting standards as established by the Council or its designee.

Debt Issuance Guidelines

(Revisions approved by City Council on May 14, 2007)

The following debt issuance guidelines apply to debt issued by the City of Eugene and the Eugene Urban Renewal Agency.

Credit Worthiness

1. The City will seek to maintain and, when feasible, improve its credit rating so its borrowing costs are minimized, and its access to credit is preserved and enhanced.
2. The City will maintain good communications about its financial condition with credit rating agencies and the credit market.
3. The City will follow a policy of full disclosure that meets or exceeds the disclosure guidelines developed by the Government Finance Officers Association and the Governmental Accounting Standards Board.

Purposes for Borrowing

1. The City will not fund current operations from externally borrowed funds, except to meet short term cash flow requirements.
2. The City may borrow on a short-term basis for capital improvements in anticipation of issuing long-term debt or for cash flow purposes during a construction project.
3. The City will confine long-term borrowing to capital improvements or projects that cannot be fully funded from current revenues.
4. The City will encourage the use of pay-as-you-go financing for capital improvements when feasible and affordable.
5. Assessment bonds may be issued for local improvements in accordance with the City's assessment policies.

6. The City may refund existing debt according to the policies set out under "Refunding Debt" section below.
7. The City may act as a conduit issuer according to the policies set out under "Conduit Financings" section below.

Refunding Debt

1. Borrowing externally to fund the unfunded accrued liability of the Public Employees Retirement System (PERS) is considered refunding of an existing liability to PERS.
2. The City will issue advance refunding bonds (as defined by federal tax law) when advantageous, legally permissible, prudent and when the net present value savings is a minimum of three percent of the refunding paramount, as required by state law.
3. The City will issue current refunding bonds (as defined by federal tax law) when advantageous, legally permissible, prudent and when the net present value savings exceed $100,000.
4. Refundings may also be undertaken for other reasons when legally permissible, prudent and when in the best interests of the City.

Security for Debt Issues

1. Approval to use the general obligation pledge will be sought from voters only for projects that cannot be self-supporting and that provide a general benefit to City residents.
2. The City's full faith and credit (i.e., the General Fund) may be pledged as a primary or secondary source of repayment of long-term debt obligations, when it is determined that this pledge is in the best interests of the City. Debt secured by the City's full faith and credit should be supported by predictable revenues. In addition, the City may require administrative measures designed to protect the City's General Fund, such as internal rate covenants and reserves. These internal administrative measures will not be pledged to bondholders.
3. Enterprise funds and other revenue-backed bond issues will maintain the highest level of debt service coverage ratios and reserves as possible, balanced against the cost of such measures, the need to preserve equity and a desire to maintain affordability in user fees.
4. Credit enhancement should be considered for debt issues where the cost of the enhancement is expected to be less than the savings in interest over the life of the issue.
5. Prior to issuing Bond Anticipation Notes, the City will have secured authority for the permanent bond financing that will be used to repay the notes.

Financing Methods

1. The City will analyze the various financing methods available for any proposed borrowing and choose the method that is most cost effective, that is appropriate from a risk perspective and that is legally and administratively feasible. Financing methods examined could include, but are not limited to, general obligation bonds, full faith and credit securities, revenue bonds, notes, lines of credit, commercial paper, lease or lease purchase transactions, grants, federal or state loans, intergovernmental agreements or partnerships with the private sector.
2. Lease purchase debt, including certificates of participation, will be considered as an alternative financing method for capital projects or long-term vendor leases when cost effective and when the City does not want to seek the General Obligation pledge from voters.

Administration of City Debt

1. The City will consider affordability prior to entering into any new borrowing program. The debt ratio guidelines contained in this policy define the affordable level of debt for the City.
2. When the City issues long-term debt, it will repay the debt within a period not to exceed the useful life of the improvements or equipment.
3. The City will repay debt rapidly to recapture its credit capacity for future use and to minimize interest costs. For major capital projects, repayment on such debt will not exceed 21 years. Assessment debt will mature over a 10-year period. Debt issued to fund a pension obligation may be for a longer period of time to match the amortization schedule used by PERS in determining the City's annual payment obligation.
4. Revenues dedicated to make bond payments are to be budgeted for debt service payments before they are appropriated for any other purpose.
5. All voter-approved general obligation debt will be sold through competitive bids. Exceptions may be made for refunding bond issues or where the City is issuing bonds with different security pledges at the same time as the general obligation debt. Non-general obligation debt may be sold on a negotiated basis if the City determines that it offers significant advantages in marketing the issue.
6. Private placement of debt may be appropriate under certain circumstances. The costs of private placement of debt will be compared to market financing before recommending this method.

Conduit Financings

1. Conduit financings are financings that the City provides for the benefit of non-governmental entities to allow those non-governmental entities to obtain low cost, tax-exempt financing. Conduit financings are not secured by any revenues or assets of the City except revenues and assets provided by the non-governmental entities that benefit from the conduit financings. The United States Internal Revenue Code substantially limits the ability of the City to provide conduit financing; conduit financings are only available for small manufacturing facilities, facilities used by qualified 501(c)(3) organizations, certain kinds of low income housing projects, and other projects that can be financed with "qualified bonds" as defined in the Internal Revenue Code.
2. Recognizing that the City is able to issue debt for broad purposes, it may be appropriate to enter into a conduit financing on behalf of another party when the City Council determines that the proposed project will provide a general benefit to City residents and/or the City economy.
3. Conduit financing will be considered only when a project is consistent with the city's overall service and policy objectives.
4. The City should not incur any moral or financial obligation under a conduit borrowing.
5. The City will only consider conduit financings that will insulate the City from any credit risk.
6. Any financing issued through the City must qualify for an investment grade rating by one of the nationally recognized statistical rating agencies or provide alternative credit enhancement from a third party satisfactory to the City or a corporate guaranty if the corporation carries an investment grade rating.
7. All expenses related to conduit financing will be borne by the third-party applicant for whom the debt is being issued.
8. The City will establish review procedures of the requesting party for projects, including adherence to public contracting requirements, development of a financial feasibility study of

the project, and submission of annual financial statements to ensure the ability to repay the debt.

Key Debt Ratios

The City's ability to issue general obligation debt is limited by state statutes to 3% of real market value. This level of outstanding debt would be financially burdensome and not considered a prudent amount of debt by credit analysts and bond investors. There are several key debt ratios that investors and financial analysts use when reviewing a city's credit worthiness. The City of Eugene has established this set of debt ratio guidelines to be used as a measure of the affordability of a new debt program. These guidelines are periodically reviewed by the Investment Advisory Board, and are listed below.

1. Net direct debt as a percentage of real market value shall be a maximum of 1.0%.
2. A minimum of 50% of net direct debt shall be retired within 10 years.
3. Maximum annual debt service on all General Fund-backed debt shall be limited to 10% of General Fund expenditures in the year in which the debt is issued. Of this amount, long-term debt that has a primary pledge of General Fund resources shall be no more than 5% of General Fund expenditures.

The following definitions apply to the City's debt ratio guidelines:

- ***Net direct debt*** includes all debt that is repaid from taxes (excluding URA tax increment revenues), such as General Obligation bonds and bonds backed by the City's full faith and credit pledge. Debt secured solely by revenues and Urban Renewal Agency debt are excluded from the City's net direct debt.
- Debt that includes a General Obligation or full faith and credit pledge may be excluded from the calculation of net direct debt as ***self-supporting debt***, where it can be demonstrated that there are other non-tax revenues available that are sufficient to make debt service payments.
- ***Pension obligation debt*** will be excluded from the City's calculation of net direct debt in order to provide a debt statement comparable to other jurisdictions. This debt does not represent a new obligation of the City; rather, it represents replacement of an existing obligation that the City had in the form of an unfunded pension obligation that had previously been paid in installments to PERS.
- Short-term debt and leases that are subject to appropriation are not included in the statement of gross direct debt or net direct debt.
- The definition of net direct debt may change as the revenues supporting a debt issue change, or as new types of debt are added to the City's debt position. In categorizing debt on the statement of net direct debt, the City will attempt to mirror the calculation prepared by the bond rating agencies that rate the City's debt.
- ***General Fund-backed debt*** is debt that has a primary or secondary security pledge from the City's General Fund, such as limited tax assessment bonds, Library Full Faith and Credit Obligations, Broadway Place Limited Tax Bonds and Atrium Full Faith and Credit Obligations. Voter-approved General Obligation bonds and the pension obligation bonds are excluded from the definition of General Fund debt.
- The ***General Fund expenditures*** used for the purpose of measuring debt service to expenditures will be those in the main General Fund, excluding any subfunds.

- Extraordinarily high debt service on a bond issue in the first or last year (such as a long first interest payment or a balloon payment at the end) shall not be subject to the debt service to expenditures policy.

Department Budget Changes

This section sets out significant changes in the department's FY19 Proposed Budget versus the FY18 Adopted Budget. Significant is defined as any change in full-time equivalent employees (FTE), any percentage change that is above 5%, or any budget reduction. Changes below 5% are generally due to normal year-to-year inflationary increases in contracts, salaries, health and benefit costs and internal service charges.

Changes in Full-Time Equivalent Employees

The FY19 Proposed Budget includes an increase of 3.1 FTE in the Central Services Department. These position changes consist of the following:

- ***Police Auditor's Office*** added 0.1 FTE to an existing 0.8 FTE Community Engagement and Translation Specialist position to support the Police Auditor's community outreach and engagement activities.
- ***Facilities Division*** added 1.0 FTE mid-year in FY18 to create a custodian position to provide custodial services at the Eugene Train Depot and at the Fire Marshal's Office. This position replaced an external custodial vendor and uses existing resources without a budget increase.
- ***Information Services Division*** added 1.0 FTE in the FY19 Proposed Budget for an Application Systems Analyst supported by IT rates charged to other funds. This position will provide enterprise-wide IT infrastructure and security support.
- ***Risk Services Division*** added 1.0 FTE in the FY19 Proposed Budget for a Benefits and Risk Analyst position supported by Health and Risk rates charged to other funds. This position will be responsible for analytical review of health plan underwriting assumptions and actuarial valuations of Risk and Health Benefits programs, including workers' compensation, general liability, employee and retiree health and life insurance liabilities.

Significant Changes in Expenditures by Division

The FY19 Proposed Operating Budget includes the following significant changes, by division:

- ***Administration*:** Budget decreased by $1,117,229, or 54.5%, from the FY18 Adopted Budget to the FY19 Proposed Budget. This decrease is due primarily to funding for a homeless shelter in the amount of $1,000,000 being included in the FY18 Adopted Budget. Additionally, $250,000 in Community Justice Initiative funding was moved from Central Services Administration to the Municipal Court as part of the FY19 Proposed Budget to support the Community Court program, and $145,000 is included in the Central Services Administration budget for FY19 department-wide personnel cost adjustments. After accounting for these changes, the Central Services Administration budget would have decreased $12,229, or 1.2%, due to reallocation of materials and services budget to other Central Services divisions.
- ***Facilities*:** Budget decreased by $118,746, or 1.1%, due to the FY18 Adopted Budget including $100,000 in one-time appropriations for downtown maintenance activities. Additionally, the FY18 Adopted Budget for this division included $191,211 in reserve for encumbrances for funds under various contracts but not expended in FY17, and the FY19

Proposed Budget does not include encumbrances. After accounting for these changes, the year-to-year increase is $109,465, or 1.6%.

- ***Human Resources:*** Budget increased by $369,534, or 17.0%, due to a one-time FY19 increase of $306,072 for Phase II of the Corporate Renovation Project. Without this increase, the budget would have gone up by $63,462, or 2.9%.
- ***Information Services:*** Budget decreased by $4,010,262, or 18.6%, for two reasons. First, the FY18 Adopted Budget included $1,290,610 in reserve for encumbrances for funds under a contract but not expended in FY17, and the FY19 Proposed Budget does not include encumbrances. Second, the operating budget for the Corporate Renovation Project is decreasing by $3,244,091 from FY18 to FY19, excluding the reserve for encumbrances, based on the schedule of project expenditures. After accounting for these two changes, the increase would have been $524,439, or 3.1%.
- ***Municipal Court:*** Budget increased by $646,733, or 13.6%, due to the FY19 Proposed Budget including $200,000 in one-time funding to maintain the current number of jail beds for municipal offenders, $105,000 in FY19 Community Court funding supported by recreational marijuana tax revenues, and a $250,000 transfer of Community Justice funds from Central Services Administration to the Municipal Court to support the Community Court Program. Without these changes, the Municipal Court budget would have gone up by $91,733, or 1.9%.

Significant Changes in Funding Sources

The FY19 Proposed Budget includes the following significant changes in funding sources:

- ***General Fund:*** Decreased by $215,854 or 0.8%, primarily due to the FY18 Adopted Budget including several one-time items that are not included in the FY19 Proposed Budget, with the largest of them being $1,000,000 for homeless shelter options, $181,000 for Envision Eugene legal support, and $100,000 for Facilities downtown work.
- ***Parking Services:*** Decreased by $6,454, or 1.6%, due to a decrease of $20,000 in the budgeted amount for parking citation collections services based on the projected collections volume.
- ***Facilities Services:*** Decreased $16,336, or 0.2%, due to the FY18 Adopted Budget for this fund including $191,211 in reserve for encumbrances for funds under various contracts but not expended in FY17, and the FY19 Proposed Budget does not include encumbrances.
- ***Information Systems and Services:*** Decreased by $3,629,595, or 26.4%, for two main reasons. First, the FY18 Adopted Budget included $1,290,610 in reserve for encumbrances for funds under a contract but not expended in FY17, and the FY19 Proposed Budget does not include encumbrances. Second, the operating budget for the Corporate Renovation Project is decreasing by $3,244,091 from FY18 to FY19, excluding the reserve for encumbrances, based on the schedule of project expenditures.

Change by Division

	FY18 Adopted Budget	FY19 Proposed Budget	FTE or $ Change	% Change
Administration				
Personnel - FTE	3.00	3.00	0.00	0.0%
Total Expenditures	$2,049,321	$932,092	($1,117,229)	-54.5%
City Manager's Office				
Personnel - FTE	34.40	34.40	0.00	0.0%
Total Expenditures	$6,785,580	$6,949,467	$163,887	2.4%
Facilities				
Personnel - FTE	57.50	58.50	1.00	1.7%
Total Expenditures	$10,926,165	$10,807,419	($118,746)	-1.1%
Finance				
Personnel - FTE	26.00	26.00	0.00	0.0%
Total Expenditures	$4,521,442	$4,527,875	$6,433	0.1%
Human Resources				
Personnel - FTE	14.85	14.85	0.00	0.0%
Total Expenditures	$2,179,968	$2,549,502	$369,534	17.0%
Information Services				
Personnel - FTE	49.50	50.50	1.00	2.0%
Total Expenditures	$21,514,008	$17,503,746	($4,010,262)	-18.6%
Municipal Court				
Personnel - FTE	18.75	18.75	0.00	0.0%
Total Expenditures	$4,757,668	$5,404,401	$646,733	13.6%
Police Auditor				
Personnel - FTE	3.80	3.90	0.10	2.6%
Total Expenditures	$579,495	$599,727	$20,232	3.5%
Risk Services				
Personnel - FTE	14.75	15.75	1.00	6.8%
Total Expenditures	$38,023,031	$39,614,428	$1,591,397	4.2%
Central Services Department				
PERSONNEL - FTE	222.55	225.65	3.10	1.4%
TOTAL EXPENDITURES	$91,336,678	$88,888,657	($2,448,021)	-2.7%

Change by Funding Source

General	$26,213,689	$25,997,835	($215,854)	-0.8%
Special Assessment Mgmt.	102,155	104,728	2,573	2.5%
Telecom Reg./Licensing	2,747,204	2,878,607	131,403	4.8%
Parking Services	401,966	395,512	(6,454)	-1.6%
Info. Systems and Services	13,762,115	10,132,520	(3,629,595)	-26.4%
Facilities Services	10,092,109	10,075,773	(16,336)	-0.2%
Risk and Benefits	38,017,440	39,303,682	1,286,242	3.4%
TOTAL FUNDING SOURCES	$91,336,678	$88,888,657	($2,448,021)	-2.7%

Department Financial Summary

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Proposed Budget
PERSONNEL-FTE	218.75	220.75	222.55	223.55	225.65
Personnel Services	$22,818,443	$23,161,024	$27,694,706	$28,736,022	$30,297,523
Materials and Services	49,422,629	53,543,245	62,907,172	67,571,630	57,713,047
Capital Outlay	1,042,332	510,016	734,800	1,334,235	878,087
TOTAL EXPENDITURES	$73,283,404	$77,214,285	$91,336,678	$97,641,887	$88,888,657
FUND SUMMARY					
General	$22,995,115	$23,996,990	$26,213,689	$28,801,823	$25,997,835
Special Assessment Mgmt.	87,168	89,005	102,155	102,155	104,728
Telecom Reg./Licensing	1,797,756	1,600,668	2,747,204	6,416,204	2,878,607
Parking Services	394,324	356,714	401,966	401,966	395,512
Info. Systems and Services	6,264,249	8,040,246	13,762,115	13,911,088	10,132,520
Facilities Services	8,665,980	8,828,087	10,092,109	10,034,757	10,075,773
Risk and Benefits	33,078,812	34,302,574	38,017,440	37,973,894	39,303,682
TOTAL	$73,283,404	$77,214,285	$91,336,678	$97,641,887	$88,888,657

Service Budget View for FY19

	Revenue	Expenditures			FTE
	General Fund	General Fund	Other Funds	All Funds	All Funds
Infrastructure and Planning Services					
Parking	$0	$0	$395,512	$395,512	3.55
Public Buildings and Facilities	0	731,646	10,075,773	10,807,419	58.50
Subtotal	0	731,646	10,471,285	11,202,931	62.05
Public Safety Services					
Animal Services	817,749	817,749	0	817,749	3.75
Municipal Court	1,538,000	5,968,959	0	5,968,959	19.70
Subtotal	2,355,749	6,786,708	0	6,786,708	23.45
Central Business Functions					
Financial Services	100,000	3,977,786	550,089	4,527,875	26.00
Civic Leadership and Collab. Svcs.	0	4,827,974	0	4,827,974	24.90
Human Resources and Risk Svcs.	0	2,147,575	39,247,869	41,395,444	30.85
Information Technology Services	0	5,650,653	12,621,579	18,272,232	50.25
Human Rights and Neigh. Involv.	0	943,401	0	943,401	5.15
Central Services Admin.	0	932,092	0	932,092	3.00
Subtotal	100,000	18,479,481	52,419,537	70,899,018	140.15
Total	$2,455,749	$25,997,835	$62,890,822	$88,888,657	225.65

Division Financial Summary

Administration	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Proposed Budget
PERSONNEL-FTE	3.00	3.00	3.00	3.00	3.00
Personnel Services	$471,835	$463,326	$934,824	$934,824	$862,959
Materials and Services	112,454	158,141	1,114,497	1,214,497	69,133
TOTAL EXPENDITURES	$584,289	$621,467	$2,049,321	$2,149,321	$932,092
FUND SUMMARY					
General	$584,289	$621,467	$2,049,321	$2,149,321	$932,092
City Manager's Office					
PERSONNEL-FTE	33.90	33.90	34.40	34.40	34.40
Personnel Services	$4,438,445	$4,548,635	$5,032,934	$5,381,028	$5,133,871
Materials and Services	1,789,920	1,871,446	1,752,646	3,009,465	1,815,596
Capital Outlay	0	7,327	0	0	0
TOTAL EXPENDITURES	$6,228,365	$6,427,408	$6,785,580	$8,390,493	$6,949,467
FUND SUMMARY					
General	$6,228,365	$6,427,408	$6,785,580	$8,390,493	$6,949,467
Facilities					
PERSONNEL-FTE	57.50	57.50	57.50	58.50	58.50
Personnel Services	$4,664,847	$4,705,898	$5,489,155	$5,626,173	$5,698,991
Materials and Services	4,651,681	4,868,605	5,437,010	5,477,640	5,108,428
Capital Outlay	18,489	5,640	0	8,726	0
TOTAL EXPENDITURES	$9,335,017	$9,580,143	$10,926,165	$11,112,539	$10,807,419
FUND SUMMARY					
General	$665,956	$748,818	$830,056	$1,073,782	$731,646
Parking Services	3,081	3,238	4,000	4,000	0
Facilities Services	8,665,980	8,828,087	10,092,109	10,034,757	10,075,773
TOTAL	$9,335,017	$9,580,143	$10,926,165	$11,112,539	$10,807,419

Finance	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Proposed Budget
PERSONNEL-FTE	26.00	26.00	26.00	26.00	26.00
Personnel Services	$2,810,491	$3,220,974	$3,502,182	$3,870,062	$3,535,200
Materials and Services	932,425	1,119,054	1,019,260	1,147,697	992,675
TOTAL EXPENDITURES	$3,742,916	$4,340,028	$4,521,442	$5,017,759	$4,527,875
FUND SUMMARY					
General	$3,454,278	$3,748,632	$3,948,584	$4,234,021	$3,977,786
Special Assessment Mgt.	87,168	89,005	102,155	102,155	104,728
Telecom. Reg./Licensing	16,579	13,927	15,188	15,188	15,598
Info. Systems and Services	136,128	437,957	400,500	611,380	373,950
Risk and Benefits	48,763	50,507	55,015	55,015	55,813
TOTAL	$3,742,916	$4,340,028	$4,521,442	$5,017,759	$4,527,875

Human Resources					
PERSONNEL-FTE	14.85	14.85	14.85	14.85	14.85
Personnel Services	$1,499,214	$1,515,305	$1,832,403	$2,038,403	$2,143,485
Materials and Services	357,034	443,145	347,565	433,994	406,017
TOTAL EXPENDITURES	$1,856,248	$1,958,450	$2,179,968	$2,472,397	$2,549,502
FUND SUMMARY					
General	$1,847,394	$1,938,658	$2,084,113	$2,170,542	$2,147,575
Info. Systems and Services	8,854	19,792	95,855	301,855	401,927
TOTAL	$1,856,248	$1,958,450	$2,179,968	$2,472,397	$2,549,502

Information Services					
PERSONNEL-FTE	48.50	49.50	49.50	49.50	50.50
Personnel Services	$5,154,349	$4,897,982	$6,773,586	$6,557,274	$6,938,223
Materials and Services	7,192,613	9,321,386	14,005,622	16,771,282	9,687,436
Capital Outlay	1,002,819	497,049	734,800	1,325,509	878,087
TOTAL EXPENDITURES	$13,349,781	$14,716,417	$21,514,008	$24,654,065	$17,503,746
FUND SUMMARY					
General	$5,426,536	$5,539,227	$5,576,838	$5,421,802	$5,650,653
Telecom. Reg./Licensing	1,781,176	1,586,741	2,732,016	6,401,016	2,863,009
Info. Systems and Services	6,110,413	7,562,678	13,171,760	12,797,853	8,956,643
Risk and Benefits	31,656	27,771	33,394	33,394	33,441
TOTAL	$13,349,781	$14,716,417	$21,514,008	$24,654,065	$17,503,746

Municipal Court	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Proposed Budget
PERSONNEL-FTE	18.75	18.75	18.75	18.75	18.75
Personnel Services	$1,522,695	$1,619,426	$1,728,196	$1,820,832	$2,056,379
Materials and Services	3,111,288	3,190,559	3,029,472	3,357,510	3,348,022
TOTAL EXPENDITURES	$4,633,983	$4,809,985	$4,757,668	$5,178,342	$5,404,401
FUND SUMMARY					
General	$4,242,740	$4,456,509	$4,359,702	$4,780,376	$5,008,889
Parking Services	391,243	353,477	397,966	397,966	395,512
TOTAL	$4,633,983	$4,809,985	$4,757,668	$5,178,342	$5,404,401

Police Auditor					
PERSONNEL-FTE	3.00	3.00	3.80	3.80	3.90
Personnel Services	$479,437	$445,891	$506,007	$506,007	$531,820
Materials and Services	66,120	70,381	73,488	75,479	67,907
TOTAL EXPENDITURES	$545,557	$516,272	$579,495	$581,486	$599,727
FUND SUMMARY					
General	$545,557	$516,272	$579,495	$581,486	$599,727

Risk Services					
PERSONNEL-FTE	13.25	14.25	14.75	14.75	15.75
Personnel Services	$1,777,130	$1,743,588	$1,895,419	$2,001,419	$3,396,595
Materials and Services	31,209,094	32,500,528	36,127,612	36,084,066	36,217,833
Capital Outlay	21,024	0	0	0	0
TOTAL EXPENDITURES	$33,007,248	$34,244,115	$38,023,031	$38,085,485	$39,614,428
FUND SUMMARY					
Info. Systems and Services	$8,854	$19,819	$94,000	$200,000	$400,000
Risk and Benefits	32,998,394	34,224,297	37,929,031	37,885,485	39,214,428
TOTAL	$33,007,248	$34,244,115	$38,023,031	$38,085,485	$39,614,428

Department Budget Changes

This section sets out significant changes in the department's FY19 Proposed Budget versus the FY18 Adopted Budget. Significant is defined as any change in full-time equivalent employees (FTE), any percentage change that is above 5%, or any budget reduction. Changes below 5% are generally due to normal year-to-year inflationary increases in contracts, salaries, health and benefit costs and internal service charges.

Changes in Full-Time Equivalent Employees
There are no FTE increases for the Fire and Emergency Medical Services Department in the FY19 Proposed Budget.

Significant Changes in Expenditures by Division
The FY19 Proposed Operating Budget includes the following significant changes, by division:

- ***Office of the Chief:*** Budget increased $214,855, or 13.4%. The majority of the increase, $161,605, is budgeted for department-wide personnel cost adjustments in the upcoming fiscal year. Excluding this change, the budget increased by $53,250, or 3.3%.
- ***Shift Operations:*** Budget decreased $407,264, or 1.3%. The FY18 budget included one-time funding in the amount of $500,000 for a Basic Life Support (BLS) System ambulance. After accounting for this change, the budget increased by $92,736, or 0.3%.
- ***Special Operations:*** Budget increased $1,303,740, or 23.4%. The largest change in FY19 is the inclusion of a one-time increase of $750,000 to fund one advanced life support (ALS) ambulance as directed by City Council. Additionally, there is a $450,000 revenue-backed increase for safety equipment and medical supplies purchased on behalf of City of Springfield based on the merger intergovernmental agreement. After accounting for these changes, the year-to-year increase is $103,740, or 1.9%.
- ***Fire Marshal's Office:*** Budget decreased $10,735, or 0.7%. The decrease is attributed to a $19,000 reduction in personnel costs due to retirements. After accounting for this change, the FY19 budget increased by $8,265, or 0.6%.

Significant Changes in Funding Sources
The FY19 Proposed Budget includes the following significant changes in funding sources:

- ***Municipal Airport Fund:*** Budget increased $315,932, or 34.4%. The majority of this increase ($300,000) is associated with shifting FTE to the Municipal Airport Fund from the General Fund. Aircraft Rescue and Fire Fighting (ARFF) is required when commercial flights are active at the airport. This change will fully fund standard operations from the Municipal Airport Fund. After accounting for this change, the year-to-year increase is $15,392, or 1.7%.

Change by Division

	FY18 Adopted Budget	FY19 Proposed Budget	FTE or $ Change	% Change
Office of the Chief				
Personnel - FTE	9.56	9.56	0.00	0.0%
Total Expenditures	$1,601,101	$1,815,956	$214,855	13.4%
Shift Operations				
Personnel - FTE	169.00	169.00	0.00	0.0%
Total Expenditures	$32,154,877	$31,747,613	($407,264)	-1.3%
Special Operations				
Personnel - FTE	18.44	18.44	0.00	0.0%
Total Expenditures	$5,576,565	$6,880,305	$1,303,740	23.4%
Fire Marshal's Office				
Personnel - FTE	9.00	9.00	0.00	0.0%
Total Expenditures	$1,500,120	$1,489,385	($10,735)	-0.7%
Fire and Emergency Medical Services Department				
PERSONNEL - FTE	206.00	206.00	0.00	0.0%
TOTAL EXPENDITURES	$40,832,663	$41,933,259	$1,100,596	2.7%

Change by Funding Source

General	$30,238,972	$30,777,064	$538,092	1.8%
Construction and Rental Housing	333,961	340,239	6,278	1.9%
Municipal Airport	919,653	1,235,585	315,932	34.4%
Ambulance Transport	9,340,077	9,580,371	240,294	2.6%
TOTAL FUNDING SOURCES	$40,832,663	$41,933,259	$1,100,596	2.7%

Department Financial Summary

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Proposed Budget
PERSONNEL-FTE	206.00	206.00	206.00	206.00	206.00
Personnel Services	$30,873,937	$32,104,882	$35,370,274	$36,138,871	$35,256,910
Materials and Services	5,894,314	5,912,617	5,462,389	6,508,100	6,676,349
Capital Outlay	9,391	92,037	0	35,000	0
TOTAL EXPENDITURES	$36,777,642	$38,109,537	$40,832,663	$42,681,971	$41,933,259
FUND SUMMARY					
General	$28,222,239	$28,818,000	$30,238,972	$31,738,260	$30,777,064
Construction and Rental Housing	289,947	296,696	333,961	333,961	340,239
Municipal Airport	830,289	864,582	919,653	919,653	1,235,585
Ambulance Transport	7,435,167	8,130,258	9,340,077	9,690,097	9,580,371
TOTAL	$36,777,642	$38,109,537	$40,832,663	$42,681,971	$41,933,259

Service Budget View for FY19

	Revenue	Expenditures			FTE
	General Fund	General Fund	Other Funds	All Funds	All Funds
Infrastructure and Planning Services					
Airport	$0	$0	$1,235,585	$1,235,585	7.00
Construction Permits	0	0	340,239	340,239	2.00
Subtotal	0	0	1,575,824	1,575,824	9.00
Public Safety Services					
Fire and Emergency Medical Services	3,295,237	29,869,270	8,672,209	38,541,479	187.44
Fire and EMS Department Admin.	0	907,794	908,162	1,815,956	9.56
Subtotal	3,295,237	30,777,064	9,580,371	40,357,435	197.00
Total	$3,295,237	$30,777,064	$11,156,195	$41,933,259	206.00

Division Financial Summary

Office of the Chief	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Proposed Budget
PERSONNEL-FTE	9.56	9.56	9.56	9.56	9.56
Personnel Services	$1,112,913	$1,034,518	$1,209,227	$1,209,227	$1,417,359
Materials and Services	384,109	483,548	391,874	391,874	398,597
TOTAL EXPENDITURES	$1,497,021	$1,518,065	$1,601,101	$1,601,101	$1,815,956
FUND SUMMARY					
General	$752,166	$736,146	$780,330	$780,330	$907,794
Ambulance Transport	744,855	781,919	820,771	820,771	908,162
TOTAL	$1,497,021	$1,518,065	$1,601,101	$1,601,101	$1,815,956
Shift Operations					
PERSONNEL-FTE	169.00	169.00	169.00	169.00	169.00
Personnel Services	$25,805,877	$27,263,060	$29,676,807	$30,415,404	$29,434,274
Materials and Services	2,116,559	2,334,999	2,478,070	2,478,070	2,313,339
Capital Outlay	0	30,675	0	0	0
TOTAL EXPENDITURES	$27,922,436	$29,628,734	$32,154,877	$32,893,474	$31,747,613
FUND SUMMARY					
General	$21,970,306	$23,043,283	$24,507,435	$25,046,012	$24,663,381
Municipal Airport	830,289	864,582	919,653	919,653	1,235,585
Ambulance Transport	5,121,841	5,720,869	6,727,789	6,927,809	5,848,647
TOTAL	$27,922,436	$29,628,734	$32,154,877	$32,893,474	$31,747,613
Special Operations					
PERSONNEL-FTE	18.44	18.44	18.44	18.44	18.44
Personnel Services	$2,680,192	$2,597,011	$3,120,069	$3,150,069	$3,052,761
Materials and Services	3,281,317	2,942,240	2,456,496	3,502,207	3,827,544
Capital Outlay	9,391	61,362	0	35,000	0
TOTAL EXPENDITURES	$5,970,900	$5,600,613	$5,576,565	$6,687,276	$6,880,305
FUND SUMMARY					
General	$4,402,429	$3,973,144	$3,785,048	$4,745,759	$4,056,743
Ambulance Transport	1,568,471	1,627,470	1,791,517	1,941,517	2,823,562
TOTAL	$5,970,900	$5,600,613	$5,576,565	$6,687,276	$6,880,305

Fire Marshal's Office	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Proposed Budget
PERSONNEL-FTE	9.00	9.00	9.00	9.00	9.00
Personnel Services	$1,274,954	$1,210,294	$1,364,171	$1,364,171	$1,352,516
Materials and Services	112,331	151,829	135,949	135,949	136,869
TOTAL EXPENDITURES	$1,387,285	$1,362,124	$1,500,120	$1,500,120	$1,489,385
FUND SUMMARY					
General	$1,097,338	$1,065,427	$1,166,159	$1,166,159	$1,149,146
Special Assessment Mgmt	289,947	296,696	333,961	333,961	340,239
TOTAL	$1,387,285	$1,362,124	$1,500,120	$1,500,120	$1,489,385

Department Budget Changes

This section sets out significant changes in the department's FY19 Proposed Budget versus the FY18 Adopted Budget. Significant is defined as any change in full-time equivalent employees (FTE), any percentage change that is above 5%, or any budget reduction. Changes below 5% are generally due to normal year-to-year inflationary increases in contracts, salaries, health and benefit costs and internal service charges.

Changes in Full-Time Equivalent Employees

The FY19 Proposed Budget includes an increase of 0.5 FTE in the Library, Recreation and Cultural Services Department. This position change consists of the following:

- ***Recreation Services*** added 0.5 FTE to an existing 0.5 FTE Program Supervisor funded by reallocating existing personnel budget to pay for the position, making it an ongoing cost-neutral FTE increase.

Significant Changes in Expenditures by Division

The FY19 Proposed Operating Budget includes the following significant changes, by division:

- ***Administration:*** Budget increased by $99,855, or 9.9%, from the FY18 Adopted Budget. The FY19 budget includes an increase of $63,500 for department-wide personnel cost adjustments. Excluding this change, the LRCS Administration budget increased by $36,355, or 3.6%.
- ***Cultural Services:*** Budget decreased by $176,334, or 2.1%. The decrease is due to the removal of two one-time funded items from the FY18 budget: $150,000 to assess and develop improvements to the Hult Center's ticketing system and website, as well as outreach targeted to diversify and expand audiences; and $100,000 for downtown programing and activities. Excluding these changes, the Cultural Services budget increased by $73,666, or 0.9%.

Significant Changes in Funding Sources

The FY19 Proposed Budget includes the following significant changes in funding sources:

- ***Library Local Option Levy Fund:*** Decreased by $55,022, or 2.3%, due to the one-time budgeted purchase of $125,000 in FY18 for a van and associated equipment for the mobile use Maker Space equipment. Excluding this change, the budget increased by $69,978, or 3.1%.
- ***Library, Parks and Recreation Fund:*** Decreased by $15,845, or 4.0%. The FY18 Adopted Budget included $22,845 in reserve for encumbrances for funds under various contracts but not expended in FY17, and the FY19 Proposed Budget does not include encumbrances. Excluding this change, the budget increased by $7,000, or 1.9%.

Change by Division

	FY18 Adopted Budget	FY19 Proposed Budget	FTE or $ Change	% Change
Administration				
Personnel - FTE	3.00	3.00	0.00	0.0%
Total Expenditures	$1,003,933	$1,103,788	$99,855	9.9%
Cultural Services				
Personnel - FTE	36.13	36.13	0.00	0.0%
Total Expenditures	$8,212,580	$8,036,246	($176,334)	-2.1%
Library Services				
Personnel - FTE	105.00	105.00	0.00	0.0%
Total Expenditures	$13,801,566	$13,994,388	$192,822	1.4%
Recreation Services				
Personnel - FTE	51.95	52.45	0.50	1.0%
Total Expenditures	$10,542,398	$10,696,803	$154,405	1.5%
Library, Recreation and Cultural Services Department				
PERSONNEL - FTE	196.08	196.58	0.50	0.3%
TOTAL EXPENDITURES	$33,560,477	$33,831,225	$270,748	0.8%

Change by Funding Source

General	$30,731,736	$31,073,351	$341,615	1.1%
Library Local Option Levy	2,415,896	2,360,874	(55,022)	-2.3%
General Capital Projects	20,000	20,000	0	0.0%
Library, Parks and Recreation	392,845	377,000	(15,845)	-4.0%
TOTAL FUNDING SOURCES	$33,560,477	$33,831,225	$270,748	0.8%

Department Financial Summary

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Proposed Budget
PERSONNEL-FTE	172.80	196.08	196.08	196.08	196.58
Personnel Services	$17,633,483	$18,968,415	$21,398,881	$21,398,881	$21,898,458
Materials and Services	9,572,148	11,277,663	11,956,546	13,894,311	11,932,767
Capital Outlay	22,645	0	205,050	271,742	0
TOTAL EXPENDITURES	$27,228,276	$30,246,078	$33,560,477	$35,564,934	$33,831,225
FUND SUMMARY					
General	$26,874,804	$28,162,350	$30,731,736	$32,759,038	$31,073,351
General Capital Projects	4,308	1,625	20,000	20,000	20,000
Library Local Option Levy	0	1,627,640	2,415,896	2,415,896	2,360,874
Library, Parks and Recreation	349,164	454,463	392,845	370,000	377,000
TOTAL	$27,228,276	$30,246,078	$33,560,477	$35,564,934	$33,831,225

Service Budget View for FY19

	Revenue	Expenditures			FTE
	General Fund	General Fund	Other Funds	All Funds	All Funds
Culture and Recreation Services					
Adaptive Recreation Services	$122,000	$819,238	$19,000	$838,238	4.00
Adult and Senior Services	278,000	1,123,245	63,000	1,186,245	5.75
Aquatics	952,000	3,064,888	4,000	3,068,888	9.50
Athletics	370,000	486,519	1,000	487,519	3.00
Cultural Services	4,819,000	8,016,246	20,000	8,036,246	36.13
Library	478,540	11,366,514	2,627,874	13,994,388	105.00
Youth and Family Recreation Svcs.	1,206,000	5,092,913	23,000	5,115,913	30.20
LRCS Department Admin.	0	1,103,788	0	1,103,788	3.00
Total	$8,225,540	$31,073,351	$2,757,874	$33,831,225	196.58

Division Financial Summary

Administration	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Proposed Budget
PERSONNEL-FTE	3.00	3.00	3.00	3.00	3.00
Personnel Services	$456,622	$494,332	$554,716	$554,716	$630,787
Materials and Services	344,268	328,613	449,217	469,420	473,001
TOTAL EXPENDITURES	$800,890	$822,945	$1,003,933	$1,024,136	$1,103,788
FUND SUMMARY					
General	$800,890	$822,945	$1,003,933	$1,024,136	$1,103,788
Cultural Services					
PERSONNEL-FTE	31.25	36.13	36.13	36.13	36.13
Personnel Services	$3,202,769	$3,385,400	$4,128,048	$4,128,048	$4,173,676
Materials and Services	2,677,657	3,179,560	3,935,732	5,355,062	3,862,570
Capital Outlay	0	0	148,800	180,790	0
TOTAL EXPENDITURES	$5,880,426	$6,564,960	$8,212,580	$9,663,900	$8,036,246
FUND SUMMARY					
General	$5,876,118	$6,563,335	$8,192,580	$9,643,900	$8,016,246
General Capital Projects	4,308	1,625	20,000	20,000	20,000
TOTAL	$5,880,426	$6,564,960	$8,212,580	$9,663,900	$8,036,246
Library					
PERSONNEL-FTE	86.60	105.00	105.00	105.00	105.00
Personnel Services	$7,545,230	$8,620,412	$9,698,158	$9,698,158	$9,923,793
Materials and Services	3,319,013	3,995,495	4,103,408	4,152,095	4,070,595
Capital Outlay	22,645	0	0	0	0
TOTAL EXPENDITURES	$10,886,888	$12,615,907	$13,801,566	$13,850,253	$13,994,388
FUND SUMMARY					
General	$10,567,613	$10,722,933	$11,118,670	$11,167,357	$11,366,514
Library Local Option Levy	0	1,627,640	2,415,896	2,415,896	2,360,874
Library, Parks, and Recreation	319,275	265,334	267,000	267,000	267,000
TOTAL	$10,886,888	$12,615,907	$13,801,566	$13,850,253	$13,994,388
Recreation					
PERSONNEL-FTE	51.95	51.95	51.95	51.95	52.45
Personnel Services	$6,428,862	$6,468,270	$7,017,959	$7,017,959	$7,170,202
Materials and Services	3,231,211	3,773,995	3,468,189	3,917,734	3,526,601
Capital Outlay	0	0	56,250	90,952	0
TOTAL EXPENDITURES	$9,660,073	$10,242,265	$10,542,398	$11,026,645	$10,696,803
FUND SUMMARY					
General	$9,630,185	$10,053,136	$10,416,553	$10,923,645	$10,586,803
Library, Parks and Recreation	29,888	189,129	125,845	103,000	110,000
TOTAL	$9,660,073	$10,242,265	$10,542,398	$11,026,645	$10,696,803

Department Budget Changes

This section sets out significant changes in the department's budget versus the FY18 Adopted Budget. Significant is defined as any change in full-time equivalent employees (FTE), any percentage change that is above 5%, or any budget reduction. Changes below 5% are generally due to normal year-to-year inflationary increases in contracts, salaries, health and benefit costs and internal service charges.

Changes in Full-Time Equivalent Employees

The FY19 Proposed Budget includes an increase of 5.35 FTE in the Planning and Development Department. The changes consist of the following:

- ***PDD Administration*** added 2.6 FTE. Of this increase, 1.3 FTE were added to the Waste Prevention program which allows for the hiring of an analyst and expansion of the public communications position. The other 1.3 FTE are in Parking Services and include 1.0 FTE Parking Officer to help with the City's expanding parking enforcement needs, as well as 0.3 FTE for a financial manager position.
- ***Building and Permit Services*** (BPS) added a total of 0.25 FTE. The Business License program has seen steady growth over the last several years and this revenue-backed change expands staffing from 0.55 FTE to 0.8.
- ***Community Development*** added a total of 1.5 FTE for an economic development and job creation analyst (0.5 FTE) and an analyst to work on Housing and Urban Development (HUD) Grant assistance with programs within the Community Development Block Grant (CDBG)(1.0 FTE).
- ***Planning Division*** added 1.0 FTE for an Associate Planner position to help with the ongoing work associated with implementation of Envision Eugene.

Significant Changes in Expenditures by Division

The FY19 Proposed Operating Budget includes the following significant changes, by division:

- ***Administration and Parking:*** The total budget decreased by $788,907, or 8.5%. The FY18 Adopted Budget included $379,299 in reserve for encumbrances for funds under various contracts but not expended in FY17, and the FY19 Proposed Budget does not include encumbrances. The FY18 Parking Fund budget included a one-time expenditure of $300,000 to purchase smart on-street parking meters and a one-time expenditure of $305,800 to upgrade and expand the current enforcement camera system. Additionally, the Waste Prevention work group concluded two pilot programs in FY18, resulting in a decrease of $108,250 and reduced its educational support program budget by $50,000. The division also added the 2.6 FTE mentioned above for an increase of $312,000 in FY19. After accounting for these changes, the budget increased by $42,442, or 0.5%.
- ***Community Development:*** The total budget decreased by $794,632, or 11.8%. The FY18 Adopted Budget included $145,925 in reserve for encumbrances for funds under various contracts but not expended in FY17, and the FY19 Proposed Budget does not include encumbrances. The FY18 budget included $1 million in contractual services for a project that did not move forward, and that funding was re-budgeted in FY19 for third-party loans which are non-departmental transactions and not included in the department operating

budget. The division increased personnel and consultant budgets by $230,000 for work associated with the creation of the Fair Housing and Comprehensive Housing Plans and recognized increased personnel costs of $56,000 for additional FTE in FY19. After accounting for these changes, the budget increased by $65,293, or 1.2%.

- ***Planning:*** The total budget increased by $180,654, or 6.6%. This includes $110,000 for 1.0 Associate Planner FTE. The FY19 budget also includes the Housing Land Use Code update ($100,000), Clear Lake Expansion area development plan ($70,000), the University Neighborhood Plan update ($30,000) and a decrease of $150,000 in funding for the Urban Reserves project. After accounting for these changes, the FY19 budget increased by $20,654, or 0.8%.

Significant Changes in Funding Sources

The FY19 Proposed Budget includes the following significant changes in funding sources:

- ***Solid Waste and Recycling:*** Decrease of $114,205, or 10.2%. Two pilot programs (the Residential Food Waste and Repair Café) will conclude in FY18 for a $108,250 decrease in FY19, and the fund also reduced its educational support program budget by $50,000. The FY18 Adopted Budget also included $112,955 in reserve for encumbrances for funds under various contracts but not expended in FY17. These decreases were offset by an increase in staff funding for 1.3 FTE totaling $157,000.
- ***Construction and Rental Housing:*** Decrease of $27,976, or 0.4%, as the fund had a one-time purchase of a vehicle for an inspection position in FY18 for $30,000, and the FY18 budget included $356,403 in reserve for encumbrances for funds under various contracts but not expended in FY17. Excluding these changes, the budget increased by $358,427, or 4.9%.
- ***Community Development:*** Decreased by $693,449, or 17.8%. The Community Development CDBG Grant receipts are reduced in the current budget to cover decreased expenses. The FY18 budget included $145,925 in reserve for encumbrances for funds under various contracts but not expended in FY17. The FY19 budget includes an additional $56,000 in personnel costs for additional FTE and an increase in consultant costs of $230,000. This fund also includes a reduction of $1 million in contractual services for a project that did not move forward, and that funding was re-budgeted in FY19 for third-party loans which are non-departmental transactions and not included in the department operating budget.
- ***System Development Capital Projects:*** Increase of $47,340, or 39.7% from allocated system fees to cover increased merchant service fees associated with processing System Development fees on building permits.
- ***Parking Services:*** Decrease of $529,932, or 8.5%. The FY18 Adopted Budget included $245,376 in reserve for encumbrances for funds under various contracts but not expended in FY17. The FY18 Parking Fund budget also included a one-time expenditure of $300,000 to purchase smart on-street parking meters and a one-time expenditure of $305,000 to upgrade and expand the current enforcement camera system which are not in the FY19 Proposed Budget. New in FY19 is funding for 1.3 FTE and equipment for $170,000. Excluding these changes the fund increased by $150,444, or 2.8%.

- ***Facilities Services:*** Decreased $44,269, or 8.7%. The FY18 Adopted Budget included $14,784 in reserve for encumbrances for funds under various contracts but not expended in FY17. The fund also reduced its allocation for general building maintenance and other M&S by $30,000 for FY19. Excluding these changes, the budget increased by $515, or 0.1%.

Change by Division

	FY18 Adopted Budget	FY19 Proposed Budget	FTE or $ Change	% Change
Administration and Parking*				
Personnel - FTE	25.55	28.15	2.60	10.2%
Total Expenditures	$9,254,065	$8,465,158	($788,907)	-8.5%
Building and Permit Services*				
Personnel - FTE	50.00	50.25	0.25	0.5%
Total Expenditures	$8,114,551	$8,338,699	$224,148	2.8%
Community Development				
Personnel - FTE	16.10	17.60	1.50	9.3%
Total Expenditures	$6,747,496	$5,952,864	($794,632)	-11.8%
Planning				
Personnel - FTE	16.00	17.00	1.00	6.3%
Total Expenditures	$2,729,552	$2,910,206	$180,654	6.6%
Planning and Development Department				
PERSONNEL - FTE	107.65	113.00	5.35	5.0%
TOTAL EXPENDITURES	$26,845,664	$25,666,927	($1,178,737)	-4.4%

Change by Funding Source

General	$7,203,900	$7,387,654	$183,754	2.6%
Solid Waste and Recycling	1,115,198	1,000,993	(114,205)	-10.2%
Construction and Rental Housing	7,741,765	7,713,789	(27,976)	-0.4%
Community Development	3,890,857	3,197,408	(693,449)	-17.8%
System Dev. Capital Proj.	119,171	166,511	47,340	39.7%
Parking Services	6,267,708	5,737,776	(529,932)	-8.5%
Facilities Services	507,065	462,796	(44,269)	-8.7%
TOTAL FUNDING SOURCES	$26,845,664	$25,666,927	($1,178,737)	-4.4%

*FY18 Adopted Budget FTE and expenditures differ from those published in the FY18 Adopted Budget due to Technology Services and Waste Prevention being reclassified from Building and Permit Services to Administration. The Department's total FY18 Adopted Budget FTE and expenditures remain unchanged.

Department Financial Summary

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Proposed Budget
PERSONNEL-FTE	98.40	99.65	107.65	107.65	113.00
Personnel Services	$10,439,282	$11,087,001	$13,407,004	$13,912,378	$14,269,963
Materials and Services	7,556,058	8,942,735	13,408,660	15,010,523	11,396,964
Capital Outlay	82,071	39,375	30,000	30,000	0
TOTAL EXPENDITURES	$18,077,411	$20,069,111	$26,845,664	$28,952,901	$25,666,927
FUND SUMMARY					
General	$5,860,617	$6,389,376	$7,203,900	$9,261,083	$7,387,654
Construction and Rental Housing	5,589,032	6,336,755	7,741,765	7,692,188	7,713,789
Solid Waste and Recycling	706,915	850,347	1,115,198	1,251,810	1,000,993
Community Development	1,842,138	1,519,211	3,890,857	4,000,863	3,197,408
Systems Dev. Cap. Proj.	99,537	90,010	119,171	119,171	166,511
Parking Services	3,729,652	4,623,053	6,267,708	6,130,677	5,737,776
Facilities Services	249,520	260,360	507,065	497,109	462,796
TOTAL	$18,077,411	$20,069,111	$26,845,664	$28,952,901	$25,666,927

Service Budget View for FY19

	Revenue	Expenditures			FTE
	General Fund	General Fund	Other Funds	All Funds	All Funds
Public Safety Services					
Social Services	$0	$899,000	$1,501,396	$2,400,396	0.00
Infrastructure and Planning Services					
Housing Opp. and Econ. Prosperity	28,262	705,314	1,446,210	2,151,524	12.72
Construction Permits	0	0	7,880,300	7,880,300	46.85
Greater Downtown Services	376,000	1,151,142	0	1,151,142	4.88
Land Use Planning	429,183	1,153,389	0	1,153,389	7.50
Metro and Community Planning	0	1,248,686	0	1,248,686	7.50
Parking Services	0	0	5,737,776	5,737,776	16.30
Infrastructure Project Management	0	0	249,802	249,802	0.00
Public Buildings and Facilities	0	0	462,796	462,796	0.30
Waste Prev./Green Bldg and Bus. Lic.	106,541	101,051	1,000,993	1,102,044	6.60
Zoning and Nuisance Admin.	89,100	635,993	0	635,993	4.55
Planning and Develop. Dept. Admin.	0	1,493,079	0	1,493,079	5.80
Subtotal	1,029,086	6,488,654	16,777,877	23,266,531	113.00
Total	$1,029,086	$7,387,654	$18,279,273	$25,666,927	113.00

Division Financial Summary

Administration and Parking*	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Proposed Budget
PERSONNEL-FTE	22.95	23.05	25.55	25.55	28.15
Personnel Services	$2,265,320	$2,667,489	$3,184,399	$3,079,399	$3,314,506
Materials and Services	3,422,913	4,280,450	6,069,666	6,220,801	5,150,652
Capital Outlay	0	39,375	0	0	0
TOTAL EXPENDITURES	$5,688,233	$6,987,314	$9,254,065	$9,300,200	$8,465,158
FUND SUMMARY					
General	$752,468	$847,494	$933,275	$1,135,969	$984,948
Construction and Rental Housing	250,332	412,016	430,819	284,635	278,645
Solid Waste and Recycling	706,915	850,347	1,115,198	1,251,810	1,000,993
Parking Services	3,728,998	4,617,098	6,267,708	6,130,677	5,737,776
Facilities Services	249,520	260,360	507,065	497,109	462,796
TOTAL	$5,688,233	$6,987,314	$9,254,065	$9,300,200	$8,465,158
Building and Permit Services*					
PERSONNEL-FTE	46.10	47.00	50.00	50.00	50.25
Personnel Services	$4,988,817	$4,990,115	$6,123,452	$6,263,452	$6,290,110
Materials and Services	1,041,926	1,641,695	1,961,099	1,943,503	2,048,589
Capital Outlay	7,945	0	30,000	30,000	0
TOTAL EXPENDITURES	$6,038,688	$6,631,810	$8,114,551	$8,236,955	$8,338,699
FUND SUMMARY					
General	$600,452	$617,061	$684,434	$710,231	$737,044
Construction and Rental Housing	5,338,699	5,924,739	7,310,946	7,407,553	7,435,144
Systems Dev. Cap. Proj.	99,537	90,010	119,171	119,171	166,511
TOTAL	$6,038,688	$6,631,810	$8,114,551	$8,236,955	$8,338,699
Community Development					
PERSONNEL-FTE	14.35	14.60	16.10	16.10	17.60
Personnel Services	$1,425,535	$1,646,580	$1,921,435	$2,391,809	$2,456,573
Materials and Services	2,644,400	2,531,635	4,826,061	5,037,488	3,496,291
Capital Outlay	74,126	0	0	0	0
TOTAL EXPENDITURES	$4,144,061	$4,178,215	$6,747,496	$7,429,297	$5,952,864
FUND SUMMARY					
General	$2,301,268	$2,653,049	$2,856,639	$3,428,434	$2,755,456
Community Development	1,842,138	1,519,211	3,890,857	4,000,863	3,197,408
Parking Services	655	5,955	0	0	0
TOTAL	$4,144,061	$4,178,215	$6,747,496	$7,429,297	$5,952,864

*FY16 Actual and FY18 Adopted Budget FTE and expenditures differ from those published in the FY18 Adopted Budget due to Technology Services and Waste Prevention being reclassified from Building and Permit Services to Administration. The Department's total FTE and expenditures for these years remain the same.

Planning	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Proposed Budget
PERSONNEL-FTE	15.00	15.00	16.00	16.00	17.00
Personnel Services	$1,759,610	$1,782,816	$2,177,718	$2,177,718	$2,208,774
Materials and Services	446,818	488,955	551,834	1,808,731	701,432
TOTAL EXPENDITURES	$2,206,428	$2,271,771	$2,729,552	$3,986,449	$2,910,206
FUND SUMMARY					
General	$2,206,428	$2,271,771	$2,729,552	$3,986,449	$2,910,206

Department Budget Changes

This section sets out significant changes in the department's FY19 Proposed Budget versus the FY18 Adopted Budget. Significant is defined as any change in full-time equivalent employees (FTE), any percentage change that is above 5%, or any budget reduction. Changes below 5% are generally due to normal year-to-year inflationary increases in contracts, salaries, health and benefit costs and internal service charges.

Changes in Full-Time Equivalent Employees

The FY19 Proposed Budget does not include FTE increases; however FTE were reallocated between divisions to meet organizational needs as follows:

- ***Investigations*** increased by 0.34 FTE. A Quality Analyst position was moved from Investigations to Operations Support (decrease of 0.66 FTE) and an Evidence Specialist position was moved from Patrol to Investigations for an increase of 1.0 FTE.
- ***Office of the Chief*** increased FTE by 1.0 due to moving an Evidence Supervisor from Operations Support to the Office of the Chief.
- ***Operations Support*** decreased FTE by 0.34 due to moving an Evidence Supervisor to the Office of the Chief (decrease of 1.0 FTE) and a Quality Analyst position from Investigations (increase of 0.66 FTE).
- ***Patrol*** decreased FTE by 1.0 due to moving an Evidence Specialist position to Investigations.

Significant Changes in Expenditures by Division

The FY19 Proposed Operating Budget includes the following significant changes, by division:

- ***Investigations:*** Budget increased by $488,819, or 6.0%, from the FY18 Adopted Budget to the FY19 Proposed Budget. In FY19, departmental internal service fund charges were reallocated between the divisions. Investigations' budgeted Facilities rates increased by $254,133 in FY19 due to the reallocation. After accounting for this change, the budget increased by $234,686, or 2.9%.
- ***Office of the Chief:*** Budget increased by $718,473, or 24.7%. $350,000 of this increase was due to one-time funding for Body Worn Camera Storage ($80,000) and staffing support for backfill hiring ($270,000). The division also budgeted $91,613 more in Facilities rates in FY19 due to a reallocation of these charges. Additionally, 1.0 FTE moved from the Operations Support division to the Office of the Chief for an addition of $156,000 in FY19 personnel costs. After accounting for these changes, the budget increased by $120,860, or 4.2%.

- ***Operations Support:*** Budget decreased by $565,427, or 13.4%. The FY18 Adopted Budget included one-time funding for both body worn cameras ($250,000) and the Animal Services contract with Greenhill ($100,000). FY19 includes an increase of $150,000 in one-time funding for the Animal Services contract, an increase in rates for general liability and property insurance of $22,742, an ongoing reduction of $83,000 in personnel costs associated with the FTE reduction, and $487,964 was reallocated to other Police divisions for Facilities rates. After accounting for these changes, the budget increased by $182,795, or 4.6%.
- ***Technical Services:*** Budget increased by $727,617, or 6.3%. Facilities rates increased by $192,449 in FY19 due to a reallocation of these charges. After accounting for this change, the budget increased by $535,168, or 4.6%.

Significant Changes in Funding Sources
The FY19 Proposed Budget includes the following significant changes in funding sources:

- ***Municipal Airport:*** Budget increased by $74,724, or 11.8%. Four officers are assigned to support City Airport operations. While personnel costs have increased over the past few years, prior to FY18 the Airport had not increased its funding to support these costs. The FY19 increase is the second of two increases (the first occurred in FY18) for the Airport to fully cover the costs of law enforcement operations at that location.

Change by Division

	FY18 Adopted Budget	FY19 Proposed Budget	FTE or $ Change	% Change
Investigations				
Personnel - FTE	47.66	48.00	0.34	0.7%
Total Expenditures	$8,116,564	$8,605,383	$488,819	6.0%
Office of the Chief*				
Personnel - FTE	13.50	14.50	1.00	7.4%
Total Expenditures	$2,907,601	$3,626,074	$718,473	24.7%
Operations Support*				
Personnel - FTE	20.00	19.66	(0.34)	-1.7%
Total Expenditures	$4,232,311	$3,666,884	($565,427)	-13.4%
Patrol*				
Personnel - FTE	163.00	162.00	(1.00)	-0.6%
Total Expenditures	$29,265,129	$29,396,585	$131,456	0.4%
Technical Services				
Personnel - FTE	84.00	84.00	0.00	0.0%
Total Expenditures	$11,550,196	$12,277,813	$727,617	6.3%
Police Department				
PERSONNEL - FTE	328.16	328.16	0.00	0.0%
TOTAL EXPENDITURES	$56,071,801	$57,572,739	$1,500,938	2.7%

Change by Funding Source

General	$53,279,325	$54,644,120	$1,364,795	2.6%
Public Safety Communications	2,158,200	2,219,619	61,419	2.8%
Municipal Airport	634,276	709,000	74,724	11.8%
TOTAL FUNDING SOURCES	$56,071,801	$57,572,739	$1,500,938	2.7%

*** Note:** As part of the Corporate Renovation Project, Police reorganized its departmental budget structure to more accurately reflect operations. Changes included moving components of Investigations, Office of the Chief, Patrol and Technical Services to Operations Support and a portion of Operations Support to the Office of the Chief. Because historical data was mapped to the new budget structure, there will be differences between the data shown in the FY18 Adopted Budget and FY19 Proposed Budget documents for FTE and expenditures for the FY18 Adopted Budget column. Total Expenditures and FTE for the department were unchanged. See the Chart of Accounts Changes in the Fund Summary section for more information on the mapping process.

Department Financial Summary

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Proposed Budget
PERSONNEL-FTE	328.16	328.16	328.16	328.16	328.16
Personnel Services	$43,040,977	$43,493,318	$45,971,341	$46,833,708	$47,783,192
Materials and Services	9,712,082	10,358,200	10,100,460	10,407,631	9,789,547
Capital Outlay	279,129	171,918	0	29,056	0
TOTAL EXPENDITURES	$53,032,188	$54,023,436	$56,071,801	$57,270,395	$57,572,739
FUND SUMMARY					
General	$50,050,092	$51,649,187	$53,279,325	$54,477,919	$54,644,120
Public Safety Communications	2,430,889	1,797,694	2,158,200	2,158,200	2,219,619
Municipal Airport	551,207	576,555	634,276	634,276	709,000
TOTAL	$53,032,188	$54,023,436	$56,071,801	$57,270,395	$57,572,739

Service Budget View for FY19

	Revenue	Expenditures			FTE
	General Fund	General Fund	Other Funds	All Funds	All Funds
Public Safety Services					
Animal Services	$235,000	$948,382	$0	$948,382	3.00
Call Taking and Dispatch	1,250,000	6,980,487	2,219,619	9,200,106	58.50
Investigations	9,400	8,605,383	0	8,605,383	48.00
Police Records Mgmt. and Analysis	30,000	3,077,707	0	3,077,707	25.50
Patrol	1,185,000	28,687,585	0	28,687,585	159.00
Police Department Admin.	2,000	6,344,576	0	6,344,576	31.16
Subtotal	2,711,400	54,644,120	2,219,619	56,863,739	325.16
Infrastructure and Planning Services					
Airport	0	0	709,000	709,000	3.00
Total	$2,711,400	$54,644,120	$2,928,619	$57,572,739	328.16

Division Financial Summary

Investigations	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Proposed Budget
PERSONNEL-FTE	45.66	47.66	47.66	48.00	48.00
Personnel Services	$6,073,893	$6,768,720	$7,119,478	$7,119,478	$7,352,490
Materials and Services	1,066,920	1,345,025	997,086	1,008,086	1,252,893
Capital Outlay	107,952	14,880	0	20,000	0
TOTAL EXPENDITURES	$7,248,765	$8,128,625	$8,116,564	$8,147,564	$8,605,383
FUND SUMMARY					
General	$7,248,765	$8,128,625	$8,116,564	$8,147,564	$8,605,383

Note: See note under Technical Services.

Office of the Chief

PERSONNEL-FTE	13.50	13.50	13.50	14.50	14.50
Personnel Services	$1,772,796	$1,905,026	$2,082,577	$2,087,577	$2,492,790
Materials and Services	356,754	440,306	825,024	924,952	1,133,284
TOTAL EXPENDITURES	$2,129,550	$2,345,332	$2,907,601	$3,012,529	$3,626,074
FUND SUMMARY					
General	$2,129,550	$2,345,332	$2,907,601	$3,012,529	$3,626,074

Note: See note under Technical Services.

Operations Support

PERSONNEL-FTE	29.00	20.00	20.00	19.66	19.66
Personnel Services	$10,463,208	$2,931,771	$2,386,812	$2,386,812	$2,402,805
Materials and Services	2,703,225	3,062,752	1,845,499	1,998,535	1,264,079
Capital Outlay	68,749	91,956	0	0	0
TOTAL EXPENDITURES	$13,235,182	$6,086,479	$4,232,311	$4,385,347	$3,666,884
FUND SUMMARY					
General	$13,229,163	$6,081,164	$4,232,308	$4,385,344	$3,666,884
Public Safety Communications	6,019	5,315	3	3	0
TOTAL	$13,235,182	$6,086,479	$4,232,311	$4,385,347	$3,666,884

Note: See note under Technical Services.

Patrol

PERSONNEL-FTE	157.00	163.00	163.00	162.00	162.00
Personnel Services	$15,666,204	$22,928,784	$24,474,639	$25,182,006	$25,159,397
Materials and Services	3,298,141	3,961,377	4,790,490	4,833,697	4,237,188
Capital Outlay	73,629	65,081	0	9,056	0
TOTAL EXPENDITURES	$19,037,974	$26,955,242	$29,265,129	$30,024,759	$29,396,585
FUND SUMMARY					
General	$18,486,767	$26,378,687	$28,630,853	$29,390,483	$28,687,585
Municipal Airport	551,207	576,555	634,276	634,276	709,000
TOTAL	$19,037,974	$26,955,242	$29,265,129	$30,024,759	$29,396,585

Note: See note under Technical Services.

Technical Services	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Proposed Budget
PERSONNEL-FTE	83.00	84.00	84.00	84.00	84.00
Personnel Services	$9,064,876	$8,959,017	$9,907,835	$10,057,835	$10,375,710
Materials and Services	2,287,041	1,548,742	1,642,361	1,642,361	1,902,103
Capital Outlay	28,800	0	0	0	0
TOTAL EXPENDITURES	$11,380,717	$10,507,759	$11,550,196	$11,700,196	$12,277,813
FUND SUMMARY					
General	$8,955,848	$8,715,380	$9,391,999	$9,541,999	$10,058,194
Public Safety Communications	2,424,869	1,792,379	2,158,197	2,158,197	2,219,619
TOTAL	$11,380,717	$10,507,759	$11,550,196	$11,700,196	$12,277,813

Note: As part of the Corporate Renovation Project, Police reorganized its departmental budget structure to more accurately reflect operations. Changes included moving components of Investigations, Office of the Chief, Patrol and Technical Services to Operations Support and a portion of Operations Support to the Office of the Chief. Because historical data was mapped to the new budget structure, there will be differences between the data shown in the FY18 Adopted Budget and FY19 Proposed Budget documents for FTE and expenditures for FY16 Actual and FY18 Adopted Budget columns. Total Expenditures and FTE for the department were unchanged. See Chart of Accounts Changes in the Fund Summary section for more information on the mapping process.

Department Budget Changes

This section sets out significant changes in the department's FY19 Proposed Budget versus the FY18 Adopted Budget. Significant is defined as any change in full-time equivalent employees (FTE), any percentage change that is above 5%, or any budget reduction. Changes below 5% are generally due to normal year-to-year inflationary increases in contracts, salaries, health and benefit costs and internal service charges.

Changes in Full-Time Equivalent Employees

The FY19 Proposed Budget includes an increase of 7.0 FTE in the Public Works Department. The 3.0 FTE increase in Maintenance is a result of the addition of $2 million in ongoing revenue from the State Highway Trust Fund in the Road Fund. The changes consist of the following:

- ***Airport Division*** added 2.0 FTE for an Airport Worker to maintain the expanded airport terminal and an Operations Supervisor to provide direct supervision and management of operations staff.
- ***Engineering Division*** added 1.0 FTE mid-year in FY18 for a transportation planner to develop and coordinate the Vision Zero recommendations and Eugene 2035 Transportation System Plan.
- ***Maintenance Division*** added 3.0 FTE in total: 1.0 FTE for an Engineering Associate to help implement the Transportation System Plan and Vision Zero, and 2.0 FTE for Maintenance Workers to maintain an additional 30 lane miles that has become City right-of-way.
- ***Parks and Open Space Division*** added 1.0 FTE for one Parks Specialist to maintain Green Infrastructure.

Significant Changes in Expenditures by Division

The FY19 Proposed Operating Budget includes the following significant changes, by division:

- ***Airport:*** Budget decreased by $331,167, or 3.7%, due to the FY18 Adopted Budget including $946,132 in reserve for encumbrances for funds under various contracts but not expended in FY17. Excluding this change, the budget increased by $614,965 or 7.6%. This increase is due to the increase of 2.0 FTE ($205,000), increases in contract costs for the management of the parking lot ($168,000), air service development ($50,000), and increases for permit and bank fees ($30,000), and utilities ($27,500). Excluding these additions, the change would have been $134,465, or 1.7%.
- ***Engineering:*** The reduction of $40,554, or 0.3%, is due to the FY18 Adopted Budget including $273,648 in reserve for encumbrances for funds under various contracts but not expended in FY17. $105,000 was added for the transportation planner. Excluding these changes, the overall budget increased $128,094, or 1%.
- ***Maintenance:*** The reduction of $1,097,375, or 2.9%, is due to the FY18 Adopted Budget including $2,666,265 in reserve for encumbrances for funds under various contracts but not expended in FY17. The division also added funding in FY19 for enhanced street repair ($175,000), sidewalk maintenance ($237,000), operations and maintenance associated with the Highway 99 jurisdictional transfer ($250,000), staff support for the Transportation System Plan and Vision Zero ($120,000), infrastructure and a redundant fiber line at the Roosevelt Yard facility ($366,000). Excluding these changes, the overall budget increased $420,890, or 1.2%.

- ***Wastewater:*** The overall reduction of $707,817, or 4.1%, in the Wastewater Division is primarily due to the FY18 Adopted Budget including $1,293,667 in reserve for encumbrances for funds under various contracts but not expended in FY17. The division also added $56,500 in funding in FY19 for infrastructure and a redundant fiber line at the Roosevelt Yard facility. Excluding these changes, the overall budget increased $529,350, or 3.3%.

Significant Changes in Funding Sources
The FY19 Proposed Budget includes the following significant changes in funding sources:

- ***Road Fund:*** The Road Fund budget increased by $1,086,870, or 8.7%. The FY18 Adopted Budget included $403,712 in reserve for encumbrances for funds under various contracts but not expended in FY17. Allowing for this change, the Road Fund budget increased by $1,490,582 or 12.3%. This increase is primarily due to the additional FTEs in the Engineering Division (1.0), Maintenance Division (3.0 ongoing and 3.0 limited duration) and one of the Parks and Open Space Division (1.0) FTE. The fund anticipates receiving an additional $2 million in ongoing revenue from the State Highway Trust Fund. More information about these changes can be found in the Significant Changes in Expenditures by Division section.
- ***Systems Development Capital Projects:*** The System Development Capital Projects Fund (Administration Costs) is proposed to decrease by $42,707, or 7.8%. This decrease is due to a reduction in rental property maintenance costs due to the property remaining vacant for future park use.
- ***Airport:*** The Airport Fund decrease of $331,426, or 3.7%, is described in the Significant Changes in Expenditures by Division section.
- ***Wastewater Utility*****:** The overall reduction of $579,880, or 2.3%, in the Wastewater Utility Fund (which includes both regional and local) is primarily due to the FY18 Adopted Budget including $1,391,788 in reserve for encumbrances for funds under various contracts but not expended in FY17, as well as a $56,500 increase in FY19 for infrastructure and a redundant fiber line at the Roosevelt Yard facility. Excluding these changes, the overall budget increased $755,408, or 3.2%.
- ***Fleet Services:*** The Fleet Services budget has an overall reduction of $2,244,288, or 12.4%. This reduction is primarily due to the FY18 Adopted Budget including $2,286,528 in reserve for encumbrances for funds under various contracts (vehicle replacement) but not expended in FY17. The budgeting of vehicle replacement will fluctuate each year depending on the schedule of vehicles to be replaced. Excluding this change, the overall budget increased $42,240, or 0.3%.

Change by Division

	FY18 Adopted Budget	FY19 Proposed Budget	FTE or $ Change	% Change
Administration				
Personnel - FTE	17.00	17.00	0.00	0.0%
Total Expenditures*	$6,056,322	$6,247,497	$191,175	3.2%
Airport				
Personnel - FTE	39.50	41.50	2.00	5.1%
Total Expenditures	$8,986,687	$8,655,520	($331,167)	-3.7%
Engineering				
Personnel - FTE	76.00	77.00	1.00	1.3%
Total Expenditures	$12,530,563	$12,490,009	($40,554)	-0.3%
Maintenance				
Personnel - FTE	131.25	134.25	3.00	2.3%
Total Expenditures	$37,340,464	$36,243,089	($1,097,375)	-2.9%
Parks and Open Space				
Personnel - FTE	79.10	80.10	1.00	1.3%
Total Expenditures	$12,881,462	$13,043,490	$162,028	1.3%
Wastewater				
Personnel - FTE	84.50	84.50	0.00	0.0%
Total Expenditures	$17,104,875	$16,397,058	($707,817)	-4.1%
Public Works Department				
PERSONNEL - FTE	427.35	434.35	7.00	1.6%
TOTAL EXPENDITURES	$94,900,373	$93,076,663	($1,823,710)	-1.9%

Change by Funding Source

General	$6,463,030	$6,492,151	$29,121	0.5%
Road	12,517,888	13,604,758	1,086,870	8.7%
Construction and Rental Housing	465,363	481,074	15,711	3.4%
System Dev. Capital Proj.	544,406	501,699	(42,707)	-7.8%
Municipal Airport	9,033,831	8,702,405	(331,426)	-3.7%
Parking Services	78,727	81,607	2,880	3.7%
Wastewater Utility	25,179,845	24,599,965	(579,880)	-2.3%
Stormwater Utility	15,817,205	15,984,595	167,390	1.1%
Fleet Services	18,157,111	15,912,823	(2,244,288)	-12.4%
Professional Services	6,642,967	6,715,586	72,619	1.1%
TOTAL FUNDING SOURCES	$94,900,373	$93,076,663	($1,823,710)	-1.9%

*The published FY18 Adopted Budget total Administration expenditures within the Department Budget Changes mistakenly excluded $12,500 of Council-approved expenditures. Department total expenditures remains the same.

Department Financial Summary

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Proposed Budget
PERSONNEL-FTE	422.25	423.35	427.35	428.35	434.35
Personnel Services	$42,813,235	$43,601,881	$49,130,097	$49,471,497	$51,105,294
Materials and Services	27,755,914	28,032,994	35,266,799	31,826,699	30,511,379
Capital Outlay	3,324,600	6,070,443	10,503,477	14,912,350	11,459,990
TOTAL EXPENDITURES	$73,893,748	$77,705,318	$94,900,373	$96,210,546	$93,076,663
FUND SUMMARY					
General	$5,993,453	$5,953,669	$6,463,030	$7,012,571	$6,492,151
Road	12,461,833	11,749,456	12,517,888	12,973,011	13,604,758
Construction and Rental Housing	411,801	430,663	465,363	465,363	481,074
Library, Parks and Recreation	0	0	0	10,335	0
Systems Dev. Cap. Proj.	232,238	373,897	544,406	540,130	501,699
Municipal Airport	6,649,995	7,499,991	9,033,831	8,597,125	8,702,405
Parking Services	76,401	61,509	78,727	78,727	81,607
Wastewater Utility	20,662,901	21,222,194	25,179,845	25,460,259	24,599,965
Stormwater Utility	13,291,306	13,776,144	15,817,205	15,804,818	15,984,595
Fleet Services	8,135,384	10,608,905	18,157,111	18,628,492	15,912,823
Professional Services	5,978,436	6,028,890	6,642,967	6,639,715	6,715,586
TOTAL	$73,893,748	$77,705,318	$94,900,373	$96,210,546	$93,076,663

Service Budget View for FY19

	Revenue	Expenditures			FTE
	General Fund	General Fund	Other Funds	All Funds	All Funds
Infrastructure and Planning Services					
Airport	$0	$0	$8,702,405	$8,702,405	41.91
Construction Permits	0	0	1,707,820	1,707,820	12.20
Parks and Open Space	109,028	4,371,639	110,598	4,482,237	26.92
Parking	0	0	81,607	81,607	0.00
Infrastructure Project Management	0	0	6,715,586	6,715,586	42.29
Stormwater Management	0	0	14,373,981	14,373,981	77.24
Transportation	0	205,942	12,501,878	12,707,820	61.72
Urban Forestry	17,500	111,516	2,085,383	2,196,899	11.30
Wastewater Collection and Treatment	0	0	24,392,431	24,392,431	123.17
Public Works Department Admin.	0	1,712,246	0	1,712,246	7.65
Subtotal	126,528	6,401,343	70,671,689	77,073,032	404.40
Culture and Recreation Services					
Athletics	0	90,808	0	90,808	0.75
Central Business Functions					
Fleet and Radio Communication Svcs.	0	0	15,912,823	15,912,823	29.20
Total	$126,528	$6,492,151	$86,584,512	$93,076,663	434.35

Division Financial Summary

Administration	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Proposed Budget
PERSONNEL-FTE	16.00	16.00	17.00	17.00	17.00
Personnel Services	$1,873,221	$1,845,706	$2,181,631	$2,181,631	$2,165,433
Materials and Services	3,001,325	3,271,495	3,874,691	3,989,740	4,082,064
TOTAL EXPENDITURES	$4,874,546	$5,117,201	$6,056,322	$6,171,371	$6,247,497
FUND SUMMARY					
General	$1,290,074	$1,303,386	$1,658,959	$1,667,248	$1,712,246
Road	131,812	135,836	189,889	295,639	180,626
Wastewater Utility	1,504,224	1,572,860	1,862,376	1,862,376	1,883,157
Stormwater Utility	1,755,716	1,885,443	2,084,382	2,085,392	2,202,766
Professional Services	192,720	219,675	260,716	260,716	268,702
TOTAL	$4,874,546	$5,117,201	$6,056,322	$6,171,371	$6,247,497

Airport					
PERSONNEL-FTE	37.00	38.50	39.50	39.50	41.50
Personnel Services	$3,736,312	$4,030,649	$4,403,439	$4,478,439	$4,725,991
Materials and Services	2,798,679	3,260,845	4,472,248	3,880,431	3,894,529
Capital Outlay	$61,442	$157,723	$111,000	$191,111	$35,000
TOTAL EXPENDITURES	$6,596,433	$7,449,217	$8,986,687	$8,549,981	$8,655,520
FUND SUMMARY					
Municipal Airport	$6,594,286	$7,449,217	$8,977,295	$8,540,589	$8,645,921
Professional Services	2,147	0	9,392	9,392	9,599
TOTAL	$6,596,433	$7,449,217	$8,986,687	$8,549,981	$8,655,520

Engineering					
PERSONNEL-FTE	75.60	76.00	76.00	77.00	77.00
Personnel Services	$8,496,343	$8,403,919	$9,692,109	$9,692,109	$9,900,540
Materials and Services	3,310,022	1,986,749	2,798,454	2,894,692	2,489,469
Capital Outlay	5,601	106,512	40,000	84,250	100,000
TOTAL EXPENDITURES	$11,811,966	$10,497,180	$12,530,563	$12,671,051	$12,490,009
FUND SUMMARY					
General	$62,942	$51,692	$66,575	$121,820	$67,763
Road	3,305,003	2,009,094	2,351,557	2,445,231	2,294,447
Construction and Rental Housing	292,582	309,376	345,092	345,092	358,371
Systems Dev. Cap. Proj.	167,800	283,650	414,406	410,130	411,905
Wastewater Utility	1,059,755	1,043,994	1,567,175	1,569,406	1,579,896
Stormwater Utility	1,617,723	1,552,794	2,087,951	2,084,817	2,021,967
Fleet Services	10,779	10,902	20,692	20,692	21,111
Professional Services	5,295,382	5,235,678	5,677,115	5,673,863	5,734,549
TOTAL	$11,811,966	$10,497,180	$12,530,563	$12,671,051	$12,490,009

Maintenance	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Proposed Budget
PERSONNEL-FTE	131.25	130.25	131.25	131.25	134.25
Personnel Services	$12,468,450	$12,797,913	$14,521,053	$14,547,453	$15,487,048
Materials and Services	11,077,082	10,900,027	13,905,794	11,703,245	11,618,857
Capital Outlay	1,965,488	4,064,010	8,913,617	11,656,287	9,137,184
TOTAL EXPENDITURES	$25,511,020	$27,761,950	$37,340,464	$37,906,985	$36,243,089
FUND SUMMARY					
General	$167,698	$108,136	$139,793	$169,793	$139,638
Road	7,614,852	7,606,684	8,381,929	8,459,285	9,164,751
Construction and Rental Housing	119,219	121,287	120,271	120,271	122,703
Municipal Airport	55,709	50,774	56,536	56,536	56,484
Parking Services	76,401	61,509	78,727	78,727	81,607
Wastewater Utility	4,683,099	4,601,206	5,157,134	5,144,918	5,261,836
Stormwater Utility	4,520,756	4,447,839	5,111,443	5,111,443	5,365,267
Fleet Services	8,124,605	10,598,004	18,136,419	18,607,800	15,891,712
Professional Services	148,681	166,511	158,212	158,212	159,091
TOTAL	$25,511,020	$27,761,950	$37,340,464	$37,906,985	$36,243,089

Parks and Open Space

PERSONNEL-FTE	78.90	79.10	79.10	79.10	80.10
Personnel Services	$7,649,280	$7,761,255	$8,693,516	$8,933,516	$8,936,011
Materials and Services	3,611,643	4,663,914	4,137,946	4,532,368	4,107,479
Capital Outlay	0	0	50,000	50,000	0
TOTAL EXPENDITURES	$11,260,923	$12,425,169	$12,881,462	$13,515,884	$13,043,490
FUND SUMMARY					
General	$4,472,740	$4,490,455	$4,597,703	$5,053,710	$4,572,504
Road	1,410,166	1,997,841	1,594,513	1,772,856	1,964,934
Library, Parks and Recreation	0	0	0	10,335	0
Systems Dev. Cap. Proj.	64,438	90,247	130,000	130,000	89,794
Wastewater Utility	14,511	9,422	12,906	12,906	13,177
Stormwater Utility	4,959,563	5,430,178	6,008,808	5,998,545	5,859,436
Professional Services	339,505	407,026	537,532	537,532	543,645
TOTAL	$11,260,923	$12,425,169	$12,881,462	$13,515,884	$13,043,490

Wastewater	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Proposed Budget
PERSONNEL-FTE	83.50	83.50	84.50	84.50	84.50
Personnel Services	$8,589,629	$8,762,440	$9,638,349	$9,638,349	$9,890,271
Materials and Services	3,957,163	3,949,964	6,077,666	4,826,223	4,318,981
Capital Outlay	1,292,068	1,742,198	1,388,860	2,930,702	2,187,806
TOTAL EXPENDITURES	$13,838,860	$14,454,602	$17,104,875	$17,395,274	$16,397,058
FUND SUMMARY					
Wastewater Utility	$13,401,312	$13,994,712	$16,580,254	$16,870,653	$15,861,899
Stormwater Utility	437,548	459,890	524,621	524,621	535,159
TOTAL	$13,838,860	$14,454,602	$17,104,875	$17,395,274	$16,397,058

Fund Accounting

Governmental accounting is distinctly different from accounting in private businesses. Business' financial reports are used as a tool to generate profits for owners and shareholders. The focus of governmental accounting and financial reporting is to control the use of public resources and disclose financial results of spending and service delivery decisions made by elected officials and government executives.

To accomplish this, a fund accounting system is used. The fund accounting system groups revenues and expenditures together into accounting entities, called "funds," which are segregated by the different purposes and legal restrictions surrounding government resources and activities. Each fund is a set of accounts, recording all assets, liabilities and residual equities, within the fund.

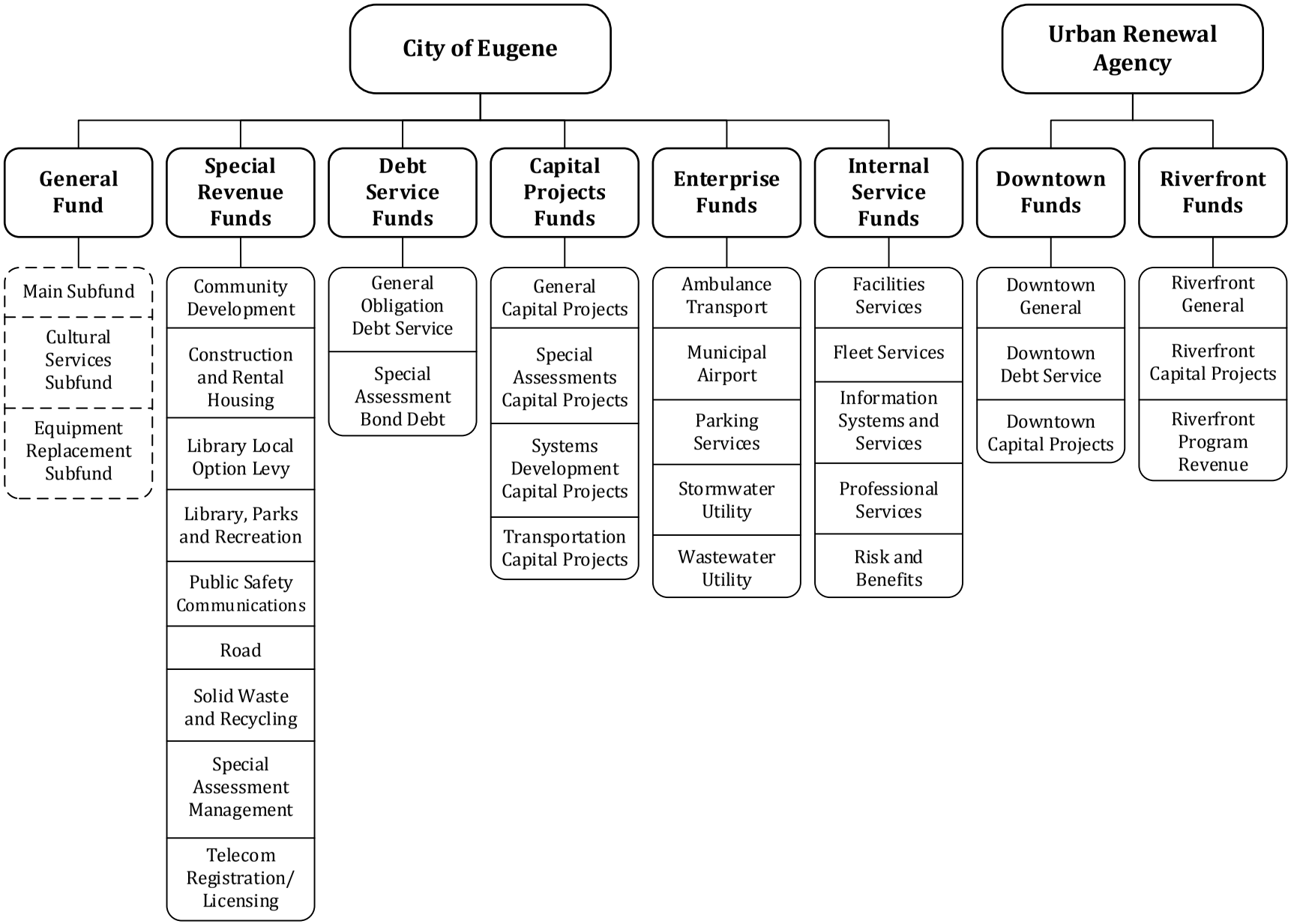
Since there are legal, administrative and political constraints on the use of resources, they are grouped into respective funds for the purpose of monitoring and controlling expenditures. The reports generated from the fund accounting system present information according to Oregon Local Budget Law and Generally Accepted Accounting Principles (GAAP) for governments. Municipalities may incur expenditures only for the purposes and amounts approved by the governing body.

The various funds of the City are grouped into two categories, as follows:

Governmental Fund Types – Governmental funds are those through which most governmental functions of the City are financed including the General Fund, special revenue funds, debt service funds and capital projects funds. The focus of governmental funds is determining the change in current financial resources rather than determining net income.

Proprietary Fund Types – Proprietary funds are used to account for the City's ongoing activities that are similar to those in the private sector, including enterprise funds and internal service funds. The focus of proprietary funds is determining net income.

Although monies may be transferred or loaned from one fund to another, the overall objective is to maintain the independence of each fund as much as possible. Fund accounting allows the City to maintain the appropriate controls over fund expenditures and provides for reporting fund activities to interested citizens. The diagrams on the following pages provide additional details regarding the various types of funds. The Fund Matrix Section in this document includes more specific information about the City's funds, including their purpose, primary revenue sources and expenditures, and restrictions. The Chart of Accounts Changes section provides an overview of recent updates to the City's financial structure.


City of Eugene
Urban Renewal Agency
General Fund
Main Subfund
Cultural Services Subfund
Equipment Replacement Subfund
Special Revenue Funds
Community Development
Construction and Rental Housing
Library Local Option Levy
Library, Parks and Recreation
Public Safety Communications
Road
Solid Waste and Recycling
Special Assessment Management
Telecom Registration/ Licensing
Debt Service Funds
General Obligation Debt Service
Special Assessment Bond Debt
Capital Projects Funds
General Capital Projects
Special Assessments Capital Projects
Systems Development Capital Projects
Transportation Capital Projects
Enterprise Funds
Ambulance Transport
Municipal Airport
Parking Services
Stormwater Utility
Wastewater Utility
Internal Service Funds
Facilities Services
Fleet Services
Information Systems and Services
Professional Services
Risk and Benefits
Downtown Funds
Downtown General
Downtown Debt Service
Downtown Capital Projects
Riverfront Funds
Riverfront General
Riverfront Capital Projects
Riverfront Program Revenue

GOVERNMENTAL FUND TYPES

Governmental funds are those through which most governmental functions of the City are financed. The financial measurement focus for these funds is determining the change in current financial resources rather than determining net income.

General Fund
Records financial activities not accounted for in other funds. These resources support most central business services, public safety services, cultural/leisure services, and some public development services.

Special Revenue Funds
Account for restricted resources designated for specific uses such as Telecom Registration/Licensing revenues or the Road Fund.

Debt Service Funds
Account for resources used for the payment of debt, including principal and interest.

Capital Projects Funds
Account for financial resources for the acquisition, construction, and maintenance of capital facilities.

PROPRIETARY FUND TYPES

Proprietary funds are used to account for the City's ongoing activities that are similar to those in the private sector. The financial measurement focus for these funds is determining net income.

Enterprise Funds
Account for goods or services which are provided on a continuing basis to the general public and are financed primarily through user charges. An enterprise fund is managed much like a business in that it is self-supporting in nature such as the Airport or Wastewater Funds.

Internal Service Funds
Account for goods or services furnished internally from one division to another such as Fleet or Facility Services. The goal of these programs is to appropriately apportion the costs of the programs and services across City divisions.

General Fund (GF) - used to account for financial activities not reported in another fund					
Subfund Name and Number	**Purpose**	**Primary Funding Sources**	**Primary Expenditures**	**Spending Restrictions**	**FY19 Proposed Budget Document Reference**
Reporting Fund (010)	Fund 010 is the General Fund reporting fund. The subfunds (011, 031, 041) "roll up" to this fund for reporting purposes.				Page 140
Main Subfund (011)	General purpose government operations.	Property tax revenues, contributions in lieu of tax and user fees.	Police and fire services, library and recreation services, parks maintenance services, planning services and general administration.	Most revenues are unrestricted; grant funds are restricted by granting agency. Some funds are pass-throughs to other governments.	Page 141
Cultural Services Subfund (031)	To account for the operation of the Hult Center, community events, public art and Cuthbert Amphitheater.	Transient room tax revenue, rental, ticket office and patron user fees.	Operation and management of the Hult Center and Cuthbert Amphitheater.	State statute requires that 100% of revenue from the City's 4.5% transient room tax is used to promote tourism and tourism-related facilities.	Page N/A
Equipment Replacement Subfund (041)	To account for resources associated with future replacement of General Fund equipment other than vehicles.	General Fund transfer and department matching funds.	General Fund equipment including fire turnouts, fire self-contained breathing apparatus (SCBA), police weapons and forensic equipment, generators and library materials handling system.	Revenue source is unrestricted, however, Departments must contribute 50% match to access equipment replacement funds, and typically the item must total at least $20,000.	Page N/A

Special Revenue Funds - used to account for the proceeds of certain revenue sources that are legally restricted to expend for specific purposes					
Reporting Fund Name and Number (listed alphabetically)	**Purpose**	**Primary Funding Sources**	**Primary Expenditures**	**Spending Restrictions**	**FY19 Proposed Budget Document Reference**
Community Development Fund (170)	To account for grant revenues received from the federal government related to economic development and affordable housing.	Federal grants and loan repayments.	Eligible capital projects, Broadway Commerce Center, low income housing, loans for historic properties and commercial revitalization.	Community Development Block Grant (CDBG) and HOME funds must meet the federal government criteria of benefiting low to moderate income individuals' needs, eliminating blight and addressing urgent needs.	Page 142
Construction and Rental Housing Fund (150)	To account for construction permit activities and collection of rental housing fund program activities.	Construction permit fees and annual fees from rental housing program.	Program activities including land use enforcement, structural integrity and safety.	City Code 7.300 and 8.440 - Recover all of the City's costs related to processing the application for the permit and inspecting the work during and after completion of the work; to provide a reasonable return to the public for the permitted on-going use of the public way; and offsetting the costs to the City associated with the enforcement of rental housing code.	Page 143
Library Local Option Levy (111)	To account for local option levy property taxes for library service enhancements.	Local option property tax levy from FY17 through FY21.	Library enhancement services described in Ballot Measure 20-235: expand access by adding more hours; increase programming, with focus on supporting early literacy, success in school and career development (including "makerspace"), and providing offsite programming directly to community members; providing $300,000 per year for new books and other resources; and providing laptops/tables for public use.	Can only be used for purposes identified in the ballot measure. The measure requires an annual report on spending to be reviewed by the Library Advisory Board and made available to the City Council and the public.	Page 144
Library, Parks and Recreation Fund (180)	To account for contributions from private donors to support the public library and City-owned parks and recreation facilities and the arts.	Private donations.	Per the designation of the donor.	Designation upon receipt of donation.	Page 145
Public Safety Communications Fund (130)	To account for the operation of 9-1-1 call taking and the operations and maintenance of the regional radio system.	Telephone excise tax, intergovernmental revenue and revenues from other governments that subscribe to the communications systems.	9-1-1 call taking center and operations and maintenance of the public safety regional radio system.	Oregon Revised Statutes (ORS) 403 restricts use of state 911 tax funds to 911 operations and an Intergovernmental Agreement (IGA) between participating jurisdictions limits use of those revenues to funding of the regional radio system.	Page 146
Road Fund (131)	To account for the operations and maintenance of the City's street transportation system.	State Highway Trust Fund allocations, revenue from the utility systems for the use and occupancy of the City's right-of-way and other grants, fees and permits.	Street surface repair, street lighting, signing and striping, traffic signal maintenance, transportation planning and engineering and street tree maintenance.	Funding must be used for road related purposes defined by ORS 366.785-366.820, 366.514, and Article IX, section 3a, of the Oregon Constitution and may be limited to specific projects stated in each grant award.	Page 147
Solid Waste and Recycling Fund (155)	To account for activity associated with solid waste and recycling efforts.	Solid waste hauler license fees.	Regulation of solid waste collection services and development/promotion of waste prevention and green building efforts.	City Code 3.250(1)(g) - Fees that allow the City, at a minimum, to recover regulatory and enforcement costs associated with solid waste and/or recycling collection.	Page 148

Special Revenue Funds (Continued) - used to account for the proceeds of certain revenue sources that are legally restricted to expend for specific purposes					
Reporting Fund Name and Number (listed alphabetically)	**Purpose**	**Primary Funding Sources**	**Primary Expenditures**	**Spending Restrictions**	**FY19 Proposed Budget Document Reference**
Special Assessment Management Fund (110)	To account for activities related to support of the special assessment program and assessment deferral programs.	Assessment bond proceeds and fees paid by property owners.	Collection activities for principal and interest on contracts; collection activities for transient room taxes. (Deferral of assessments for low income property owners and low income senior property owners under City Code 7.195)	Council authorized programs for property owners to finance assessments and participate in deferral programs; funding is unrestricted but generally used for these purposes.	Page 149
Telecom Registration/Licensing Fund (135)	To account for revenues and expenditures associated with the 2% registration fee/business privilege tax for providers of telecommunications services in Eugene.	2% of registrants' gross revenues derived from their telecommunication activities within the city.	City telecom-related projects and activities that benefit the community.	Program administration and telecom projects that benefit the community. Funds will not be used to replace property tax revenue: City Code 3.415 and Ordinance 20083 Findings #13 and #15.	Page 150

Debt Service Funds - used to account for the accumulation of resources and payment of long-term debt principal and interest					
Reporting Fund Name and Number (listed alphabetically)	**Purpose**	**Primary Funding Sources**	**Primary Expenditures**	**Spending Restrictions**	**FY19 Proposed Budget Document Reference**
General Obligation Debt Service Fund (211)	To account for revenues and expenditures related to voter-approved General Obligation bonds issued by the City.	Property tax revenues.	Payments of principal and interest on outstanding General Obligation bonds approved by voters.	ORS 294.388 requires a separate fund to be set up for payment of General Obligation bonds. ORS 287A.140 states that the City may not divert funds while principal or interest on G.O. bonds remain unpaid.	Page 151
Special Assessment Bond Debt Fund (250)	To pay principal and interest on bonds issued to pay for property owner assessment financing contracts.	Assessment bond proceeds and fees paid by property owners.	Payments of principal and interest to bond holders.	Bond covenants restrict property owner payments to paying off principal and interest on assessment bonds issued by the City.	Page 152

Capital Projects Funds - used to account for financial resources to be used for the acquisition or construction of major capital facilities					
Reporting Fund Name and Number (listed alphabetically)	**Purpose**	**Funding Sources**	**Primary Expenditures**	**Spending Restrictions**	**FY19 Proposed Budget Document Reference**
General Capital Projects Fund (310)	To account for financing, construction and preservation of capital facilities not financed by proprietary or other capital projects funds and affordable housing.	General Fund transfer, bond proceeds, grants and loan repayments.	Preservation and major repairs of General Fund buildings, public art, City Hall replacement and park and open space land acquisitions.	Funding provided by bond proceeds (including interest earnings) are restricted by the terms of the bond measure approved by voters. Grants are usually restricted to a specific project or type of project. General Fund transfers are unrestricted. Fund 314 is restricted by Council Policy to provide capital funding for affordable housing projects. The revenue generated from loan repayment is designated for future affordable housing projects.	Page 153
Special Assessments Capital Projects Fund (350)	To account for interim financing and related costs of construction for public improvements which primarily benefit the property owners against whose properties special assessments are levied.	Debt issuance and repayment.	Construction of public improvements.	State law restricts assessments to the specific improvement constructed.	Page 154
Systems Development Capital Projects Fund (330)	To account for Systems Development Charge (SDC) revenues and expenditures in four major infrastructure systems.	SDC fees paid when permits are issued.	Capacity-enhancing projects for the following systems: transportation, wastewater, stormwater and parks.	ORS 223.297 to 223.314 restricts expenditures to capacity-enhancing projects for the four systems.	Page 155
Transportation Capital Projects Fund (340)	To account for revenues from dedicated sources and related non-development transportation capital project expenditures.	State and federal transportation grants, a $0.05 per gallon local motor vehicle fuel tax, the 2012 and 2017 voter-approved Street Bonds.	Pavement preservation program fixing streets and funding bicycle and pedestrian projects.	Funding provided by bond proceeds (including interest earnings) are restricted by the terms of the bond measure approved by voters. Grants are usually restricted to a specific project or type of project. Gas tax revenues are dedicated to the preservation and maintenance of the street system per Oregon State Constitution, Article 9, Section 3a; ORS 366 and 367 and City Code 3.489 (2).	Page 156

Enterprise Funds - used to account for operations that are financed and operated in a similar manner as a private business; intended to be self-supporting					
Reporting Fund Name and Number (listed alphabetically)	**Purpose**	**Primary Funding Sources**	**Primary Expenditures**	**Spending Restrictions**	**FY19 Proposed Budget Document Reference**
Ambulance Transport Fund (592)	To account for the operations of ambulance transportation services and associated pre-hospital life support care.	User fees, subscription program membership fees and transer from the General Fund.	Costs related to ambulance transport and associated pre-hospital life support care.	The proceeds of user fees are retained in the fund for operating the service.	Page 157
Municipal Airport Fund (510)	To account for the operation of the municipal airport.	Airline, parking and concession revenues, Airport Improvement Program grant monies and Passenger Facility Charges.	Airport operations and capital improvements.	Revenues are restricted for use in financing airport operations and eligible airport projects as determined by Federal Aviation Administration regulation.	Page 158
Parking Services Fund (520)	To account for operations of the City's municipal parking program.	Parking fees, fines, and commercial space rentals.	To maintain parking assets and operations as well as a transfer to the General Fund to pay for a portion of a dedicated downtown police unit.	Proceeds are retained in the fund for operating the municipal parking program.	Page 159
Stormwater Utility Fund (539)	To account for activities related to the stormwater system and providing wetland mitigation credits.	Stormwater user fees and mitigation credit sales.	For the operation, construction and maintenance of the stormwater system and the wetland resource protection and enhancement program.	As allowed under state statute, the proceeds of user fees are retained in the fund for planning, constructing and/or operating the system. Wetland mitigation credits are restricted to appropriate projects within the wetland bank service area.	Page 160
Wastewater Utility Fund (530)	To account for activities related to the wastewater collection and treatment system.	Wastewater user fees.	For the construction, operation and maintenance of the wastewater collection and treatment system.	Partial restriction for outstanding regional wastewater system debt payments. As allowed under state statute, the proceeds of user fees are retained in the fund for planning, constructing and/or operating the system. Per intergovernmental agreement, all regional revenues are required to be passed through to the Metropolitan Wastewater Management Commission.	Page 161

Internal Service Funds - used to account for fiscal activities when goods or services are furnished internally to other departments on a cost reimbursement basis					
Reporting Fund Name and Number (listed alphabetically)	**Purpose**	**Primary Funding Sources**	**Primary Expenditures**	**Spending Restrictions**	**FY19 Proposed Budget Document Reference**
Facilities Services Fund (615)	To account for the different aspects of operation and maintenance of City-owned facilities.	Lease payments, facility maintenance rates, charges to capital funds and postage reimbursement.	Facility maintenance for Atrium Building, general facility maintenance for City buildings, architectural and project management services performed by Facility Management Division personnel, postage expenditures.	Limited to the participating and benefiting funds that incurred the fees and charges for services, consistent with the cost-reimbursement goal of internal service funds. There are no restrictions for the Facilities Maintenance and Facilities Professional Services subfunds.	Page 162
Fleet Services Fund (600)	To provide for a way to systematically set aside funding for the purchase of vehicles, equipment and radio infrastructure and maintenance.	Fleet and radio user charges to other City funds.	Vehicle and radio purchases and equipment maintenance.	Limited to the participating and benefiting funds that incurred the fees and charges for services, consistent with the cost-reimbursement goal of internal service funds. For the General Fund there are no restrictions. For Non-General Funds, see restrictions for all funds, including: Municipal Airport Fund, Road Fund, Stormwater Utility Fund and Wastewater Utility Fund. The proceeds of department charges are retained in the fund to operate and maintain the system.	Page 163
Information Systems and Services Fund (610)	To account for the activity related to information systems and services for City departments, information systems for public safety and central business software applications.	User charges to other City funds for software support, hardware support, network services, telephones, printing, copying and postage and records management system charges to the City of Springfield.	Data processing and reproduction, equipment purchases and maintenance, postage, telephone and printing services, Public Safety and Justice software systems, and the purchase and implementation of central business software.	Limited to the participating and benefiting funds that incurred the fees and charges for services, consistent with the cost-reimbursement goal of internal service funds. Resources associated with the Records Management System (RMS) project may not be transferred out of this fund or otherwise used for other purposes under an intergovernmental agreement with the City of Springfield.	Page 164
Professional Services Fund (630)	To account for professional engineering services performed by Public Works personnel for other City funds and outside agencies.	User charges to other City funds.	Engineering services.	Limited to the participating and benefiting funds that incurred the fees and charges for services, consistent with the cost-reimbursement goal of internal service funds.	Page 165
Risk and Benefits Fund (620)	To account for cost of the City's self-insurance programs including risk management, employee health and benefits, pension bond and other post-employee benefits.	Rates charged to all City funds and payment for insurance plans from active employees and retirees.	Property and liability insurance and claims, current and previous employee health and benefits, principal and interest on pension bonds, workers compensation and unemployment insurance.	Resources placed into the Employee Health and Benefits subfund may not be transferred out of this subfund or otherwise used for other purposes according to ORS 731.036(6). Expenditures from the Risk subfund are limited under EC 2.585. Pension bond reserves are prudent internal reserves to ensure payment of principal and interest on pension bonds. Reserves constitute funds from both the General Fund and non-General Funds. See restrictions on non-General Funds.	Page 166

How to Read a Fund Schedule

Any Fund

Revenues are current monies received or anticipated by the City from either tax or non-tax sources.

Expenditures include current departmental expenditures (personnel services, materials and services, capital outlay), capital projects, and non-departmental expenses.

Excess (deficiency) of revenues over expenditures is a calculation of Total Revenues minus Total Expenditures.

The resulting excess or deficiency is added to **Beginning Working Capital** (resources carried over from previous years) to determine the fund's **Ending Working Capital**.

Total Resources is the sum of Total Revenues and Beginning Working Capital (resources carried over from previous years).

Total Requirements is the sum of Total Expenditures and Ending Working Capital.

Under Oregon Budget Law, Total Resources must equal Total Requirements.

Balance Available and **Reserve** accounts are considered to be non-departmental. They are a measure of the fiscal health of a fund.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues						
Intergovernmental	0	4,793	0	0	0	0
Rental	616,478	563,314	615,100	615,100	527,802	510,205
Charges for Services	8,189,797	8,253,323	8,502,034	8,502,034	8,466,832	9,442,898
Miscellaneous	67,546	144,341	6,000	6,000	21,470	6,000
Interfund Transfers	1,000,000	1,500,000	0	0	0	0
Principal on Notes/Loans	300,000	0	0	0	0	0
Total Revenues	10,173,821	10,465,771	9,123,134	9,123,134	9,016,104	9,959,103
Expenditures						
Central Services	8,066,122	8,479,222	8,646,238	8,642,834	8,404,652	9,283,708
Planning and Development	240,010	239,824	285,781	285,781	285,781	343,206
Debt Service	202,160	204,255	206,000	206,000	206,000	211,700
Capital	289,696	51,620	525,610	524,448	524,448	515,476
Interfund Transfers	1,077,000	10,187,000	432,000	524,598	524,598	433,000
Total Expenditures	9,874,988	19,161,921	10,095,629	10,183,661	9,945,479	10,787,090
Excess (deficiency) of revenues over expenditures	**298,833**	**(8,696,150)**	**(972,495)**	**(1,060,527)**	**(929,375)**	**(827,987)**
Beginning Working Capital (Fund Balance), July 1	12,192,457	12,491,290	13,445,395	3,795,140	3,795,140	3,465,624
Ending Working Capital (Fund Balance), June 30	12,491,290	3,795,140	12,472,900	2,734,613	2,865,765	2,637,637
Reconciliation of Total Resources and Requirements						
Resources						
Beginning Working Capital (Fund Balance)	12,192,457	12,491,290	13,445,395	3,795,140	3,795,140	3,465,624
Total Revenues	10,173,821	10,465,771	9,123,134	9,123,134	9,016,104	9,959,103
Total Resources	22,366,278	22,957,061	22,568,529	12,918,274	12,811,244	13,424,727
Requirements						
Total Expenditures	9,874,988	19,161,921	10,095,629	10,183,661	9,945,479	10,787,090
Ending Working Capital (Fund Balance)	12,491,290	3,795,140	12,472,900	2,734,613	2,865,765	2,637,637
Total Requirements	22,366,278	22,957,061	22,568,529	12,918,274	12,811,244	13,424,727
Reserves (Budgeted amounts only)						
Balance Available	2,856,622	2,631,935	2,104,293	2,192,613	2,192,613	2,095,637
Reserve	8,484,923	542,000	10,368,607	542,000	542,000	542,000
Total Reserves	11,341,545	3,173,935	12,472,900	2,734,613	2,734,613	2,637,637

What to look for on a fund schedule, and other relevant information:

- An important item to look for on a fund schedule is the trend in revenue and expenditure changes which directly impact the fund's excess/deficiency and available working capital.
- The difference between FY18 Adopted Budget and FY18 Budget 12/31/2017 is that the latter includes the December Supplemental Budget (SB). SBs are used to keep the budget reflective of the current service environment and to ensure that appropriations are as current as possible. The first SB generally occurs in December following completion of the previous fiscal year's audit; this explains why FY17 Actual Ending Working Capital exactly matches FY18 Budget 12/31/2017 Beginning Working Capital.
- During the current fiscal year, the fund manager will evaluate the fund status and project the ending balance in order to estimate the starting point for the next fiscal year; this is shown in the fund schedule under FY18 Projections.
- The difference between revenues and resources is that revenues represent monies received in the current fiscal year while resources also include funds carried over from previous fiscal years. Similarly, expenditures cover the current fiscal year while requirements also include reserves to be carried forward to future fiscal years.
- In order to maintain a prudent level of reserves, the City has established a general practice that the target amount of balance available budgeted shall be at least two months of operating expenses. There is a variety of reasons for fluctuations in fund reserves over time such as saving up for large expenses or planning for future uncertainty.

In 2014, the City began a project to replace the City's financial and human resources software which became known as the Corporate Renovation Project (CRP). At that time, the existing software used to conduct business in the areas of finance, budget and human resources was outdated, not optimally integrated and, in some cases, past its useful life. In 2017, staff working across the entire organization completed the first phase of the CRP: an updated version of the financials system, a new budget planning system and a revised Chart of Accounts. The second phase of the CRP that will update human resources software and position budgeting is expected to go live early in calendar year 2019.

The Chart of Accounts is the basis of the City's financial structure and helps to organize and report out on financial activity. Think of the Chart of Accounts as a series of numbers that separates items such as revenues and expenses or identifies the correct fund (e.g. General Fund vs. Road Fund). Every financial transaction at the City is translated into a series of numbers to accurately record how the City is spending and receiving public funds. The Chart of Accounts is used through many processes including timesheets, credit card purchases, payments to vendors, receipting revenues, and creating, monitoring and tracking budgets.

Over time, the City's Chart of Accounts had grown very large and contained a significant amount of detailed information. As part of the CRP, staff took a fresh look at the Chart of Accounts and current best practices related to local government financial management which recommend that the General Ledger should remain general and capture information at a high level, while more detailed information should live in subsidiary systems, such as Accounts Receivable and Payroll, to capture transactional data. Staff worked to revise the Chart of Accounts to conform to best practices and standardize usage across departments, including some reclassification of chart fields based on a common organizational definition of those fields.

To use the updated Chart of Accounts in the new software systems, some historical data had to be "mapped" from the old Chart to the new, so that staff tasked with preparing the budget could analyze historical trends to predict future activity, and to comply with Oregon Local Budget Law. Two years of prior year actuals (FY16 and FY17), the FY18 Adopted Budget and the FY18 Budget as of 12/31/17 were mapped to the new Chart values. As a result of this extensive mapping effort, some of this historical data moved to different categories from those shown in the FY18 Adopted Budget document. The variances that resulted from the data mapping process primarily impact Revenues presented on the fund schedules, however as part of this review, some divisions took the opportunity to update their structure to more closely reflect their operating environment, so you may also notice some changes in historical data in the Department View section. In each case, the Total Revenues line on the fund schedule, or the Total Expenditures line for the department remain the same as what was published in the FY18 Adopted Budget document.

The totals for Resources and Requirements within a fund did not change, but you may notice different amounts in the categories of revenues in the FY19 Proposed Budget from what was presented in the FY18 Adopted Budget. As shown in the following example, the total revenues in a fund for FY16 Actuals remains the same across both documents, but Licenses/Permits revenue in FY19 varies from the FY18 publication because some of those revenues were reclassified to another category, under Charges for Services.

FY18 Adopted	FY16 Actual
Revenues	
Licenses/Permits	3,889,830
Charges for Services	3,996,773
Fines/Forfeitures	13,734
Interfund Loans	0
Miscellaneous	42,905
Total Revenues	7,943,242

FY19 Proposed	FY16 Actual
Revenues	
Licenses/Permits	3,712,043
Charges for Services	4,174,560
Fines/Forfeitures	13,734
Interfund Loans	0
Miscellaneous	42,905
Total Revenues	7,943,242

The new Chart of Accounts more accurately reflects the City's financial activities and conforms to best practices recommendations for governmental accounting. It is anticipated that FY19 will be the only year where the mapping conversion is evident because it is our transition year to the new processes and systems.

General Fund (010) Reporting Fund

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Taxes	107,289,570	111,631,344	114,667,000	114,772,000	115,411,697	119,349,000
Licenses/Permits	24,210,284	8,543,746	7,339,144	7,339,144	8,601,480	8,723,816
Intergovernmental	4,744,171	5,496,396	5,136,876	6,423,224	6,249,985	5,277,000
Rental	533,763	669,989	507,830	507,830	614,302	562,830
Charges for Services	13,099,290	13,624,368	16,117,207	16,829,404	15,430,656	15,232,123
Fines/Forfeitures	2,378,237	1,934,141	2,090,000	2,090,000	1,853,000	1,894,575
Miscellaneous	943,149	1,286,504	841,734	1,091,734	1,170,954	1,756,914
Interfund Transfers	9,519,145	9,803,423	10,225,107	10,225,107	10,225,107	10,850,023
Total Revenues	162,717,610	152,989,911	156,924,898	159,278,443	159,557,181	163,646,281
Expenditures						
Central Services	22,995,115	23,996,990	26,213,689	28,801,823	28,541,186	25,997,835
Fire and Emerg. Med. Srvcs.	28,222,239	28,818,000	30,238,972	31,738,260	31,436,237	30,777,064
Library, Rec. and Cultural Srvcs.	26,874,805	28,162,351	30,731,736	32,759,038	32,529,501	31,073,351
Planning and Development	5,860,617	6,389,376	7,203,900	9,261,083	9,189,044	7,387,654
Police	50,050,092	51,649,187	53,279,325	54,477,919	53,945,701	54,644,120
Public Works	5,993,453	5,953,669	6,463,030	7,012,571	6,947,941	6,492,151
Interfund Transfers	5,279,300	5,580,280	5,671,055	6,571,055	6,571,055	5,865,300
Special Payments	430,071	340,679	700,000	700,000	700,000	700,000
Total Expenditures	145,705,692	150,890,533	160,501,707	171,321,749	169,860,665	162,937,475
Excess (deficiency) of revenues over expenditures	**17,011,918**	**2,099,379**	**(3,576,809)**	**(12,043,306)**	**(10,303,484)**	**708,806**
Beginning Working Capital (Fund Balance), July 1	40,179,466	57,191,384	53,876,942	59,290,763	59,290,763	48,987,279
Ending Working Capital (Fund Balance), June 30	57,191,384	59,290,763	50,300,133	47,247,457	48,987,279	49,696,085

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	40,179,466	57,191,384	53,876,942	59,290,763	59,290,763	48,987,279
Total Revenues	162,717,610	152,989,911	156,924,898	159,278,443	159,557,181	163,646,281
Total Resources	202,897,076	210,181,295	210,801,840	218,569,206	218,847,944	212,633,560
Requirements						
Total Expenditures	145,705,692	150,890,533	160,501,707	171,321,749	169,860,665	162,937,475
Ending Working Capital (Fund Balance)	57,191,384	59,290,763	50,300,133	47,247,457	48,987,279	49,696,085
Total Requirements	202,897,076	210,181,295	210,801,840	218,569,206	218,847,944	212,633,560

Reserves (Budgeted amounts only)						
Contingency	0	10,851	12,000	0	0	12,000
Reserve	11,941,473	26,428,138	24,958,133	21,917,457	21,917,457	23,844,085
UEFB**	23,040,000	23,930,000	25,330,000	25,330,000	25,330,000	25,840,000
Total Reserves	34,981,473	50,368,989	50,300,133	47,247,457	47,247,457	49,696,085

* FY16 Actual and FY18 Adopted Budget amounts in revenue categories may differ from those published in the FY18 Adopted Budget due to changes in the City's Chart of Accounts; however, total revenues for these years remain the same. Please see the Chart of Accounts Changes explanation earlier in this section for more information.

** Unappropriated Ending Fund Balance

General Fund (011) Main Subfund

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Taxes	104,826,364	108,829,854	112,167,000	112,272,000	112,911,697	116,649,000
Licenses/Permits	24,210,284	8,543,746	7,339,144	7,339,144	8,601,480	8,723,816
Intergovernmental	4,744,171	5,496,396	5,136,876	6,423,224	6,249,985	5,277,000
Rental	414,117	438,335	371,830	371,830	414,302	376,830
Charges for Services	9,865,660	10,352,762	11,449,307	12,161,504	11,374,756	10,599,123
Fines/Forfeitures	2,378,237	1,934,141	2,090,000	2,090,000	1,853,000	1,894,575
Miscellaneous	889,193	1,224,606	803,734	1,053,734	1,135,954	1,721,914
Interfund Transfers	9,119,145	9,403,423	9,825,107	9,825,107	9,825,107	10,450,023
Total Revenues	156,447,171	146,223,264	149,182,998	151,536,543	152,366,281	155,692,281
Expenditures						
Central Services	22,845,115	23,846,990	26,063,689	28,651,823	28,391,186	25,847,835
Fire and Emerg. Med. Srvcs.	27,567,966	28,704,010	30,202,252	31,666,540	31,364,517	30,752,064
Library, Rec. and Cultural Srvcs.	21,359,708	22,053,234	22,953,711	23,618,048	23,388,511	23,397,992
Planning and Development	5,860,617	6,389,376	7,203,900	9,261,083	9,189,044	7,387,654
Police	50,002,149	51,604,501	53,221,825	54,420,419	53,888,201	54,577,020
Public Works	5,993,453	5,953,669	6,463,030	7,012,571	6,947,941	6,492,151
Interfund Transfers	5,279,300	5,580,280	5,671,055	6,571,055	6,571,055	5,865,300
Special Payments	430,071	340,679	700,000	700,000	700,000	700,000
Total Expenditures	139,338,379	144,472,740	152,479,462	161,901,539	160,440,455	155,020,016
Excess (deficiency) of revenues over expenditures	**17,108,792**	**1,750,524**	**(3,296,464)**	**(10,364,996)**	**(8,074,174)**	**672,265**
Beginning Working Capital (Fund Balance), July 1	36,559,410	53,668,202	50,387,523	55,418,726	55,418,726	47,344,552
Ending Working Capital (Fund Balance), June 30	53,668,202	55,418,726	47,091,059	45,053,730	47,344,552	48,016,817

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	36,559,410	53,668,202	50,387,523	55,418,726	55,418,726	47,344,552
Total Revenues	156,447,171	146,223,264	149,182,998	151,536,543	152,366,281	155,692,281
Total Resources	193,006,581	199,891,466	199,570,521	206,955,269	207,785,007	203,036,833
Requirements						
Total Expenditures	139,338,379	144,472,740	152,479,462	161,901,539	160,440,455	155,020,016
Ending Working Capital (Fund Balance)	53,668,202	55,418,726	47,091,059	45,053,730	47,344,552	48,016,817
Total Requirements	193,006,581	199,891,466	199,570,521	206,955,269	207,785,007	203,036,833

Reserves (Budgeted amounts only)						
Contingency	0	10,851	12,000	0	0	12,000
Reserve	9,246,371	23,590,703	21,749,059	19,723,730	19,723,730	22,164,817
UEFB**	23,040,000	23,930,000	25,330,000	25,330,000	25,330,000	25,840,000
Total Reserves	32,286,371	47,531,554	47,091,059	45,053,730	45,053,730	48,016,817

* FY16 Actual and FY18 Adopted Budget amounts in revenue categories may differ from those published in the FY18 Adopted Budget due to changes in the City's Chart of Accounts; however, total revenues for these years remain the same. Please see the Chart of Accounts Changes explanation earlier in this section for more information.

** Unappropriated Ending Fund Balance

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Intergovernmental	2,020,080	2,351,622	5,212,329	7,419,097	3,539,061	5,451,912
Charges for Services	6,088	6,230	5,000	5,000	5,000	5,000
Miscellaneous	549,692	1,268,802	715,144	715,144	706,248	709,720
Principal on Notes/Loans	2,053,458	1,767,252	3,016,700	3,016,700	1,657,448	2,995,600
Interfund Loans	65,000	0	0	0	0	0
Intrafund Transfers	0	0	0	0	681,288	0
Total Revenues	4,694,318	5,393,906	8,949,173	11,155,941	6,589,045	9,162,232
Expenditures						
Planning and Development	1,842,138	1,519,211	3,890,857	4,000,863	2,664,583	3,197,408
Capital	143,259	200,000	551,200	488,642	0	241,614
Debt Service	327,642	364,966	364,649	364,649	364,649	373,395
Interfund Transfers	123,000	105,000	93,000	93,000	93,000	127,000
Special Payments	2,681,703	2,283,165	7,651,061	8,565,697	2,601,009	8,795,847
Total Expenditures	5,117,742	4,472,342	12,550,767	13,512,851	5,723,241	12,735,264
Excess (deficiency) of revenues over expenditures	**(423,424)**	**921,564**	**(3,601,594)**	**(2,356,910)**	**865,804**	**(3,573,032)**
Beginning Working Capital (Fund Balance), July 1	3,650,660	3,227,236	4,788,252	4,148,800	4,148,800	5,014,604
Ending Working Capital (Fund Balance), June 30	3,227,236	4,148,800	1,186,658	1,791,890	5,014,604	1,441,572

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	3,650,660	3,227,236	4,788,252	4,148,800	4,148,800	5,014,604
Total Revenues	4,694,318	5,393,906	8,949,173	11,155,941	6,589,045	9,162,232
Total Resources	8,344,978	8,621,142	13,737,425	15,304,741	10,737,845	14,176,836
Requirements						
Total Expenditures	5,117,742	4,472,342	12,550,767	13,512,851	5,723,241	12,735,264
Ending Working Capital (Fund Balance)	3,227,236	4,148,800	1,186,658	1,791,890	5,014,604	1,441,572
Total Requirements	8,344,978	8,621,142	13,737,425	15,304,741	10,737,845	14,176,836

Reserves (Budgeted amounts only)						
Reserve	1,064,224	1,121,997	1,186,658	1,185,147	1,185,147	1,191,572
Balance Available	505,939	325,822	0	606,743	606,743	250,000
Total Reserves	1,570,163	1,447,819	1,186,658	1,791,890	1,791,890	1,441,572

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	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Licenses/Permits	3,712,043	3,755,751	4,018,368	4,018,368	4,260,000	4,296,500
Charges for Services	4,174,560	4,104,021	4,697,285	4,697,285	4,857,200	5,453,250
Fines/Forfeitures	13,734	23,403	25,000	25,000	20,000	25,000
Interfund Loans	0	65,000	0	0	0	0
Miscellaneous	42,905	69,311	347,000	347,000	37,845	86,000
Total Revenues	7,943,242	8,017,486	9,087,653	9,087,653	9,175,045	9,860,750
Expenditures						
Fire and Emerg. Med. Svcs.	289,947	296,696	333,961	333,961	333,961	340,239
Planning and Development	5,589,032	6,336,755	7,741,765	7,692,188	6,873,432	7,713,789
Public Works	411,801	430,663	465,363	465,363	465,363	481,074
Interfund Transfers	820,000	884,000	919,000	919,000	919,000	984,000
Special Payments	642,290	755,104	880,000	880,000	860,000	1,050,000
Total Expenditures	7,753,070	8,703,218	10,340,089	10,290,512	9,451,756	10,569,102
Excess (deficiency) of revenues over expenditures	**190,172**	**(685,732)**	**(1,252,436)**	**(1,202,859)**	**(276,711)**	**(708,352)**
Beginning Working Capital (Fund Balance), July 1	5,697,714	5,887,886	5,568,004	5,202,154	5,202,154	4,925,443
Ending Working Capital (Fund Balance), June 30	5,887,886	5,202,154	4,315,568	3,999,295	4,925,443	4,217,091

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	5,697,714	5,887,886	5,568,004	5,202,154	5,202,154	4,925,443
Total Revenues	7,943,242	8,017,486	9,087,653	9,087,653	9,175,045	9,860,750
Total Resources	13,640,956	13,905,372	14,655,657	14,289,807	14,377,199	14,786,193
Requirements						
Total Expenditures	7,753,070	8,703,218	10,340,089	10,290,512	9,451,756	10,569,102
Ending Working Capital (Fund Balance)	5,887,886	5,202,154	4,315,568	3,999,295	4,925,443	4,217,091
Total Requirements	13,640,956	13,905,372	14,655,657	14,289,807	14,377,199	14,786,193

Reserves (Budgeted amounts only)						
Balance Available	5,020,101	5,322,921	4,315,568	3,999,295	3,999,295	4,217,091
Total Reserves	5,020,101	5,322,921	4,315,568	3,999,295	3,999,295	4,217,091

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	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Taxes	0	2,558,461	2,622,000	2,622,000	2,576,000	2,576,000
Miscellaneous	0	7,619	2,268	2,268	14,000	14,000
Total Revenues	0	2,566,080	2,624,268	2,624,268	2,590,000	2,590,000
Expenditures						
Library, Rec. and Cultural Srvcs.	0	1,627,640	2,415,896	2,415,896	2,415,896	2,360,874
Total Expenditures	0	1,627,640	2,415,896	2,415,896	2,415,896	2,360,874
Excess (deficiency) of revenues over expenditures	**0**	**938,440**	**208,372**	**208,372**	**174,104**	**229,126**
Beginning Working Capital (Fund Balance), July 1	0	0	168,000	938,440	938,440	1,112,544
Ending Working Capital (Fund Balance), June 30	0	938,440	376,372	1,146,812	1,112,544	1,341,670

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	0	0	168,000	938,440	938,440	1,112,544
Total Revenues	0	2,566,080	2,624,268	2,624,268	2,590,000	2,590,000
Total Resources	0	2,566,080	2,792,268	3,562,708	3,528,440	3,702,544
Requirements						
Total Expenditures	0	1,627,640	2,415,896	2,415,896	2,415,896	2,360,874
Ending Working Capital (Fund Balance)	0	938,440	376,372	1,146,812	1,112,544	1,341,670
Total Requirements	0	2,566,080	2,792,268	3,562,708	3,528,440	3,702,544

Reserves (Budgeted amounts only)						
Reserve	0	0	376,372	376,372	376,372	1,341,670
Balance Available	0	0	0	770,440	770,440	0
Total Reserves	0	0	376,372	1,146,812	1,146,812	1,341,670

Note: This was a new fund in FY17 following voter approval of a five-year local option property tax levy for Library operations.

***** FY16 Actual and FY18 Adopted Budget amounts in revenue categories may differ from those published in the FY18 Adopted Budget due to changes in the City's Chart of Accounts; however, total revenues for these years remain the same. Please see the Chart of Accounts Changes explanation earlier in this section for more information.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Intergovernmental	32,268	189,388	0	61,863	61,863	0
Rental	55,658	31,135	35,920	35,920	34,920	35,920
Charges for Services	17,591	12,772	25,000	25,000	25,000	25,000
Miscellaneous	950,134	685,914	437,301	437,301	453,914	453,116
Principal on Notes/Loans	0	60,325	0	0	3,853	7,710
Total Revenues	1,055,651	979,534	498,221	560,084	579,550	521,746
Expenditures						
Library, Rec. and Cultural Srvcs.	349,164	454,463	392,845	370,000	399,000	377,000
Public Works	0	0	0	10,335	10,335	0
Capital	109,137	276,205	809,450	803,505	803,505	56,679
Special Payments	16,000	60,000	86,872	88,923	0	102,844
Total Expenditures	474,301	790,667	1,289,167	1,272,763	1,212,840	536,523
Excess (deficiency) of revenues over expenditures	**581,350**	**188,867**	**(790,946)**	**(712,679)**	**(633,290)**	**(14,777)**
Beginning Working Capital (Fund Balance), July 1	4,115,337	4,696,687	4,595,305	4,885,554	4,885,554	4,252,264
Ending Working Capital (Fund Balance), June 30	4,696,687	4,885,554	3,804,359	4,172,875	4,252,264	4,237,487

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	4,115,337	4,696,687	4,595,305	4,885,554	4,885,554	4,252,264
Total Revenues	1,055,651	979,534	498,221	560,084	579,550	521,746
Total Resources	5,170,988	5,676,221	5,093,526	5,445,638	5,465,104	4,774,010
Requirements						
Total Expenditures	474,301	790,667	1,289,167	1,272,763	1,212,840	536,523
Ending Working Capital (Fund Balance)	4,696,687	4,885,554	3,804,359	4,172,875	4,252,264	4,237,487
Total Requirements	5,170,988	5,676,221	5,093,526	5,445,638	5,465,104	4,774,010

Reserves (Budgeted amounts only)						
Reserve	2,390,316	2,753,750	2,761,895	3,128,606	3,128,606	3,153,764
Balance Available	534,106	963,273	1,042,464	1,044,269	1,044,269	1,083,723
Total Reserves	2,924,422	3,717,023	3,804,359	4,172,875	4,172,875	4,237,487

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	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Intergovernmental	2,526,573	2,329,823	1,500,000	1,500,000	1,600,000	1,600,000
Charges for Services	106,677	220,000	207,595	207,595	207,595	107,595
Miscellaneous	7,413	17,343	14,000	14,000	10,000	13,500
Interfund Transfers	0	0	5,000	5,000	5,000	306,000
Total Revenues	2,640,663	2,567,166	1,726,595	1,726,595	1,822,595	2,027,095
Expenditures						
Police	2,430,889	1,797,694	2,158,200	2,158,200	2,158,200	2,219,619
Interfund Transfers	197,000	160,000	131,000	131,000	131,000	180,000
Total Expenditures	2,627,889	1,957,694	2,289,200	2,289,200	2,289,200	2,399,619
Excess (deficiency) of revenues over expenditures	**12,774**	**609,472**	**(562,605)**	**(562,605)**	**(466,605)**	**(372,524)**
Beginning Working Capital (Fund Balance), July 1	1,721,573	1,734,347	2,149,843	2,343,819	2,343,819	1,877,214
Ending Working Capital (Fund Balance), June 30	1,734,347	2,343,819	1,587,238	1,781,214	1,877,214	1,504,690

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	1,721,573	1,734,347	2,149,843	2,343,819	2,343,819	1,877,214
Total Revenues	2,640,663	2,567,166	1,726,595	1,726,595	1,822,595	2,027,095
Total Resources	4,362,236	4,301,513	3,876,438	4,070,414	4,166,414	3,904,309
Requirements						
Total Expenditures	2,627,889	1,957,694	2,289,200	2,289,200	2,289,200	2,399,619
Ending Working Capital (Fund Balance)	1,734,347	2,343,819	1,587,238	1,781,214	1,877,214	1,504,690
Total Requirements	4,362,236	4,301,513	3,876,438	4,070,414	4,166,414	3,904,309

Reserves (Budgeted amounts only)						
Reserve	903,409	908,520	0	0	0	0
Balance Available	808,126	585,827	1,587,238	1,781,214	1,781,214	1,504,690
Total Reserves	1,711,535	1,494,347	1,587,238	1,781,214	1,781,214	1,504,690

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	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Licenses/Permits	1,891,965	2,029,866	2,023,500	2,023,500	1,672,653	2,058,000
Intergovernmental	10,065,248	11,086,526	9,906,446	9,906,446	9,943,000	11,973,000
Rental	75,441	122,717	108,604	108,604	106,025	103,000
Charges for Services	183,012	356,028	212,000	212,000	491,544	347,500
Miscellaneous	120,313	160,231	117,000	117,000	226,775	183,800
Total Revenues	12,335,979	13,755,367	12,367,550	12,367,550	12,439,997	14,665,300
Expenditures						
Public Works	12,461,833	11,749,456	12,517,888	12,973,011	12,973,011	13,604,758
Interfund Transfers	863,000	965,000	1,024,000	1,024,000	1,024,000	3,230,000
Total Expenditures	13,324,833	12,714,456	13,541,888	13,997,011	13,997,011	16,834,758
Excess (deficiency) of revenues over expenditures	**(988,854)**	**1,040,911**	**(1,174,338)**	**(1,629,461)**	**(1,557,014)**	**(2,169,458)**
Beginning Working Capital (Fund Balance), July 1	4,336,816	3,347,962	3,738,674	4,388,873	4,388,873	2,831,859
Ending Working Capital (Fund Balance), June 30	3,347,962	4,388,873	2,564,336	2,759,412	2,831,859	662,401

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	4,336,816	3,347,962	3,738,674	4,388,873	4,388,873	2,831,859
Total Revenues	12,335,979	13,755,367	12,367,550	12,367,550	12,439,997	14,665,300
Total Resources	16,672,795	17,103,329	16,106,224	16,756,423	16,828,870	17,497,159
Requirements						
Total Expenditures	13,324,833	12,714,456	13,541,888	13,997,011	13,997,011	16,834,758
Ending Working Capital (Fund Balance)	3,347,962	4,388,873	2,564,336	2,759,412	2,831,859	662,401
Total Requirements	16,672,795	17,103,329	16,106,224	16,756,423	16,828,870	17,497,159

Reserves (Budgeted amounts only)						
Balance Available	1,376,754	2,912,367	2,564,336	2,759,412	2,759,412	662,401
Total Reserves	1,376,754	2,912,367	2,564,336	2,759,412	2,759,412	662,401

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	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Licenses/Permits	878,312	956,343	969,896	969,896	986,686	983,000
Intergovernmental	0	21,319	35,000	35,000	35,000	0
Charges for Services	646	300	0	0	0	0
Miscellaneous	6,849	12,191	6,500	6,500	7,142	12,000
Total Revenues	885,806	990,153	1,011,396	1,011,396	1,028,828	995,000
Expenditures						
Planning and Development	706,915	850,347	1,115,198	1,251,810	1,123,260	1,000,993
Interfund Transfers	74,000	52,000	73,000	73,000	73,000	108,000
Total Expenditures	780,915	902,347	1,188,198	1,324,810	1,196,260	1,108,993
Excess (deficiency) of revenues over expenditures	**104,891**	**87,806**	**(176,802)**	**(313,414)**	**(167,432)**	**(113,993)**
Beginning Working Capital (Fund Balance), July 1	600,895	705,786	799,443	793,592	793,592	626,160
Ending Working Capital (Fund Balance), June 30	705,786	793,592	622,641	480,178	626,160	512,167

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	600,895	705,786	799,443	793,592	793,592	626,160
Total Revenues	885,806	990,153	1,011,396	1,011,396	1,028,828	995,000
Total Resources	1,486,701	1,695,939	1,810,839	1,804,988	1,822,420	1,621,160
Requirements						
Total Expenditures	780,915	902,347	1,188,198	1,324,810	1,196,260	1,108,993
Ending Working Capital (Fund Balance)	705,786	793,592	622,641	480,178	626,160	512,167
Total Requirements	1,486,701	1,695,939	1,810,839	1,804,988	1,822,420	1,621,160

Reserves (Budgeted amounts only)						
Balance Available	583,688	539,436	622,641	480,178	480,178	512,167
Total Reserves	583,688	539,436	622,641	480,178	480,178	512,167

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	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Charges for Services	43,682	53,564	44,400	44,400	46,400	47,000
Miscellaneous	16,569	16,698	17,590	17,590	16,550	17,040
Interfund Transfers	0	0	30,000	30,000	30,000	30,000
Principal on Assessments**	9,137	2,415	1,700	1,700	4,300	4,600
Total Revenues	69,388	72,677	93,690	93,690	97,250	98,640
Expenditures						
Central Services	87,168	89,005	102,155	102,155	102,155	104,728
Interfund Transfers	7,000	8,000	9,000	9,000	9,000	9,000
Special Payments	0	0	30,000	30,000	30,000	30,000
Total Expenditures	94,168	97,005	141,155	141,155	141,155	143,728
Excess (deficiency) of revenues over expenditures	**(24,780)**	**(24,328)**	**(47,465)**	**(47,465)**	**(43,905)**	**(45,088)**
Beginning Working Capital (Fund Balance), July 1	1,249,362	1,224,582	1,182,642	1,200,254	1,200,254	1,156,349
Ending Working Capital (Fund Balance), June 30	1,224,582	1,200,254	1,135,177	1,152,789	1,156,349	1,111,261

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	1,249,362	1,224,582	1,182,642	1,200,254	1,200,254	1,156,349
Total Revenues	69,388	72,677	93,690	93,690	97,250	98,640
Total Resources	1,318,750	1,297,259	1,276,332	1,293,944	1,297,504	1,254,989
Requirements						
Total Expenditures	94,168	97,005	141,155	141,155	141,155	143,728
Ending Working Capital (Fund Balance)	1,224,582	1,200,254	1,135,177	1,152,789	1,156,349	1,111,261
Total Requirements	1,318,750	1,297,259	1,276,332	1,293,944	1,297,504	1,254,989

Reserves (Budgeted amounts only)						
Reserve	50,000	50,000	50,000	50,000	50,000	50,000
Balance Available	1,161,555	1,133,732	1,085,177	1,102,789	1,102,789	1,061,261
Total Reserves	1,211,555	1,183,732	1,135,177	1,152,789	1,152,789	1,111,261

* FY16 Actual and FY18 Adopted Budget amounts in revenue categories may differ from those published in the FY18 Adopted Budget due to changes in the City's Chart of Accounts; however, total revenues for these years remain the same. Please see the Chart of Accounts Changes explanation earlier in this section for more information.

** Previously, the Principal on Assessments Finance Fee was listed separately. Due to the change in the City's Chart of Accounts referenced above, this revenue category is now included in the Principal on Assessments line.

Telecom Registration/Licensing Fund (135)

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Licenses/Permits	2,590,693	2,816,729	2,700,000	2,700,000	2,800,000	2,800,000
Intergovernmental	0	0	0	1,919,106	0	0
Miscellaneous	32,783	55,223	40,000	40,000	50,000	60,000
Interfund Transfers	0	0	0	400,000	400,000	0
Interfund Loans	0	0	0	1,200,000	1,200,000	0
Total Revenues	2,623,476	2,871,952	2,740,000	6,259,106	4,450,000	2,860,000
Expenditures						
Central Services	1,797,756	1,600,668	2,747,204	6,416,204	3,785,098	2,878,607
Capital	0	0	0	1,900,000	1,900,000	0
Debt Service	0	0	0	0	0	42,000
Interfund Transfers	1,493,000	479,000	487,000	487,000	487,000	476,000
Special Payments	0	0	0	0	0	120,000
Total Expenditures	3,290,756	2,079,668	3,234,204	8,803,204	6,172,098	3,516,607
Excess (deficiency) of revenues over expenditures	**(667,280)**	**792,284**	**(494,204)**	**(2,544,098)**	**(1,722,098)**	**(656,607)**
Beginning Working Capital (Fund Balance), July 1	6,074,352	5,407,072	2,674,007	6,199,356	6,199,356	4,477,258
Ending Working Capital (Fund Balance), June 30	5,407,072	6,199,356	2,179,803	3,655,258	4,477,258	3,820,651

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	6,074,352	5,407,072	2,674,007	6,199,356	6,199,356	4,477,258
Total Revenues	2,623,476	2,871,952	2,740,000	6,259,106	4,450,000	2,860,000
Total Resources	8,697,828	8,279,024	5,414,007	12,458,462	10,649,356	7,337,258
Requirements						
Total Expenditures	3,290,756	2,079,668	3,234,204	8,803,204	6,172,098	3,516,607
Ending Working Capital (Fund Balance)	5,407,072	6,199,356	2,179,803	3,655,258	4,477,258	3,820,651
Total Requirements	8,697,828	8,279,024	5,414,007	12,458,462	10,649,356	7,337,258

Reserves (Budgeted amounts only)						
Reserve	340,907	302,847	592,847	592,847	592,847	496,847
Balance Available	3,093,687	479,000	1,586,956	3,062,411	3,062,411	3,323,804
Total Reserves	3,434,594	781,847	2,179,803	3,655,258	3,655,258	3,820,651

* FY16 Actual and FY18 Adopted Budget amounts in revenue categories may differ from those published in the FY18 Adopted Budget due to changes in the City's Chart of Accounts; however, total revenues for these years remain the same. Please see the Chart of Accounts Changes explanation earlier in this section for more information.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Taxes	14,507,420	13,462,800	13,045,331	13,045,331	13,266,000	12,288,556
Miscellaneous	30,688	47,153	25,000	25,000	43,000	60,000
Gen. Obligation Bonds Issued	8,929,918	0	0	0	0	0
Total Revenues	23,468,027	13,509,953	13,070,331	13,070,331	13,309,000	12,348,556
Expenditures						
Debt Service	23,532,715	13,225,048	13,447,025	13,645,400	13,645,400	12,587,225
Total Expenditures	23,532,715	13,225,048	13,447,025	13,645,400	13,645,400	12,587,225
Excess (deficiency) of revenues over expenditures	**(64,688)**	**284,905**	**(376,694)**	**(575,069)**	**(336,400)**	**(238,669)**
Beginning Working Capital (Fund Balance), July 1	354,852	290,164	376,694	575,069	575,069	238,669
Ending Working Capital (Fund Balance), June 30	290,164	575,069	0	0	238,669	0

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	354,852	290,164	376,694	575,069	575,069	238,669
Total Revenues	23,468,027	13,509,953	13,070,331	13,070,331	13,309,000	12,348,556
Total Resources	23,822,879	13,800,117	13,447,025	13,645,400	13,884,069	12,587,225
Requirements						
Total Expenditures	23,532,715	13,225,048	13,447,025	13,645,400	13,645,400	12,587,225
Ending Working Capital (Fund Balance)	290,164	575,069	0	0	238,669	0
Total Requirements	23,822,879	13,800,117	13,447,025	13,645,400	13,884,069	12,587,225

Reserves (Budgeted amounts only)						
Reserve	0	0	0	0	0	0
Total Reserves	0	0	0	0	0	0

* FY16 Actual and FY18 Adopted Budget amounts in revenue categories may differ from those published in the FY18 Adopted Budget due to changes in the City's Chart of Accounts; however, total revenues for these years remain the same. Please see the Chart of Accounts Changes explanation earlier in this section for more information.

Special Assessment Bond Debt Fund (250)

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Miscellaneous	16,071	11,463	31,100	31,100	10,930	28,270
Principal on Assessments	71,269	29,222	220,250	220,250	11,940	200,160
Total Revenues	87,340	40,685	251,350	251,350	22,870	228,430
Expenditures						
Debt Service	96,076	39,681	250,000	250,000	18,600	225,000
Interfund Transfers	353,535	0	10,000	10,000	10,000	10,000
Total Expenditures	449,611	39,681	260,000	260,000	28,600	235,000
Excess (deficiency) of revenues over expenditures	**(362,271)**	**1,004**	**(8,650)**	**(8,650)**	**(5,730)**	**(6,570)**
Beginning Working Capital (Fund Balance), July 1	435,562	73,291	71,188	74,295	74,295	68,565
Ending Working Capital (Fund Balance), June 30	73,291	74,295	62,538	65,645	68,565	61,995

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	435,562	73,291	71,188	74,295	74,295	68,565
Total Revenues	87,340	40,685	251,350	251,350	22,870	228,430
Total Resources	522,902	113,976	322,538	325,645	97,165	296,995
Requirements						
Total Expenditures	449,611	39,681	260,000	260,000	28,600	235,000
Ending Working Capital (Fund Balance)	73,291	74,295	62,538	65,645	68,565	61,995
Total Requirements	522,902	113,976	322,538	325,645	97,165	296,995

Reserves (Budgeted amounts only)						
Reserve	61,506	63,891	62,538	65,645	65,645	61,995
Total Reserves	61,506	63,891	62,538	65,645	65,645	61,995

* FY16 Actual and FY18 Adopted Budget amounts in revenue categories may differ from those published in the FY18 Adopted Budget due to changes in the City's Chart of Accounts; however, total revenues for these years remain the same. Please see the Chart of Accounts Changes explanation earlier in this section for more information.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Intergovernmental	0	0	0	696,327	696,327	0
Rental	22,501	20,755	15,000	15,000	10,000	10,000
Miscellaneous	122,111	181,435	37,414	577,414	724,543	77,327
Interfund Transfers	4,409,300	4,659,300	3,709,300	4,969,759	4,969,759	3,809,300
Draws on Line of Credit	0	651,000	2,000,000	2,000,000	2,000,000	2,000,000
Gen. Obligation Bonds Issued	4,403,278	0	0	607,830	607,830	0
Total Revenues	8,957,190	5,512,490	5,761,714	8,866,330	9,008,459	5,896,627
Expenditures						
Library, Rec. and Cultural Srvcs.	4,308	1,625	20,000	20,000	20,000	20,000
Capital	8,572,391	3,708,936	26,031,254	26,893,255	27,273,109	3,315,269
Debt Service	22,375	0	40,000	40,000	40,000	30,000
Total Expenditures	8,599,074	3,710,561	26,091,254	26,953,255	27,333,109	3,365,269
Excess (deficiency) of revenues over expenditures	**358,116**	**1,801,929**	**(20,329,540)**	**(18,086,925)**	**(18,324,650)**	**2,531,358**
Beginning Working Capital (Fund Balance), July 1	17,138,128	17,496,244	23,704,117	19,298,173	19,298,173	973,523
Ending Working Capital (Fund Balance), June 30	17,496,244	19,298,173	3,374,577	1,211,248	973,523	3,504,881

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	17,138,128	17,496,244	23,704,117	19,298,173	19,298,173	973,523
Total Revenues	8,957,190	5,512,490	5,761,714	8,866,330	9,008,459	5,896,627
Total Resources	26,095,318	23,008,734	29,465,831	28,164,503	28,306,632	6,870,150
Requirements						
Total Expenditures	8,599,074	3,710,561	26,091,254	26,953,255	27,333,109	3,365,269
Ending Working Capital (Fund Balance)	17,496,244	19,298,173	3,374,577	1,211,248	973,523	3,504,881
Total Requirements	26,095,318	23,008,734	29,465,831	28,164,503	28,306,632	6,870,150

Reserves (Budgeted amounts only)						
Reserve	26,560	26,560	26,560	26,560	26,560	26,560
Balance Available	686,990	845,730	3,348,017	1,184,688	1,184,688	3,478,321
Total Reserves	713,550	872,290	3,374,577	1,211,248	1,211,248	3,504,881

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Special Assessments Capital Projects Fund (350) Capital Projects Funds

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Charges for Services	103,816	85,639	0	0	45,000	0
Miscellaneous	12,467	13,056	33,900	33,900	18,040	35,300
Principal on Assessments	22,763	14,510	7,000	7,000	4,900	3,200
Total Revenues	139,046	113,204	40,900	40,900	67,940	38,500
Expenditures						
Interfund Transfers	610,291	0	20,000	20,000	20,000	20,000
Total Expenditures	610,291	0	20,000	20,000	20,000	20,000
Excess (deficiency) of revenues over expenditures	**(471,245)**	**113,204**	**20,900**	**20,900**	**47,940**	**18,500**
Beginning Working Capital (Fund Balance), July 1	1,598,487	1,127,242	1,200,412	1,240,446	1,240,446	1,288,386
Ending Working Capital (Fund Balance), June 30	1,127,242	1,240,446	1,221,312	1,261,346	1,288,386	1,306,886

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	1,598,487	1,127,242	1,200,412	1,240,446	1,240,446	1,288,386
Total Revenues	139,046	113,204	40,900	40,900	67,940	38,500
Total Resources	1,737,533	1,240,446	1,241,312	1,281,346	1,308,386	1,326,886
Requirements						
Total Expenditures	610,291	0	20,000	20,000	20,000	20,000
Ending Working Capital (Fund Balance)	1,127,242	1,240,446	1,221,312	1,261,346	1,288,386	1,306,886
Total Requirements	1,737,533	1,240,446	1,241,312	1,281,346	1,308,386	1,326,886

Reserves (Budgeted amounts only)						
Balance Available	991,696	1,133,342	1,221,312	1,261,346	1,261,346	1,306,886
Total Reserves	991,696	1,133,342	1,221,312	1,261,346	1,261,346	1,306,886

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Systems Development Capital Projects Fund (330) Capital Projects Funds

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Intergovernmental	2,500	0	0	0	0	0
Rental	163,503	166,997	159,840	159,840	108,755	97,740
Charges for Services	5,793,644	6,312,898	4,345,298	4,345,298	5,046,504	4,587,231
Miscellaneous	190,000	295,167	255,417	255,417	326,503	330,819
Principal on Notes/Loans	5,124	0	0	0	0	0
Total Revenues	6,154,771	6,775,063	4,760,555	4,760,555	5,481,762	5,015,790
Expenditures						
Planning and Development	99,537	90,010	119,171	119,171	119,171	166,511
Public Works	232,238	373,897	544,406	540,130	450,470	501,699
Capital	2,780,933	2,453,279	16,486,369	17,164,723	17,164,723	5,160,500
Debt Service	39,000	41,000	44,000	44,000	44,000	58,000
Total Expenditures	3,151,708	2,958,186	17,193,946	17,868,024	17,778,364	5,886,710
Excess (deficiency) of revenues over expenditures	**3,003,063**	**3,816,877**	**(12,433,391)**	**(13,107,469)**	**(12,296,602)**	**(870,920)**
Beginning Working Capital (Fund Balance), July 1	20,877,152	23,880,215	28,235,956	27,697,092	27,697,092	15,400,490
Ending Working Capital (Fund Balance), June 30	23,880,215	27,697,092	15,802,565	14,589,623	15,400,490	14,529,570

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	20,877,152	23,880,215	28,235,956	27,697,092	27,697,092	15,400,490
Total Revenues	6,154,771	6,775,063	4,760,555	4,760,555	5,481,762	5,015,790
Total Resources	27,031,923	30,655,278	32,996,511	32,457,647	33,178,854	20,416,280
Requirements						
Total Expenditures	3,151,708	2,958,186	17,193,946	17,868,024	17,778,364	5,886,710
Ending Working Capital (Fund Balance)	23,880,215	27,697,092	15,802,565	14,589,623	15,400,490	14,529,570
Total Requirements	27,031,923	30,655,278	32,996,511	32,457,647	33,178,854	20,416,280

Reserves (Budgeted amounts only)						
Balance Available	15,146,122	14,847,960	15,802,565	14,589,623	14,589,623	14,529,570
Total Reserves	15,146,122	14,847,960	15,802,565	14,589,623	14,589,623	14,529,570

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	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Taxes	3,050,845	3,081,192	3,000,000	3,000,000	3,083,000	3,000,000
Intergovernmental	1,079,702	2,660,267	10,639,471	20,145,952	20,145,952	2,954,000
Rental	39,707	36,627	0	0	8,473	0
Charges for Services	140,592	146,897	50,000	185,577	237,794	182,000
Miscellaneous	27,634	33,801	30,000	30,000	30,000	7,130,000
Draws on Line of Credit	6,879,700	8,600,000	8,900,000	13,611,139	11,766,886	6,779,500
Interfund Transfers	30,000	30,000	30,000	30,000	30,000	2,140,000
Total Revenues	11,248,181	14,588,784	22,649,471	37,002,668	35,302,105	22,185,500
Expenditures						
Capital	10,008,250	14,734,142	41,519,426	39,466,713	39,616,713	21,909,000
Debt Service	5,680	0	10,000	10,000	0	30,000
Total Expenditures	10,013,930	14,734,142	41,529,426	39,476,713	39,616,713	21,939,000
Excess (deficiency) of revenues over expenditures	**1,234,251**	**(145,358)**	**(18,879,955)**	**(2,474,045)**	**(4,314,608)**	**246,500**
Beginning Working Capital (Fund Balance), July 1	4,266,060	5,500,311	19,740,258	5,354,953	5,354,953	1,040,345
Ending Working Capital (Fund Balance), June 30	5,500,311	5,354,953	860,303	2,880,908	1,040,345	1,286,845

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	4,266,060	5,500,311	19,740,258	5,354,953	5,354,953	1,040,345
Total Revenues	11,248,181	14,588,784	22,649,471	37,002,668	35,302,105	22,185,500
Total Resources	15,514,241	20,089,095	42,389,729	42,357,621	40,657,058	23,225,845
Requirements						
Total Expenditures	10,013,930	14,734,142	41,529,426	39,476,713	39,616,713	21,939,000
Ending Working Capital (Fund Balance)	5,500,311	5,354,953	860,303	2,880,908	1,040,345	1,286,845
Total Requirements	15,514,241	20,089,095	42,389,729	42,357,621	40,657,058	23,225,845

Reserves (Budgeted amounts only)						
Balance Available	2,077,916	1,904,984	860,303	2,880,908	2,880,908	1,286,845
Total Reserves	2,077,916	1,904,984	860,303	2,880,908	2,880,908	1,286,845

* FY16 Actual and FY18 Adopted Budget amounts in revenue categories may differ from those published in the FY18 Adopted Budget due to changes in the City's Chart of Accounts; however, total revenues for these years remain the same. Please see the Chart of Accounts Changes explanation earlier in this section for more information.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Intergovernmental	0	25,000	0	50,000	0	0
Charges for Services	7,969,856	7,912,352	8,265,522	8,265,522	9,037,219	9,131,280
Miscellaneous	296,424	495,360	499,011	799,031	931,031	638,507
Interfund Transfers	0	0	1,000,000	1,000,000	1,000,000	750,000
Total Revenues	8,266,280	8,432,712	9,764,533	10,114,553	10,968,250	10,519,787
Expenditures						
Fire and Emerg. Med. Srvcs.	7,435,167	8,130,258	9,340,077	9,690,097	9,690,097	9,580,371
Interfund Transfers	932,390	899,998	979,757	979,757	979,757	1,189,673
Total Expenditures	8,367,557	9,030,256	10,319,834	10,669,854	10,669,854	10,770,044
Excess (deficiency) of revenues over expenditures	**(101,277)**	**(597,544)**	**(555,301)**	**(555,301)**	**298,396**	**(250,257)**
Beginning Working Capital (Fund Balance), July 1	1,298,773	1,197,496	559,106	599,952	599,952	898,348
Ending Working Capital (Fund Balance), June 30	1,197,496	599,952	3,805	44,651	898,348	648,091

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	1,298,773	1,197,496	559,106	599,952	599,952	898,348
Total Revenues	8,266,280	8,432,712	9,764,533	10,114,553	10,968,250	10,519,787
Total Resources	9,565,053	9,630,208	10,323,639	10,714,505	11,568,202	11,418,135
Requirements						
Total Expenditures	8,367,557	9,030,256	10,319,834	10,669,854	10,669,854	10,770,044
Ending Working Capital (Fund Balance)	1,197,496	599,952	3,805	44,651	898,348	648,091
Total Requirements	9,565,053	9,630,208	10,323,639	10,714,505	11,568,202	11,418,135

Reserves (Budgeted amounts only)						
Balance Available	421,451	778,916	3,805	44,651	44,651	648,091
Total Reserves	421,451	778,916	3,805	44,651	44,651	648,091

***** FY16 Actual and FY18 Adopted Budget amounts in revenue categories may differ from those published in the FY18 Adopted Budget due to changes in the City's Chart of Accounts; however, total revenues for these years remain the same. Please see the Chart of Accounts Changes explanation earlier in this section for more information.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Licenses/Permits	106,061	40,385	32,650	32,650	32,650	43,700
Intergovernmental	4,864,625	1,608,763	891,563	8,568,487	6,993,545	2,917,258
Rental	1,026,681	1,184,304	1,206,039	1,206,039	1,206,039	989,284
Charges for Services	10,785,089	11,691,805	11,842,415	16,574,259	21,234,720	12,803,266
Fines/Forfeitures	1,549	899	4,600	4,600	4,600	3,200
Miscellaneous	162,191	125,408	579,000	579,000	612,000	20,000
Total Revenues	16,946,196	14,651,564	14,556,267	26,965,035	30,083,554	16,776,708
Expenditures						
Fire and Emerg. Med. Srvcs.	830,289	864,582	919,653	919,653	919,653	1,235,585
Police	551,207	576,555	634,276	634,276	634,276	709,000
Public Works	6,649,995	7,499,991	9,033,831	8,597,125	8,597,125	8,702,405
Capital	11,893,449	7,608,238	18,166,302	19,628,232	19,628,232	3,613,000
Interfund Transfers	520,000	603,000	605,000	605,000	605,000	632,000
Total Expenditures	20,444,940	17,152,365	29,359,062	30,384,286	30,384,286	14,891,990
Excess (deficiency) of revenues over expenditures	**(3,498,744)**	**(2,500,801)**	**(14,802,795)**	**(3,419,251)**	**(300,732)**	**1,884,718**
Beginning Working Capital (Fund Balance), July 1	15,634,193	12,135,449	20,065,134	9,634,648	9,634,648	9,333,916
Ending Working Capital (Fund Balance), June 30	12,135,449	9,634,648	5,262,339	6,215,397	9,333,916	11,218,634

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	15,634,193	12,135,449	20,065,134	9,634,648	9,634,648	9,333,916
Total Revenues	16,946,196	14,651,564	14,556,267	26,965,035	30,083,554	16,776,708
Total Resources	32,580,389	26,787,013	34,621,401	36,599,683	39,718,202	26,110,624
Requirements						
Total Expenditures	20,444,940	17,152,365	29,359,062	30,384,286	30,384,286	14,891,990
Ending Working Capital (Fund Balance)	12,135,449	9,634,648	5,262,339	6,215,397	9,333,916	11,218,634
Total Requirements	32,580,389	26,787,013	34,621,401	36,599,683	39,718,202	26,110,624

Reserves (Budgeted amounts only)						
Reserve	2,610,001	781,060	139,025	139,025	139,025	3,835,436
Balance Available**	5,678,284	4,253,576	5,123,314	6,076,372	6,076,372	7,383,198
Total Reserves	8,288,285	5,034,636	5,262,339	6,215,397	6,215,397	11,218,634

* FY16 Actual and FY18 Adopted Budget amounts in revenue categories may differ from those published in the FY18 Adopted Budget due to changes in the City's Chart of Accounts; however, total revenues for these years remain the same. Please see the Chart of Accounts Changes explanation earlier in this section for more information.

**The FY18 Adopted Budget incorrectly listed the FY16 Balance Available as $5,702,076.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Licenses/Permits	0	0	0	0	600	0
Rental	540,672	570,140	546,880	546,880	555,230	520,605
Charges for Services	4,645,822	5,036,696	4,942,940	4,942,940	4,855,540	5,380,140
Fines/Forfeitures	1,473,179	1,220,453	1,251,500	1,251,500	1,151,500	1,351,500
Miscellaneous	12,822	78,532	58,750	58,750	61,865	185,000
Interfund Loans	0	0	0	0	0	750,000
Total Revenues	6,672,495	6,905,821	6,800,070	6,800,070	6,624,735	8,187,245
Expenditures						
Central Services	394,324	356,714	401,966	401,966	374,641	395,512
Planning and Development	3,729,652	4,623,053	6,267,708	6,130,677	5,770,673	5,737,776
Public Works	76,401	61,509	78,727	78,727	78,727	81,607
Capital	0	12,790	298,200	287,210	200,210	1,500,000
Debt Service	0	0	0	0	0	26,250
Interfund Transfers	1,502,755	1,064,425	1,087,350	1,087,350	1,087,350	1,119,350
Total Expenditures	5,703,132	6,118,491	8,133,951	7,985,930	7,511,601	8,860,495
Excess (deficiency) of revenues over expenditures	**969,363**	**787,330**	**(1,333,881)**	**(1,185,860)**	**(886,866)**	**(673,250)**
Beginning Working Capital (Fund Balance), July 1	961,552	1,930,915	1,852,524	2,718,245	2,718,245	1,831,379
Ending Working Capital (Fund Balance), June 30	1,930,915	2,718,245	518,643	1,532,385	1,831,379	1,158,129

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	961,552	1,930,915	1,852,524	2,718,245	2,718,245	1,831,379
Total Revenues	6,672,495	6,905,821	6,800,070	6,800,070	6,624,735	8,187,245
Total Resources	7,634,047	8,836,736	8,652,594	9,518,315	9,342,980	10,018,624
Requirements						
Total Expenditures	5,703,132	6,118,491	8,133,951	7,985,930	7,511,601	8,860,495
Ending Working Capital (Fund Balance)	1,930,915	2,718,245	518,643	1,532,385	1,831,379	1,158,129
Total Requirements	7,634,047	8,836,736	8,652,594	9,518,315	9,342,980	10,018,624

Reserves (Budgeted amounts only)						
Balance Available	779,928	1,638,710	518,643	1,532,385	1,532,385	1,158,129
Total Reserves	779,928	1,638,710	518,643	1,532,385	1,532,385	1,158,129

* FY16 Actual and FY18 Adopted Budget amounts in revenue categories may differ from those published in the FY18 Adopted Budget due to changes in the City's Chart of Accounts; however, total revenues for these years remain the same. Please see the Chart of Accounts Changes explanation earlier in this section for more information.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Licenses/Permits	144,867	221,016	155,000	155,000	184,500	155,000
Intergovernmental	179,568	599,402	0	976,791	988,594	9,000
Rental	33,321	31,204	0	0	8,386	0
Charges for Services	16,852,983	17,739,207	18,971,000	18,971,000	19,113,494	19,320,239
Fines/Forfeitures	480	3,260	0	0	0	0
Miscellaneous	41,853	76,722	58,725	58,725	103,829	71,125
Total Revenues	17,253,072	18,670,811	19,184,725	20,161,516	20,398,803	19,555,364
Expenditures						
Public Works	13,291,306	13,776,144	15,817,205	15,804,818	15,748,418	15,984,595
Capital	2,070,440	1,441,107	8,193,347	7,785,327	7,434,208	2,665,000
Interfund Transfers	1,086,000	1,154,000	1,111,000	1,111,000	1,111,000	1,351,000
Special Payments	350	300	15,000	15,000	300	15,000
Total Expenditures	16,448,096	16,371,551	25,136,552	24,716,145	24,293,926	20,015,595
Excess (deficiency) of revenues over expenditures	**804,976**	**2,299,260**	**(5,951,827)**	**(4,554,629)**	**(3,895,123)**	**(460,231)**
Beginning Working Capital (Fund Balance), July 1	6,152,220	6,957,196	9,210,358	9,256,456	9,256,456	5,361,333
Ending Working Capital (Fund Balance), June 30	6,957,196	9,256,456	3,258,531	4,701,827	5,361,333	4,901,102

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	6,152,220	6,957,196	9,210,358	9,256,456	9,256,456	5,361,333
Total Revenues	17,253,072	18,670,811	19,184,725	20,161,516	20,398,803	19,555,364
Total Resources	23,405,292	25,628,007	28,395,083	29,417,972	29,655,259	24,916,697
Requirements						
Total Expenditures	16,448,096	16,371,551	25,136,552	24,716,145	24,293,926	20,015,595
Ending Working Capital (Fund Balance)	6,957,196	9,256,456	3,258,531	4,701,827	5,361,333	4,901,102
Total Requirements	23,405,292	25,628,007	28,395,083	29,417,972	29,655,259	24,916,697

Reserves (Budgeted amounts only)						
Balance Available	2,136,936	3,279,033	3,258,531	4,701,827	4,701,827	4,901,102
Total Reserves	2,136,936	3,279,033	3,258,531	4,701,827	4,701,827	4,901,102

* FY16 Actual and FY18 Adopted Budget amounts in revenue categories may differ from those published in the FY18 Adopted Budget due to changes in the City's Chart of Accounts; however, total revenues for these years remain the same. Please see the Chart of Accounts Changes explanation earlier in this section for more information.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Licenses/Permits	26,851	2,502	16,000	16,000	18,500	16,000
Intergovernmental	15,982	73,073	0	0	34,482	9,000
Rental	23,139	22,004	6,132	6,132	7,249	0
Charges for Services	48,818,023	50,583,420	55,416,786	57,230,014	55,444,366	55,630,953
Fines/Forfeitures	5,725	8,950	5,000	5,000	5,500	5,000
Miscellaneous	81,364	90,661	45,500	45,500	80,744	62,800
Total Revenues	48,971,084	50,780,610	55,489,418	57,302,646	55,590,841	55,723,753
Expenditures						
Public Works	20,662,900	21,222,194	25,179,845	25,460,259	25,195,000	24,599,965
Capital	2,494,629	806,955	6,270,937	5,852,638	5,852,638	2,140,000
Interfund Transfers	1,520,000	1,718,000	1,785,000	1,785,000	1,785,000	1,865,000
Special Payments	24,689,715	25,575,411	28,765,127	28,765,127	27,360,714	27,845,000
Total Expenditures	49,367,244	49,322,560	62,000,909	61,863,024	60,193,352	56,449,965
Excess (deficiency) of revenues over expenditures	**(396,160)**	**1,458,050**	**(6,511,491)**	**(4,560,378)**	**(4,602,511)**	**(726,212)**
Beginning Working Capital (Fund Balance), July 1	4,430,419	4,034,259	6,858,563	5,492,309	5,492,309	889,798
Ending Working Capital (Fund Balance), June 30	4,034,259	5,492,309	347,072	931,931	889,798	163,586

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	4,430,419	4,034,259	6,858,563	5,492,309	5,492,309	889,798
Total Revenues	48,971,084	50,780,610	55,489,418	57,302,646	55,590,841	55,723,753
Total Resources	53,401,503	54,814,869	62,347,981	62,794,955	61,083,150	56,613,551
Requirements						
Total Expenditures	49,367,244	49,322,560	62,000,909	61,863,024	60,193,352	56,449,965
Ending Working Capital (Fund Balance)	4,034,259	5,492,309	347,072	931,931	889,798	163,586
Total Requirements	53,401,503	54,814,869	62,347,981	62,794,955	61,083,150	56,613,551

Reserves (Budgeted amounts only)						
Balance Available	1,263,068	1,420,315	347,072	931,931	931,931	163,586
Total Reserves	1,263,068	1,420,315	347,072	931,931	931,931	163,586

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	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Intergovernmental	0	37,193	0	0	0	0
Rental	629,243	588,384	529,554	529,554	529,554	588,600
Charges for Services	9,166,229	9,806,973	10,218,866	10,218,866	9,949,097	10,502,397
Miscellaneous	34,116	55,946	13,500	13,500	44,682	32,050
Total Revenues	9,829,588	10,488,497	10,761,920	10,761,920	10,523,333	11,123,047
Expenditures						
Central Services	8,665,980	8,828,087	10,092,109	10,034,757	9,620,051	10,075,773
Planning and Development	249,520	260,360	507,065	497,109	521,674	462,796
Debt Service	211,700	211,730	211,165	211,165	211,165	0
Capital	157,367	520,168	631,860	185,551	185,551	275,000
Interfund Transfers	433,000	421,000	477,000	477,000	477,000	507,000
Special Payments	0	0	0	0	0	750,000
Total Expenditures	9,717,567	10,241,345	11,919,199	11,405,582	11,015,441	12,070,569
Excess (deficiency) of revenues over expenditures	**112,021**	**247,152**	**(1,157,279)**	**(643,662)**	**(492,108)**	**(947,522)**
Beginning Working Capital (Fund Balance), July 1	3,509,263	3,621,284	3,585,082	3,868,436	3,868,436	3,376,328
Ending Working Capital (Fund Balance), June 30	3,621,284	3,868,436	2,427,803	3,224,774	3,376,328	2,428,806

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	3,509,263	3,621,284	3,585,082	3,868,436	3,868,436	3,376,328
Total Revenues	9,829,588	10,488,497	10,761,920	10,761,920	10,523,333	11,123,047
Total Resources	13,338,851	14,109,781	14,347,002	14,630,356	14,391,769	14,499,375
Requirements						
Total Expenditures	9,717,567	10,241,345	11,919,199	11,405,582	11,015,441	12,070,569
Ending Working Capital (Fund Balance)	3,621,284	3,868,436	2,427,803	3,224,774	3,376,328	2,428,806
Total Requirements	13,338,851	14,109,781	14,347,002	14,630,356	14,391,769	14,499,375

Reserves (Budgeted amounts only)						
Reserve	542,000	536,500	412,000	412,000	412,000	300,000
Balance Available	2,205,878	2,272,167	2,015,803	2,812,774	2,812,774	2,128,806
Total Reserves	2,747,878	2,808,667	2,427,803	3,224,774	3,224,774	2,428,806

***** FY16 Actual and FY18 Adopted Budget amounts in revenue categories may differ from those published in the FY18 Adopted Budget due to changes in the City's Chart of Accounts; however, total revenues for these years remain the same. Please see the Chart of Accounts Changes explanation earlier in this section for more information.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Intergovernmental	0	11,771	0	0	0	0
Rental	31,510	21,976	25,000	25,000	55,962	25,000
Charges for Services	9,317,623	9,505,511	9,410,443	9,410,443	9,070,094	9,674,286
Miscellaneous	468,684	495,839	780,000	780,000	410,325	855,000
Interfund Transfers	1,380,000	1,430,980	1,466,755	1,466,755	1,466,755	1,510,000
Interfund Loans	0	0	0	0	0	120,000
Total Revenues	11,197,817	11,466,077	11,682,198	11,682,198	11,003,136	12,184,286
Expenditures						
Public Works	8,135,384	10,608,905	18,157,111	18,628,492	10,048,181	15,912,823
Interfund Transfers	356,000	406,000	394,000	794,000	794,000	380,000
Special Payments	0	0	0	1,200,000	1,200,000	0
Total Expenditures	8,491,384	11,014,905	18,551,111	20,622,492	12,042,181	16,292,823
Excess (deficiency) of revenues over expenditures	**2,706,433**	**451,172**	**(6,868,913)**	**(8,940,294)**	**(1,039,045)**	**(4,108,537)**
Beginning Working Capital (Fund Balance), July 1	17,481,227	20,187,660	25,397,515	20,638,832	20,638,832	19,599,787
Ending Working Capital (Fund Balance), June 30	20,187,660	20,638,832	18,528,602	11,698,538	19,599,787	15,491,250

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	17,481,227	20,187,660	25,397,515	20,638,832	20,638,832	19,599,787
Total Revenues	11,197,817	11,466,077	11,682,198	11,682,198	11,003,136	12,184,286
Total Resources	28,679,044	31,653,737	37,079,713	32,321,030	31,641,968	31,784,073
Requirements						
Total Expenditures	8,491,384	11,014,905	18,551,111	20,622,492	12,042,181	16,292,823
Ending Working Capital (Fund Balance)	20,187,660	20,638,832	18,528,602	11,698,538	19,599,787	15,491,250
Total Requirements	28,679,044	31,653,737	37,079,713	32,321,030	31,641,968	31,784,073

Reserves (Budgeted amounts only)						
Reserve	16,249,496	11,879,943	17,157,656	10,046,876	10,046,876	14,761,688
Balance Available	451,498	406,000	1,370,946	1,651,662	1,651,662	729,562
Total Reserves	16,700,994	12,285,943	18,528,602	11,698,538	11,698,538	15,491,250

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	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Charges for Services	6,930,032	9,891,725	7,049,845	7,049,845	6,820,138	7,568,501
Miscellaneous	60,289	147,129	5,000	5,000	70,000	5,000
Interfund Transfers	1,963,826	0	0	0	0	0
Total Revenues	8,954,147	10,038,855	7,054,845	7,054,845	6,890,138	7,573,501
Expenditures						
Central Services	6,264,249	8,040,246	13,762,115	13,911,088	12,592,232	10,132,520
Interfund Transfers	299,000	339,000	402,000	402,000	402,000	364,000
Total Expenditures	6,563,249	8,379,246	14,164,115	14,313,088	12,994,232	10,496,520
Excess (deficiency) of revenues over expenditures	**2,390,898**	**1,659,609**	**(7,109,270)**	**(7,258,243)**	**(6,104,094)**	**(2,923,019)**
Beginning Working Capital (Fund Balance), July 1	7,716,912	10,107,810	10,991,897	11,767,419	11,767,419	5,663,325
Ending Working Capital (Fund Balance), June 30	10,107,810	11,767,419	3,882,627	4,509,176	5,663,325	2,740,306

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	7,716,912	10,107,810	10,991,897	11,767,419	11,767,419	5,663,325
Total Revenues	8,954,147	10,038,855	7,054,845	7,054,845	6,890,138	7,573,501
Total Resources	16,671,059	20,146,665	18,046,742	18,822,264	18,657,557	13,236,826
Requirements						
Total Expenditures	6,563,249	8,379,246	14,164,115	14,313,088	12,994,232	10,496,520
Ending Working Capital (Fund Balance)	10,107,810	11,767,419	3,882,627	4,509,176	5,663,325	2,740,306
Total Requirements	16,671,059	20,146,665	18,046,742	18,822,264	18,657,557	13,236,826

Reserves (Budgeted amounts only)						
Reserve	755,599	1,364,919	1,617,024	1,317,024	1,317,024	1,686,947
Balance Available	2,056,841	1,930,332	2,265,603	3,192,152	3,192,152	1,053,359
Total Reserves	2,812,440	3,295,251	3,882,627	4,509,176	4,509,176	2,740,306

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	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Intergovernmental	0	6,586	0	0	0	0
Charges for Services	5,904,649	5,405,698	6,872,859	6,872,859	5,422,932	7,430,586
Miscellaneous	24,656	25,522	15,000	15,000	14,000	14,000
Total Revenues	5,929,305	5,437,806	6,887,859	6,887,859	5,436,932	7,444,586
Expenditures						
Public Works	5,978,436	6,028,890	6,642,967	6,639,715	6,384,050	6,715,586
Interfund Transfers	665,000	888,000	920,000	920,000	920,000	684,000
Total Expenditures	6,643,436	6,916,890	7,562,967	7,559,715	7,304,050	7,399,586
Excess (deficiency) of revenues over expenditures	**(714,131)**	**(1,479,084)**	**(675,108)**	**(671,856)**	**(1,867,118)**	**45,000**
Beginning Working Capital (Fund Balance), July 1	4,357,276	3,643,145	2,145,997	2,164,061	2,164,061	296,943
Ending Working Capital (Fund Balance), June 30	3,643,145	2,164,061	1,470,889	1,492,205	296,943	341,943

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	4,357,276	3,643,145	2,145,997	2,164,061	2,164,061	296,943
Total Revenues	5,929,305	5,437,806	6,887,859	6,887,859	5,436,932	7,444,586
Total Resources	10,286,581	9,080,951	9,033,856	9,051,920	7,600,993	7,741,529
Requirements						
Total Expenditures	6,643,436	6,916,890	7,562,967	7,559,715	7,304,050	7,399,586
Ending Working Capital (Fund Balance)	3,643,145	2,164,061	1,470,889	1,492,205	296,943	341,943
Total Requirements	10,286,581	9,080,951	9,033,856	9,051,920	7,600,993	7,741,529

Reserves (Budgeted amounts only)						
Reserve	2,225,204	1,576,066	388,512	388,512	388,512	319,250
Balance Available	1,287,389	1,034,139	1,082,377	1,103,693	1,103,693	22,693
Total Reserves	3,512,593	2,610,205	1,470,889	1,492,205	1,492,205	341,943

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	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Intergovernmental	295,781	223,688	200,000	200,000	200,000	220,000
Charges for Services	39,822,736	40,106,923	43,998,513	43,998,513	44,230,471	44,345,716
Miscellaneous	1,012,479	1,937,464	333,795	333,795	1,733,000	412,160
Total Revenues	41,130,996	42,268,075	44,532,308	44,532,308	46,163,471	44,977,876
Expenditures						
Central Services	33,078,813	34,302,574	38,017,440	37,973,894	37,973,894	39,303,682
Debt Service	6,069,373	6,364,373	6,674,500	6,674,500	6,674,500	6,999,400
Interfund Transfers	129,000	156,000	224,000	584,459	584,459	236,000
Total Expenditures	39,277,186	40,822,947	44,915,940	45,232,853	45,232,853	46,539,082
Excess (deficiency) of revenues over expenditures	**1,853,810**	**1,445,128**	**(383,632)**	**(700,545)**	**930,618**	**(1,561,206)**
Beginning Working Capital (Fund Balance), July 1	12,867,792	14,721,602	14,432,427	16,166,730	16,166,730	17,097,348
Ending Working Capital (Fund Balance), June 30	14,721,602	16,166,730	14,048,795	15,466,185	17,097,348	15,536,142

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	12,867,792	14,721,602	14,432,427	16,166,730	16,166,730	17,097,348
Total Revenues	41,130,996	42,268,075	44,532,308	44,532,308	46,163,471	44,977,876
Total Resources	53,998,788	56,989,677	58,964,735	60,699,038	62,330,201	62,075,224
Requirements						
Total Expenditures	39,277,186	40,822,947	44,915,940	45,232,853	45,232,853	46,539,082
Ending Working Capital (Fund Balance)	14,721,602	16,166,730	14,048,795	15,466,185	17,097,348	15,536,142
Total Requirements	53,998,788	56,989,677	58,964,735	60,699,038	62,330,201	62,075,224

Reserves (Budgeted amounts only)						
Reserve	6,812,752	6,963,777	6,961,697	7,030,554	7,030,554	7,121,362
Balance Available	4,638,566	7,287,779	7,087,098	8,435,631	8,435,631	8,414,780
Total Reserves	11,451,318	14,251,556	14,048,795	15,466,185	15,466,185	15,536,142

***** FY16 Actual and FY18 Adopted Budget amounts in revenue categories may differ from those published in the FY18 Adopted Budget due to changes in the City's Chart of Accounts; however, total revenues for these years remain the same. Please see the Chart of Accounts Changes explanation earlier in this section for more information.

Debt service appropriations provide for the payment of principal and interest on bonds, notes and lines of credit (LOC), as well as some debt issuance costs.

The City relies on property tax-supported bonds and full faith and credit obligations for most debt. The City does not borrow externally on a short-term basis to support operations. General obligation (G.O.) bonds that are secured by property taxes must be approved by the voters. Full faith and credit obligations are backed by the City's General Fund and may be repaid from another revenue source such as rental charges; these bonds do not require voter approval.

Certain public improvements, such as streets, sewers and sidewalks, may be financed in the assessment program. A short-term LOC is used to pay the initial construction costs for assessment projects prior to long-term debt issuance. Long-term assessment bonds have a limited tax pledge and are secured by placing a lien against the benefitting properties. In addition, the City maintains reserves to cover assessment payment deficiencies.

The City has one outstanding note payable. A loan from the Department of Housing and Urban Development (HUD) was used to purchase property at the corner of Broadway and Willamette for redevelopment of the Broadway Commerce Center and is repaid from developer payments.

The City's G.O. and full faith and credit debt is rated "Aa1" by Moody's Investors Service. The limited tax debt (pension obligation bonds) is part of a pooled issuance and was upgraded by Moody's to an "A2" rating in conjunction with a rating methodology change related to pool financings in March 2017. The City has held a double-A rating on its debt since 1957.

Outstanding Indebtedness

The City's indebtedness as of July 1, 2017, is listed below:

	Interest Rates on Outstanding Bonds	Original Amount	Maturity Date	Outstanding Principal
Voter Approved G.O. Bonds:				
Parks, Athletic Fields and Open Space LOC *	variable	$3,000,000	6/1/2019	$0
Street Bonds, Series 2012 LOC *	variable	5,000,000	6/1/2019	0
Refunding, Series 2011 **	2.000% to 3.000%	10,975,000	6/1/2022	4,120,000
Refunding, Series 2016 ***	2.000% to 5.000%	10,125,000	6/1/2026	8,065,000
				12,185,000
Self-Supporting General Fund Secured Debt:				
Improvement, Series 2011	7.050%	580,000	12/1/2026	192,461
Atrium Full Faith and Credit, Series 1998	4.800% to 6.200%	2,400,000	6/1/2018	200,000
Pension Obligation, Series 2002	6.850% to 7.410%	68,015,710	6/1/2028	50,868,230
				51,260,691
Notes Payable:				
HUD 108	0.280% to 3.700%	7,895,000	8/1/2030	5,677,000
Total Outstanding Debt as of July 1, 2017				$69,122,691

* Parks, Athletic Fields and Open Space LOC, and the Street Bonds, Series 2012 LOC have zero outstanding balance. Additional draws will occur as needed to pay for project costs and those draws will be repaid within the same fiscal year.

** The 2011 Refunding refinanced the 2002 Fire Projects, 2008 Parks Athletic Fields and Open Space Bonds, and a portion of the 2008 Parks Athletic Fields and Open Space LOC.

*** The 2016 Refunding proceeds were used to refund $2,350,000 of the G.O. Bond and Revolving Credit Facility Parks and Open Space (POS), advance refund $2,060,000 of the Parks and Open Spaces Bonds, Series 2004, and $4,360,000 of the G.O. Refunding Bonds, Series 2006. In addition, $2,000,000 of the Bond proceeds will be used for the purchase of land for Parks and Open Space, and the construction and improvement of athletic fields.

Legal Debt Limits

Under Oregon statutes, the City is limited in the amount of general obligation bonds outstanding to 3% of real market value of property. The statutory limit specifically excludes assessment, sewer and off-street parking debt. In addition, there is a separate limitation of 3% on the amount of bonds that can be outstanding for the assessment program. Full faith and credit obligations are not limited by statute.

The following schedule depicts the City's legal debt capacity and indicates the amount of marginal capacity available:

Statutory Debt Limitation Calculation as of July 1, 2017

	General Obligation Debt	Assessment Debt *
Real Market Value	$26,701,028,534	$26,701,028,534
Debt Capacity: 3% of Real Market Value	801,030,856	801,030,856
Outstanding Debt	(12,185,000)	(192,461)
Debt reserve	574,151	1,733
Net Debt Subject to 3% Limitation	(11,610,849)	(190,728)
Marginal Capacity	$789,420,007	$800,840,128
Statutory Debt Capacity Percent	99%	100%

* Totals may not tie due to rounding.

Overlapping Debt

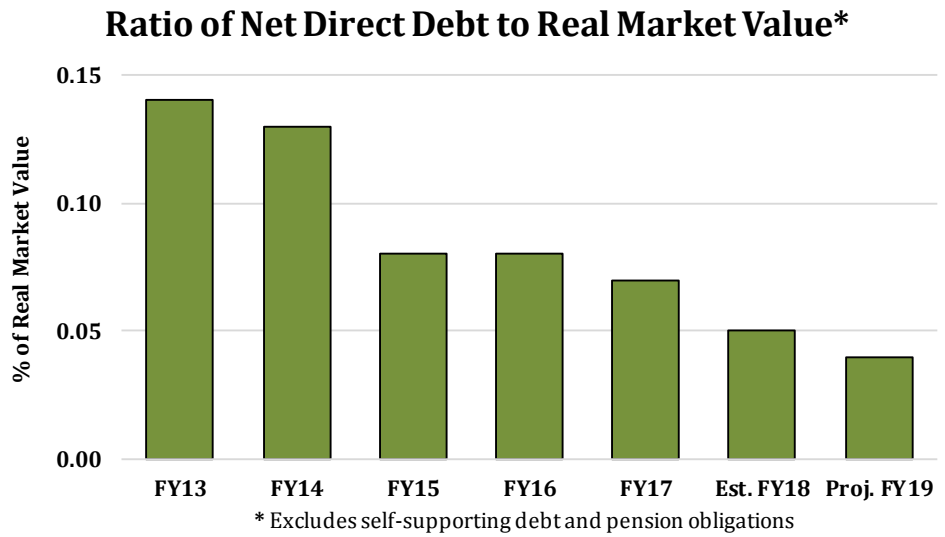
The following schedule indicates the amount of the outstanding debt for jurisdictions that overlap with the City:

Overlapping Debt as of July 1, 2017

Overlapping District	Total Debt	Percent Overlapping	Overlapping Debt
Lane Community College	$116,955,000	45.86%	$53,630,300
Lane County	79,926,706	46.58%	37,231,618
Lane Education Service District	6,485,000	46.64%	3,024,883
School District 4J (Eugene)	322,936,594	78.41%	253,209,739
School District 52 (Bethel)	52,759,166	77.69%	40,990,021
School District 69 (Junction City)	13,600,000	4.47%	607,526
Total Net Direct Overlapping Debt			$388,694,087

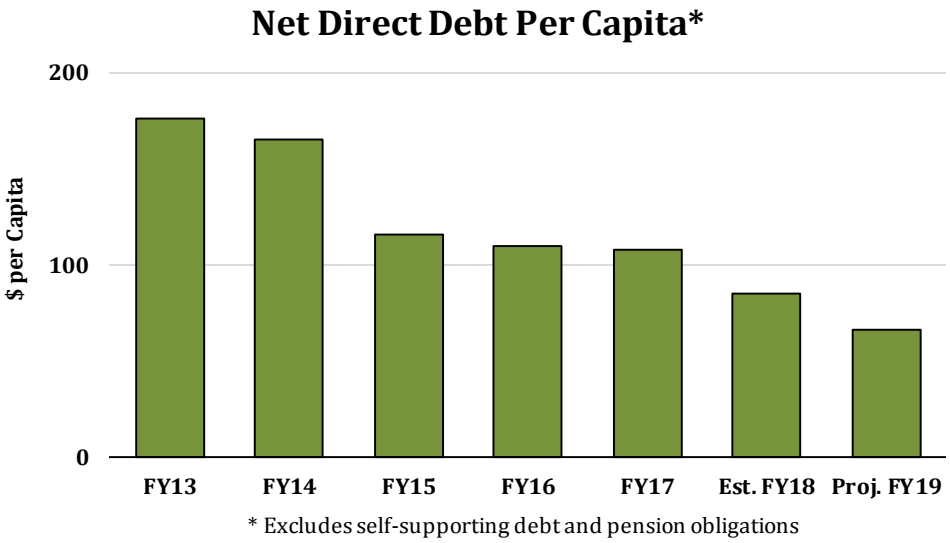
Debt to Real Market Value

The ratio of debt to real market value is projected to be 0.04% by the end of FY19. The City has an adopted policy limiting net direct debt to no more than 1.0% of real market value.



Debt Per Capita

The net direct debt per capita is projected to be $66 by June 2019.



Debt Service Budget – All Funds

Below is a chart that sets out the budget for principal and interest on all City debt, as well as debt issuance costs.

Debt Service Expenditure Summary - All Funds

Debt Payments	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 12/31/2017 Budget	FY19 Proposed
Community Development	$327,642	$364,966	$364,649	$364,649	$373,395
G.O. Debt Service	23,532,715	13,225,048	13,447,025	13,645,400	12,587,225
Special Assessment Bond	96,076	39,681	250,000	250,000	225,000
Facilities Services	211,700	211,730	211,165	211,165	0
Risk and Benefits	6,069,373	6,364,373	6,674,500	6,674,500	6,999,400
Total	$30,237,504	$20,205,797	$20,947,339	$21,145,714	$20,185,020

Interfund Loan Interest	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 12/31/2017 Budget	FY19 Proposed
Telecom Registration/Licensing *	$0	$0	$0	$0	$42,000
Parking Services **	0	0	0	0	26,250
Total	$0	$0	$0	$0	$68,250

Debt Issuance Costs	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 12/31/2017 Budget	FY19 Proposed
G.O. Debt Service	$89,434	$0	$0	$0	$0
General Capital Projects ***	22,375	0	40,000	40,000	30,000
Transportation Capital Projects ***	5,680	0	10,000	10,000	30,000
Total	$117,489	$0	$50,000	$50,000	$60,000

* In FY18, the Telecom Registration/Licensing Fund received a 10-Year, $1.2 million loan for replacement of Eugene Police Department radios from the Fleet Fund.
** In FY19, the Parking Services Fund will receive an interfund loan from the Facilities Services Fund for capital improvements.
*** Prior to FY17, the City recorded both debt issuance costs and the annual banking fees associated with maintaining these debt instruments as debt issuance costs. In FY17, the City began recording these annual banking fees as an operating expenditure. The costs associated with issuing new debt will continue to be budgeted and recorded as debt issuance costs.

In November 2006, voters approved $27,490,000 of G.O. bonds for parks, athletic fields and preservation of open space. As of February 28, 2018, the City had issued $24,221,000 of debt under this authorization, leaving $3,269,000 authorized but unissued.

In November 2012, voters approved $43,000,000 of G.O. bonds to fix streets. As of February 28, 2018, the City has issued $30,229,700 of debt under this authorization, leaving $12,770,300 remaining unissued. The City expects to issue all of the remaining debt by the end of FY19.

In November 2017, voters approved $51,200,000 of G.O. bonds to fix streets and fund bicycle and pedestrian projects. The property tax levy for this authorization will begin in FY20.

For the bonds referenced above, the City expects to issue debt to fund these projects as spending occurs in the form of a short-term line of credit repaid from the property tax levies within the same fiscal year.

Projected Debt Activity

The chart below sets out principal and interest payments on outstanding debt as well as projected new issuance during FY19.

FUND/BOND OR LOAN ISSUE	Outstanding Principal Balance 7/1/2018	New Issuance	Principal Payments	Interest	Outstanding Principal Balance 6/30/2019
COMMUNITY DEVELOPMENT FUND					
HUD 108 Loan	$5,484,000	$0	$204,000	$169,395	$5,280,000
GENERAL OBLIGATION DEBT SERVICE FUND					
G.O. Parks, Athletic Fields and Open Space LOC *	0	339,000	339,000	20,000	0
G.O. Street Bonds LOC 2012 *	0	9,220,000	9,220,000	60,000	0
G.O. Refunding, Series 2011	2,740,000	0	655,000	63,125	2,085,000
G.O. PROS Bonds, Series 2016	5,955,000	0	2,150,000	159,400	3,805,000
TOTAL G.O. DEBT SERVICE FUND	8,695,000	9,559,000	12,364,000	302,525	5,890,000
ASSESSMENT BOND FUND					
Limited Tax, Series 2011 **	185,033	0	50,000	14,000	135,033
RISK AND BENEFITS FUND					
Pension Obligations, Series 2002	49,816,315	0	1,064,891	5,934,481	48,751,424
TOTAL ALL FUNDS	$64,180,348	$9,559,000	$13,682,891	$6,420,401	$60,056,457

* These revolving LOC facilities will be drawn down as needed to pay for project costs and those draws will be repaid within the same fiscal year. Actual activity may differ.
** The City remits all assessment proceeds to pay the assessment bonds twice each year. Actual activity may differ.

Property Taxes Levied

Property taxes represent the single largest revenue source in the City's budget. The chart below sets out the projected operating and debt service levies, along with the budgeted revenues.

Actual Current Tax Receipts FY17	Estimated Current Tax Receipts FY18	Current Levy Classification	Gross Levy FY19	Less Discounts and Delinquency	Budgeted Current Tax Receipts FY19
		OPERATING LEVY			
$93,544,633	$97,284,000	Permanent Operating Levy	$107,099,471	$5,890,471	$101,209,000
2,558,268	2,552,000	Five-Year Local Option Levy for Library Operations	2,700,000	148,000	2,552,000
96,102,901	99,836,000	TOTAL OPERATING LEVY	109,799,471	6,038,471	103,761,000
		DEBT SERVICE LEVY			
13,145,413	13,030,000	General Obligation Bonds	12,993,181	714,625	12,278,556
109,248,314	112,866,000	**GRAND TOTAL PROPERTY TAX**	122,792,652	6,753,096	116,039,556

Source: City of Eugene Finance Division; FY18 and FY19 amounts are estimates.

Property Tax Collections

The City does not receive 100% of taxes levied for two primary reasons. First, taxpayers can take advantage of an early payment discount of up to 3%. Second, not everyone pays their taxes on time, and thus, taxes owed become delinquent. However, even throughout the most recent recession, collection rates have remained strong, as seen below.

Fiscal Year	Total City Tax Levy Imposed	Current Tax Collections	Percent of Levy Collected*	Delinquent Tax Collections	Total Tax Collections	Total Collections as Percent of Current Levy
FY10	$96,751,699	$93,616,166	96.8%	$2,196,405	$95,812,571	99.0%
FY11	98,139,027	92,557,680	94.3%	2,712,680	95,270,360	97.1%
FY12	97,004,407	91,801,363	94.6%	1,654,934	93,456,297	96.3%
FY13	98,930,968	93,319,364	94.3%	2,652,663	95,972,027	97.0%
FY14	101,659,370	96,000,761	94.4%	2,714,108	98,714,869	97.1%
FY15	105,675,104	100,015,912	94.6%	2,457,097	102,473,009	97.0%
FY16	110,929,231	104,672,605	94.4%	1,987,826	106,660,431	96.2%
FY17	115,150,057	109,248,314	94.9%	2,324,795	111,573,109	96.9%
FY18 Estimate	119,437,230	112,866,000	94.5%	1,910,000	114,776,000	96.1%
FY19 Proposed	122,792,652	116,039,556	94.5%	1,734,000	117,773,556	95.9%

Source: Lane County Assessment & Taxation for historic information; City of Eugene Finance Division for budget year estimates.

* Collection percentage of total amount levied by Lane County Assessment & Taxation. The collection rate takes into account early payment discounts up to 3%, which reduce the expected amount of City tax receipts.

Tax Rate History

City tax rates consist of an operating rate used to pay for General Fund services, plus any bonds or local option levies approved by voters. A 10-year history is shown below.

	Tax Rates per $1,000 of Assessed Value[1]					
Fiscal Year	Operating[2]	Library	Debt Service	Total City	Total City Tax Levy Imposed[3]	Assessed Valuation[4]
FY10[5]	$6.91	$0.23	$1.18	$8.32	$96,751,699	$11,466,487,764
FY11[6]	6.90	0.23	1.20	8.33	98,139,027	11,613,161,618
FY12[7]	6.90	-	1.14	8.04	97,004,407	11,884,137,444
FY13	6.90	-	1.12	8.03	98,930,968	12,144,046,177
FY14	6.89	-	1.11	8.01	101,659,370	12,501,814,739
FY15[5]	6.89	-	1.09	7.98	105,675,104	13,029,838,380
FY16	6.88	-	1.08	7.97	110,929,231	13,685,478,306
FY17[8]	6.87	0.19	0.97	8.02	115,150,057	14,078,122,403
FY18	6.87	0.18	0.92	7.96	119,437,230	14,701,954,910
FY19 Proposed[9]	6.86	0.17	0.84	7.88	122,792,652	15,287,000,000

Source: Lane County Assessment & Taxation for historic information; City of Eugene Finance Division for budget year estimates.

(1) These are the typical rates applied to tax bills for a majority of the City's taxpayers, per $1,000 of taxable assessed value. Small variances in rate calculations are due to additional variables used by Lane County for generating the rates. Totals may differ slightly from the sum of individual rates due to rounding.

(2) A permanent tax rate of $7.0058 is the City's base operating levy. The applied rate is adjusted each year due to urban renewal tax increment calculations.

(3) Net of gains and losses from individual extensions, compression losses, urban renewal taxes imposed, and roll corrections.

(4) Net of urban renewal incremental value.

(5) In November 2008, voters approved a $35.9 million five-year General Obligation (G.O.) bond measure for street repairs, which is reflected in the debt tax rate starting in FY10. In November 2012, voters approved another $43 million five-year G.O. bond measure for street repairs, which is reflected in the debt tax rate starting in FY15 after the 2008 street bond taxes ended. In November 2017, voters approved a new $51.2 million five-year G.O. bond measure for street repairs that will begin in FY20 after the 2012 street bond taxes end.

(6) The four-year local option property tax levy for Library Operations was renewed at $10.8 million starting in FY08 and ending in FY11.

(7) In December 2011, the City refinanced certain G.O. bond issues in order to achieve interest rate savings.

(8) In November 2015, voters approved a five-year local option property tax levy for Library Operations, in the amount of $2.7 million annually, to expand hours and services from FY17 through FY21. In June 2016, the City refinanced certain G.O. bond issues in order to achieve interest rate savings. The FY17 debt tax rate also reflects final payoff of $19 million in G.O. bonds for construction of the Emergency Services Center located at 2nd Avenue and Chambers Street and other public safety projects approved by voters in September 1995.

(9) The FY19 proposed debt tax rate reflects the payoff of a portion of $25.3 million in G.O. bonds for parks and open space projects approved by voters in November 1998.

Mission Statement

The purpose of urban renewal is to stimulate economic development through private investment to provide public benefit in a specific area of the community in compliance with ORS Chapter 457. It is a means to support economic development and civic improvement by financing needed improvements within designated districts such as infrastructure, public open spaces, public plazas, public parking garages, land acquisition, renovation and façade improvements, or environmental improvements. The City currently manages two urban renewal districts: the Downtown District and the Riverfront District.

Broadway and Willamette

Governance

The City of Eugene Urban Renewal Agency (Agency) is a separate budgetary entity authorized by State statutes. The Agency was established in 1958 as a separate corporate body. In 1982, the City Council assumed the role of the Agency Board and delegated budget review to the City's Budget Committee. The Agency has two urban renewal districts, and each one has its own adopted plan.

Public Involvement

The Expenditure Review Panel (ERP) was first created with the Downtown District 2010 Plan amendment and continued in the 2016 Plan amendment (the Plan). The ERP meets annually to report to the Agency Director on the activities for the previous fiscal year, and whether expenditure of tax increment dollars was limited to projects authorized by the Plan. City Council formed the five-member panel in January 2012. The ERP's annual reports on Downtown District tax increment expenditures can be found on the City's website at www.eugene-or.gov/UR.

In 2017, the Agency Board selected members for the Riverfront Urban Renewal District advisory committee, known as the River Guides. The River Guides' charter is to advise on the activities of the District. One of the primary focuses within the District will be the Downtown Riverfront redevelopment, which could involve investments in infrastructure, roads, sidewalks, railroad access, housing, commercial space, and a world class park. In addition to the River Guides, section 700 of the Riverfront Urban Renewal Plan requires that the Agency Board approve all projects, other than loans, in excess of $250,000. This is in addition to the Budget Committee and Agency Board's budget review and approval process.

Agency Management

The City's Planning and Development Department manages Agency activities. Staff and most material and service costs that support Agency projects are recorded in the City of Eugene General Fund. The operating budgets of each district reimburse the City's General Fund for these costs. As a result, these expenses are shown twice: once as operating expenses in the City's General Fund budget for the department, and again in the Agency budget as Planning and Development operating expenses to reimburse the City's General Fund.

Downtown District

The Downtown District was first established in 1968 to redevelop 17 blocks in the downtown core. The original project goals involved land acquisition, building rehabilitation, and construction of public improvements.

An update of the 1968 Plan was approved by voters in 1990. The update aligned the Plan with Metro Plan policies, revised the goals and activities, and set a district expiration date of FY10.

In June 1998, the City Council chose one of the options provided by Measure 50 legislation that allowed for a citywide special levy as well as dividing the taxes collected within the district. The Council limited expenditures of new funds to completing existing projects and construction of a new Downtown Library (100 West 10th Avenue). They also approved a plan to reduce district administration.

In FY05, City Council amended the Plan to allow funding for other activities including economic revitalization strategies, to establish a spending limit ("maximum indebtedness") of $33 million, and to extend the termination date to June 30, 2024.

The City Council amended the Plan in May 2010 after considering options for providing public financial support to boost the local economy and revitalize downtown. The 2010 Plan amendment increased the spending limit by $13.6 million to fund three specific projects: 1) Lane Community College Downtown Campus, 2) Broadway Place Garages and Public Safety Improvements, and 3) Park Blocks Improvements for the Farmers' Market. The 2010 Plan amendment also provided for termination of the district after sufficient funds were accumulated to pay for these three projects. It was estimated that sufficient funds would be received by December 2016, and thus, the Downtown District would subsequently terminate absent Council action.

Downtown Urban Renewal District

City Council began a conversation in December 2015 regarding additional downtown improvements and the various funding options available. Over the course of several work sessions, Council discussed urban renewal as a funding option along with alternative funding strategies.

After considering comments from the Planning Commission, overlapping taxing districts, and the general public, City Council ultimately approved a plan amendment in June 2016 in order to build upon the existing momentum of revitalization occurring in the downtown area.

The 2016 Plan amendment made the following changes:

1. Increased the spending limit ("maximum indebtedness") by $19.4 million, to a total of $66.0 million.
2. Specified four project activities that are eligible for urban renewal funds (described below), each with a maximum amount of tax increment funding allowed.
3. Outlined a community engagement and approval process for specific projects.
4. Expanded the boundary by five acres (for a total of 75 acres) to include the East Park Block area and a portion of the former City Hall block, with a prohibition against using funds for the City Hall building or for a parking lot on the eastern half of the block.

The four projects included in the 2016 Plan are:

- **High-Speed Fiber (not to exceed $3 million of tax increment funds)**
  High-speed fiber connections downtown are creating a competitive landscape for telecommunications, which is expanding service options and lowering prices for consumers. This project is providing telecommunications infrastructure to support the needs of the growing technology sector and other businesses in the downtown area. In addition, Eugene School District 4J has a new contract for telecommunications service that is 10 times faster and half the price of its previous contract. The fiber network has also enabled other communities and organizations to access higher speed internet at lower costs, including Westfir and Springfield Public Schools.

  The fiber network includes a large-capacity "Middle Mile" connection from our local Willamette Internet Exchange (WIX) to major peering points in San Jose and Portland. The expanded connection offers high-volume backhaul capacity to Internet Service Providers (ISPs) connected to the WIX, at a relatively low price. This connection has enabled local ISPs to offer faster and lower cost service to their customers beyond the downtown area. The new infrastructure has helped existing businesses expand and has attracted new businesses to downtown.

The City is working in partnership with Lane Council of Governments (LCOG) and Eugene Water & Electric Board (EWEB) to construct a municipally owned downtown fiber network known as EUGNet. The City, EWEB, and LCOG identified a low-cost method to connect buildings by running fiber optic cables through existing electrical conduit. The Downtown District has high-speed fiber in several buildings as a result of a pilot project that was completed in 2016, and construction of the full network began in 2017. As of early 2018, 26 buildings are connected to high-speed service via private ISPs that lease the fiber from EWEB. Construction of the network is expected to continue into 2019.

Fiber Lighting Ceremony: EWEB General Manager Frank Lawson and City of Eugene Mayor Lucy Vinis

- **Farmers' Market (not to exceed $4.5 million* of tax increment funds)**
  The Lane County Farmers' Market operates multiple times per week during the spring, summer, and fall in two locations within the Park Blocks on 8th Avenue. The Farmers' Market continues to encounter issues with these locations, such as inadequate electrical service, uneven, unpaved, and inaccessible surfaces, and lack of a permanent shelter. For the past few years, the Farmers' Market has expressed a need and desire to expand its offerings to maintain financial viability and potentially operate year-round.

Lane County Farmers' Market

In September 2017, the City of Eugene and Lane County signed a Purchase and Sale Agreement that would provide a site for a new County Courthouse on the former City Hall site and provide a site for a new City Hall and Farmers' Market on the current Butterfly Lot. The agreement builds on the legacy of the Park Blocks as the original "public square" of Eugene, supports mutual goals of providing a permanent location for a year-round public Farmers' Market, and continues the momentum of downtown revitalization. In coordination with the development of City Hall, the Agency will improve the Park Blocks in order to make that location more attractive and functional for the Farmers' Market and accessible, safe, and inviting for the public. Later in 2018, the City will begin project scoping, which will build upon the 2016 Project for Public Spaces outreach and visioning efforts.

** This includes $500,000 of unspent Downtown District funds approved in the 2010 Plan amendment.*

- **Park Blocks and Open Spaces (not to exceed $5.2 million of tax increment funds)**
  The City founders understood the importance of public spaces; the Park Blocks are a living legacy of their forethought and civic spirit. The design, appearance, and function of the Park Blocks are a critical component of Eugene's identity and economic health, as well as the long-term location for two beloved organizations, the Saturday Market and the Lane County Farmers' Market. On a direct path to the Willamette River from downtown, the Park Blocks are also a key part of the Willamette to Willamette Initiative.

West Park Block

Improving these spaces and increasing the opportunities for desired activities downtown requires a focused, strategic investment in the amenities, character, and public identity of the Park Blocks, as well as the other key public open spaces downtown. The first step of this project was asking the community about their hopes and vision for our town square, and assessing the needs of our growing downtown neighborhood. The Project for Public Spaces presented results of that work to Council in February 2017, which will help inform plans to implement the community vision. Project scoping is scheduled to begin in 2018.

For the other public spaces in the Downtown District (Kesey Square, the Hult Center Plaza, the Library Plaza, and the new City Hall plaza), improvements are needed to benefit the public in terms of the safety, health, and welfare of residents through the removal of blighted conditions, improved amenities and attractiveness of these spaces, as well as their impact on existing and desired adjacent uses. However, tax revenue funds cannot be used to pay for construction of a new City Hall building, nor to pay for a parking lot on the block bounded by Pearl Street, 8th Avenue, High Street, and 7th Avenue. With the needed improvements in place, these downtown spaces will have the potential to more fully support the emerging downtown neighborhood and to provide an inviting urban open space in the core of the city for the entire community. A focused, strategic investment in the amenities, design, and character of these spaces strengthens the conditions for increased desired uses and development downtown.

- **Former LCC Downtown Center (not to exceed $6 million of tax increment funds)**
  The former Lane Community College (LCC) Downtown Center at 1059 Willamette was vacated in January 2013 when the new LCC Downtown Campus opened on 10th Avenue and Olive Street. At present, the vacant building neither provides space for active uses nor adds to downtown vitality.

  Former LCC Downtown Center

  Redevelopment of this large three-story structure with a full basement may include housing or activities that advance the Regional Prosperity Economic Development Plan (e.g., an innovation center with maker space, wet lab, art/tech incubator, or educational uses). LCC and the City are collaborating on a redevelopment plan that considers an innovation center, as well as other uses. The redevelopment plan will aim to identify a use that benefits the community at large, by providing space for workforce development, education, economic development, or a mix of those activities, and is financially sustainable.

The 2016 Plan amendment requires a community engagement and approval process for the Farmers' Market, Park Blocks and Open Spaces, and 1059 Willamette. Before the Council decides on the specifics of what each project will include and how it may be funded, there will be several opportunities for community input. The plan outlines a process which includes:

- Community engagement and project scoping;
- Council review of the results and discussion of funding options (urban renewal and others);
- Council public hearing on the specific project and how it should be funded;
- Council review and decisions (to determine project specifics and funding sources); and Council budget approval, which includes a public hearing.

Riverfront District

The Riverfront District was created in 1985 to assist in financing public infrastructure. The original district encompassed 208.75 acres adjacent to and including the University of Oregon's Riverfront Research Park.

The Riverfront Plan was reviewed and amended by the City Council in March 2004. Major changes in the amendment included extending the termination date to 2024, expanding and revising the list of project activities, providing new cost estimates of the projects to be undertaken, establishing a spending limit ("maximum indebtedness") of $34.8 million, expanding the existing boundary by 34.5 acres, and providing other information about the impact of the amendments.

In FY18, the Agency Board amended the boundary again to add an additional 1.86 acres, bringing the total area up to approximately 245 acres. The current boundary of the district is shown in the map below. The boundary was expanded to: a) include two railroad quiet zone crossings to make them eligible for urban renewal funds (the Pearl and High street crossings), and b) make it possible to use urban renewal funds to purchase the approximate one acre of Downtown Riverfront property from EWEB that was outside of the district boundary.

Riverfront Urban Renewal District

The major goals in the Riverfront District are to:

- Stimulate appropriate redevelopment in the riverfront area for the EWEB Riverfront Master Plan implementation;
- Promote redevelopment of public and private properties in the area around the Wayne Morse Federal Courthouse;
- Improve connections between the core of downtown, the riverfront area, and the University of Oregon; and
- Protect or enhance the riparian area.

Downtown Riverfront Project
The Agency and EWEB signed an agreement for the sale of the utility's riverfront property, marking a key milestone in the efforts to redevelop the property. Redevelopment of this site has been a part of the community's vision for many decades, reinforced through numerous public engagement opportunities, and now adopted as policy and land use code. The transformation of the approximately 16-acre property is a critical piece in connecting downtown to the river and creating an active place for the entire community. The Riverfront Master Plan outlines the creation of a world-class public park along the waterfront and a high-quality riverfront development that will reflect the community's vision and provide economic and housing opportunities, compact urban development, and enhanced natural resources.

Downtown Riverfront Redevelopment Site (outlined area)
Riverfront Park (shaded area adjacent to river)

City Council, acting as the Agency Board, approved the property purchase terms and conditions in 2016. The purchase price for the property is $5.75 million. Funds for the purchase will come from the Riverfront District. The closing of the sale is expected to occur this spring, after the Agency's due diligence work.

With the agreement in place for purchasing the property from EWEB, the Agency signed an Exclusive Negotiating Agreement (ENA) with Williams/Dame & Associates (WD). The ENA formally expresses WD's interest in owning and redeveloping the property consistent with the Riverfront Master Plan. The agreement provides WD time to complete due diligence activities while working with the Agency toward an agreement on the redevelopment of the property. During that time, the Agency has committed to negotiate exclusively with WD. The agreement provides for an extension to negotiate a formal sale and redevelopment agreement. The Agency Board will need to review and approve any final deal points prior to the sale or redevelopment of the property. The ENA does not commit the Agency at this time to anything more than a due diligence and negotiating process.

On January 31, 2018, WD presented a concept plan to the Agency Board. The Agency is committed to delivering a high-quality, legacy project that connects downtown to the river, catalyzes economic growth, and reflects the community's vision. The riverfront redevelopment will be a key destination as Eugene takes its place on the world stage as host of the 2021 World Championships. With a new park, an improved riverfront path, and an inviting link to downtown, the site will draw people from near and far to the center of our city, and will provide a long-lasting legacy for the community.

Williams/Dame & Associates Proposed Concept Plan

Expenditure Summary

The Agency's primary goal is to promote redevelopment within the districts. In doing so, funds are expended among the following activities:

- ***Capital Projects:*** Public space improvements and infrastructure enhancements in the Downtown and Riverfront Districts.

- ***Loan Disbursements:*** Funding of the Downtown Revitalization Loan Program (DRLP) and Riverfront Renewal Loans (River Loans) which provide loans to business and property owners, encouraging redevelopment in the Downtown and Riverfront Districts.

- ***Project Delivery Administration:*** Promotion of redevelopment projects, oversight of district-owned property, and general administration. Costs are initially incurred in the City's General Fund and then reimbursed by each district at the end of the fiscal year.

Debt Service

In May 2011, the Agency issued $7,900,000 of Downtown Urban Renewal District Tax Increment Bonds, Series 2011 A, bearing a fixed interest rate of 5.2% and maturing on June 1, 2020. The proceeds of the bonds were used to refund debt associated with the City's Broadway Place Garages and to grant financial assistance to LCC for construction of their new Downtown Campus. In June 2018, these bonds will be paid in full with no additional debt outstanding for the Agency.

Description of Funds

Each urban renewal district has its own budget and accounts for activities in separate funds.

The Downtown District operates three funds: the Downtown General Fund, the Downtown Debt Service Fund, and the Downtown Capital Projects Fund.

- ***URA Downtown General Fund (Fund 817):*** This fund receives revenue from DRLP repayments (principal and interest on outstanding loans), property sales and leases, interest on cash balances, and interfund transfers from the Downtown Debt Service Fund. These revenues are used to:
  - Provide funding for DRLP loans for property improvements in the district boundaries;
  - Reimburse the City's General Fund for district management costs; and
  - Pay other operating costs, including property management expenses and consultant costs.

- ***URA Downtown Debt Service Fund (Fund 812):*** This fund receives all of the Downtown District tax increment revenues and uses those resources to:
  - Provide funding for the principal and interest payments on the Agency's outstanding debt;
  - Provide funding (through interfund transfers) to the Downtown General Fund for district management costs and other operating expenses; and
  - Provide funding (through interfund transfers) to the Downtown Capital Projects Fund for specific capital improvements.

- ***URA Downtown Capital Projects Fund (Fund 813):*** This fund accounts for specific, approved capital projects in the Downtown District. The Downtown Capital Projects Fund receives funding via interfund transfer from the Downtown Debt Service Fund.

The Riverfront District operates three funds: the Riverfront General Fund, the Riverfront Capital Projects Fund, and the Riverfront Program Revenue Fund.

- ***URA Riverfront General Fund (Fund 821):*** This fund receives the Riverfront District tax increment revenues and uses those resources to:
  - Reimburse the City's General Fund for district management costs;
  - Pay other operating costs, including property management expenses and consultant costs; and
  - Provide funding (through interfund transfers) to the Riverfront Capital Projects Fund for specific capital projects.

- ***URA Riverfront Capital Projects Fund (Fund 823):*** This fund accounts for specific, approved capital projects in the Riverfront District. The Riverfront Capital Projects Fund receives funding via interfund transfer from the Riverfront General Fund.

- ***URA Riverfront Program Revenue Fund (Fund 824):*** This fund contains program revenue from the Riverfront District. Program revenues are funds that have been derived from non-property tax sources and can be used for different purposes than tax increment dollars, such as providing funding for River Loans.

This section sets out significant changes in the Urban Renewal Agency's FY19 Proposed Budget versus the FY18 Adopted Budget. Significant is defined as any percentage change that is above 5% or any budget reduction. Changes below 5% are generally due to normal year-to-year inflationary increases in contracts, salaries, health and benefit costs, and internal service charges.

Significant Changes in Expenditures by District
The two Urban Renewal Districts do not include FTE. Personnel and material and service costs for staff support of Agency projects are recorded in the City of Eugene General Fund and are later reimbursed by the appropriate Urban Renewal District funds.

The FY19 Proposed Budget includes the following significant changes, by district:

Downtown District: Budget decreased by $852,094, or 9.3%, from the FY18 Adopted Budget to the FY19 Proposed Budget. Significant changes in expenditures are outlined in the table below.

Downtown District	Amount
Debt Service Payments	($314,000)
Capital Carryover	($506,367)

- **Debt Service Payments** – A decrease in debt service payments is from the debt payoff associated with the Broadway Place Garages and LCC Downtown Campus. The final principal and interest payments related to this debt will occur in FY18.

- **Capital Carryover** – Capital carryover represents unspent budget authority for capital projects carried over from prior years. Adopted budgets include capital carryover, but proposed budgets do not.

Riverfront District: Budget increased by $495,001, or 4.5%, from the FY18 Adopted Budget to the FY19 Proposed Budget. Significant changes in expenditures are outlined in the table below.

Riverfront District	Amount
Railroad Quiet Zone	$3,700,000
Interfund Transfer of Tax Increment Revenue	$3,700,000
Project Delivery Administration	$292,900
Capital Carryover	($7,212,111)

- **Railroad Quiet Zone** – In February 2018 the Agency Board expanded the Riverfront District boundary and approved the use of district funds to pay for the three easternmost crossings of the railroad quiet zone. The three railroad crossings include Pearl Street, High Street, and 8th Avenue/Hilyard Street. There are also seven additional crossings outside of the district boundary that will be funded separately. Please see Attachment E in the Budget Message section for more information regarding the railroad quiet zone.

- **Interfund Transfer of Tax Increment Revenue** – Tax increment revenue for the Riverfront District is received in the Riverfront General Fund and some of it is then transferred to the

Riverfront Capital Projects Fund to pay for eligible projects. This interfund transfer is needed to cover expenditures for the railroad quiet zone.

- **Project Delivery Administration** – Provides additional funding to support district projects, primarily the Downtown Riverfront redevelopment. This includes reimbursement to the City of Eugene General Fund for personnel costs, plus additional funding for legal fees and consulting services.

- **Capital Carryover** – Capital carryover represents unspent budget authority for capital projects carried over from prior years. Adopted budgets include capital carryover, but proposed budgets do not. The primary capital project in this category is the EWEB property purchase, which is budgeted at $6,875,000.

Significant Changes in Funding Sources
The FY19 Proposed Budget includes the following significant changes in funding sources:

- ***Downtown Debt Service:*** Decreased by $291,146, or 8.9%, primarily due to a decrease of $314,000 in debt service payments from the final payoff of debt associated with the Broadway Place Garages and LCC Downtown Campus.

- ***Downtown Capital Projects:*** Decreased by $506,367, or 100.0%, because adopted budgets include capital carryover, but proposed budgets do not.

- ***Riverfront General Fund:*** Increased by $3,970,900, or 759.6%, primarily due to an increase of $3,700,000 in the interfund transfer to the Riverfront Capital Projects Fund to pay for the three easternmost railroad quiet zone crossings. This fund also includes an increase of $292,900 for project delivery administration to support district projects.

- ***Riverfront Capital Projects:*** Decreased by $3,512,111, or 48.7%, primarily due to capital carryover, which is included in adopted budgets, but not proposed budgets. The decrease of $7,212,111 in capital carryover is partially offset by an increase of $3,700,000 for the railroad quiet zone. The primary project included in capital carryover is the EWEB property purchase, which is budgeted at $6,875,000.

Change by District

	FY18 Adopted Budget	FY19 Proposed Budget	$ Change	% Change
Downtown District				
Total Expenditures	$9,155,551	$8,303,457	($852,094)	-9.3%
Riverfront District				
Total Expenditures	$10,930,092	$11,425,093	$495,001	4.5%
Urban Renewal Agency				
TOTAL EXPENDITURES	$20,085,643	$19,728,550	($357,093)	-1.8%

Change by Funding Source

Downtown General	$5,391,900	$5,337,319	($54,581)	-1.0%
Downtown Debt Service	3,257,284	2,966,138	(291,146)	-8.9%
Downtown Capital Projects	506,367	0	(506,367)	-100.0%
Riverfront General	522,763	4,493,663	3,970,900	759.6%
Riverfront Capital Projects	7,212,111	3,700,000	(3,512,111)	-48.7%
Riverfront Program Revenue	3,195,218	3,231,430	36,212	1.1%
TOTAL FUNDING SOURCES	$20,085,643	$19,728,550	($357,093)	-1.8%

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Charges for Services	0	98	0	0	0	0
Miscellaneous	62,607	80,514	75,000	75,000	71,000	82,000
Interfund Transfers	126,000	715,181	2,943,284	2,966,904	968,284	2,966,138
Principal on Notes/Loans	261,811	172,558	450,000	450,000	250,000	250,000
Total Revenues	450,418	968,351	3,468,284	3,491,904	1,289,284	3,298,138
Expenditures						
Planning and Development	133,796	801,486	3,073,584	3,097,204	968,284	2,966,138
Special Payments	0	0	2,318,316	2,423,881	300,000	2,371,181
Total Expenditures	133,796	801,486	5,391,900	5,521,085	1,268,284	5,337,319
Excess (deficiency) of revenues over expenditures	**316,622**	**166,865**	**(1,923,616)**	**(2,029,181)**	**21,000**	**(2,039,181)**
Beginning Working Capital (Fund Balance), July 1	1,619,694	1,936,316	1,997,616	2,103,181	2,103,181	2,124,181
Ending Working Capital (Fund Balance), June 30	1,936,316	2,103,181	74,000	74,000	2,124,181	85,000

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	1,619,694	1,936,316	1,997,616	2,103,181	2,103,181	2,124,181
Total Revenues	450,418	968,351	3,468,284	3,491,904	1,289,284	3,298,138
Total Resources	2,070,112	2,904,667	5,465,900	5,595,085	3,392,465	5,422,319
Requirements						
Total Expenditures	133,796	801,486	5,391,900	5,521,085	1,268,284	5,337,319
Ending Working Capital (Fund Balance)	1,936,316	2,103,181	74,000	74,000	2,124,181	85,000
Total Requirements	2,070,112	2,904,667	5,465,900	5,595,085	3,392,465	5,422,319

Reserves (Budgeted amounts only)						
Balance Available	22,442	23,390	74,000	74,000	74,000	85,000
Total Reserves	22,442	23,390	74,000	74,000	74,000	85,000

* FY16 Actual and FY18 Adopted Budget amounts in revenue categories may differ from those published in the FY18 Adopted Budget due to changes in the City's Chart of Accounts; however, total revenues for these years remain the same. Please see the Chart of Accounts Changes explanation in the Fund Summary section for more information.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Taxes	2,040,614	2,169,735	2,185,000	2,185,000	2,176,000	2,256,000
Miscellaneous	36,406	67,830	410,000	410,000	27,000	48,000
Total Revenues	2,077,020	2,237,565	2,595,000	2,595,000	2,203,000	2,304,000
Expenditures						
Debt Service	2,249,600	987,544	314,000	314,000	314,000	0
Interfund Transfers	126,000	715,181	2,943,284	2,966,904	968,284	2,966,138
Total Expenditures	2,375,600	1,702,725	3,257,284	3,280,904	1,282,284	2,966,138
Excess (deficiency) of revenues over expenditures	**(298,580)**	**534,840**	**(662,284)**	**(685,904)**	**920,716**	**(662,138)**
Beginning Working Capital (Fund Balance), July 1	1,357,151	1,058,571	663,533	1,593,411	1,593,411	2,514,127
Ending Working Capital (Fund Balance), June 30	1,058,571	1,593,411	1,249	907,507	2,514,127	1,851,989

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	1,357,151	1,058,571	663,533	1,593,411	1,593,411	2,514,127
Total Revenues	2,077,020	2,237,565	2,595,000	2,595,000	2,203,000	2,304,000
Total Resources	3,434,171	3,296,136	3,258,533	4,188,411	3,796,411	4,818,127
Requirements						
Total Expenditures	2,375,600	1,702,725	3,257,284	3,280,904	1,282,284	2,966,138
Ending Working Capital (Fund Balance)	1,058,571	1,593,411	1,249	907,507	2,514,127	1,851,989
Total Requirements	3,434,171	3,296,136	3,258,533	4,188,411	3,796,411	4,818,127

Reserves (Budgeted amounts only)						
Balance Available	974,151	64,970	1,249	907,507	907,507	1,851,989
Total Reserves	974,151	64,970	1,249	907,507	907,507	1,851,989

* FY16 Actual and FY18 Adopted Budget amounts in revenue categories may differ from those published in the FY18 Adopted Budget due to changes in the City's Chart of Accounts; however, total revenues for these years remain the same. Please see the Chart of Accounts Changes explanation in the Fund Summary section for more information.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Miscellaneous	3,326	5,124	5,000	5,000	5,000	5,000
Total Revenues	3,326	5,124	5,000	5,000	5,000	5,000
Expenditures						
Capital	0	15,972	506,367	500,000	500,000	0
Total Expenditures	0	15,972	506,367	500,000	500,000	0
Excess (deficiency) of revenues over expenditures	**3,326**	**(10,848)**	**(501,367)**	**(495,000)**	**(495,000)**	**5,000**
Beginning Working Capital (Fund Balance), July 1	536,264	539,590	528,618	528,742	528,742	33,742
Ending Working Capital (Fund Balance), June 30	539,590	528,742	27,251	33,742	33,742	38,742

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	536,264	539,590	528,618	528,742	528,742	33,742
Total Revenues	3,326	5,124	5,000	5,000	5,000	5,000
Total Resources	539,590	544,714	533,618	533,742	533,742	38,742
Requirements						
Total Expenditures	0	15,972	506,367	500,000	500,000	0
Ending Working Capital (Fund Balance)	539,590	528,742	27,251	33,742	33,742	38,742
Total Requirements	539,590	544,714	533,618	533,742	533,742	38,742

Reserves (Budgeted amounts only)						
Balance Available	23,292	21,251	27,251	33,742	33,742	38,742
Total Reserves	23,292	21,251	27,251	33,742	33,742	38,742

* FY16 Actual and FY18 Adopted Budget amounts in revenue categories may differ from those published in the FY18 Adopted Budget due to changes in the City's Chart of Accounts; however, total revenues for these years remain the same. Please see the Chart of Accounts Changes explanation in the Fund Summary section for more information.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Taxes	1,529,742	2,012,032	2,140,000	2,140,000	2,220,000	2,375,000
Rental	66,150	0	0	0	0	0
Miscellaneous	55,982	71,662	19,000	19,000	23,000	50,000
Total Revenues	1,651,874	2,083,694	2,159,000	2,159,000	2,243,000	2,425,000
Expenditures						
Planning and Development	194,372	271,351	522,763	722,763	478,365	793,663
Interfund Transfers	2,990,000	6,975,000	0	0	0	3,700,000
Total Expenditures	3,184,372	7,246,351	522,763	722,763	478,365	4,493,663
Excess (deficiency) of revenues over expenditures	**(1,532,498)**	**(5,162,657)**	**1,636,237**	**1,436,237**	**1,764,635**	**(2,068,663)**
Beginning Working Capital (Fund Balance), July 1	8,283,383	6,750,885	1,427,968	1,588,228	1,588,228	3,352,863
Ending Working Capital (Fund Balance), June 30	6,750,885	1,588,228	3,064,205	3,024,465	3,352,863	1,284,200

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	8,283,383	6,750,885	1,427,968	1,588,228	1,588,228	3,352,863
Total Revenues	1,651,874	2,083,694	2,159,000	2,159,000	2,243,000	2,425,000
Total Resources	9,935,257	8,834,579	3,586,968	3,747,228	3,831,228	5,777,863
Requirements						
Total Expenditures	3,184,372	7,246,351	522,763	722,763	478,365	4,493,663
Ending Working Capital (Fund Balance)	6,750,885	1,588,228	3,064,205	3,024,465	3,352,863	1,284,200
Total Requirements	9,935,257	8,834,579	3,586,968	3,747,228	3,831,228	5,777,863

Reserves (Budgeted amounts only)						
Balance Available	6,478,623	922,654	3,064,205	3,024,465	3,024,465	1,284,200
Total Reserves	6,478,623	922,654	3,064,205	3,024,465	3,024,465	1,284,200

* FY16 Actual and FY18 Adopted Budget amounts in revenue categories may differ from those published in the FY18 Adopted Budget due to changes in the City's Chart of Accounts; however, total revenues for these years remain the same. Please see the Chart of Accounts Changes explanation in the Fund Summary section for more information.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Miscellaneous	4,861	12,702	7,000	7,000	50,000	8,000
Interfund Transfers	0	6,975,000	0	0	0	3,700,000
Total Revenues	4,861	6,987,702	7,000	7,000	50,000	3,708,000
Expenditures						
Capital	200,681	42,940	7,212,111	7,104,265	7,104,265	3,700,000
Total Expenditures	200,681	42,940	7,212,111	7,104,265	7,104,265	3,700,000
Excess (deficiency) of revenues over expenditures	**(195,820)**	**6,944,762**	**(7,205,111)**	**(7,097,265)**	**(7,054,265)**	**8,000**
Beginning Working Capital (Fund Balance), July 1	868,632	672,812	7,718,718	7,617,574	7,617,574	563,309
Ending Working Capital (Fund Balance), June 30	672,812	7,617,574	513,607	520,309	563,309	571,309

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	868,632	672,812	7,718,718	7,617,574	7,617,574	563,309
Total Revenues	4,861	6,987,702	7,000	7,000	50,000	3,708,000
Total Resources	873,493	7,660,514	7,725,718	7,624,574	7,667,574	4,271,309
Requirements						
Total Expenditures	200,681	42,940	7,212,111	7,104,265	7,104,265	3,700,000
Ending Working Capital (Fund Balance)	672,812	7,617,574	513,607	520,309	563,309	571,309
Total Requirements	873,493	7,660,514	7,725,718	7,624,574	7,667,574	4,271,309

Reserves (Budgeted amounts only)						
Balance Available	399,746	407,607	513,607	520,309	520,309	571,309
Total Reserves	399,746	407,607	513,607	520,309	520,309	571,309

* FY16 Actual and FY18 Adopted Budget amounts in revenue categories may differ from those published in the FY18 Adopted Budget due to changes in the City's Chart of Accounts; however, total revenues for these years remain the same. Please see the Chart of Accounts Changes explanation in the Fund Summary section for more information.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Proposed Budget
Revenues*						
Rental Income	0	66,150	66,150	66,150	66,150	0
Miscellaneous	1,918	29,212	42,000	42,000	30,000	48,000
Interfund Transfers	2,990,000	0	0	0	0	0
Total Revenues	2,991,918	95,362	108,150	108,150	96,150	48,000
Expenditures						
Special Payments	0	0	3,195,218	3,195,430	0	3,231,430
Total Expenditures	0	0	3,195,218	3,195,430	0	3,231,430
Excess (deficiency) of revenues over expenditures	**2,991,918**	**95,362**	**(3,087,068)**	**(3,087,280)**	**96,150**	**(3,183,430)**
Beginning Working Capital (Fund Balance), July 1	0	2,991,918	3,087,068	3,087,280	3,087,280	3,183,430
Ending Working Capital (Fund Balance), June 30	2,991,918	3,087,280	0	0	3,183,430	0

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	0	2,991,918	3,087,068	3,087,280	3,087,280	3,183,430
Total Revenues	2,991,918	95,362	108,150	108,150	96,150	48,000
Total Resources	2,991,918	3,087,280	3,195,218	3,195,430	3,183,430	3,231,430
Requirements						
Total Expenditures	0	0	3,195,218	3,195,430	0	3,231,430
Ending Working Capital (Fund Balance)	2,991,918	3,087,280	0	0	3,183,430	0
Total Requirements	2,991,918	3,087,280	3,195,218	3,195,430	3,183,430	3,231,430

Reserves (Budgeted amounts only)						
Reserve	1,995,000	2,005,000	0	0	0	0
Balance Available	0	1,918	0	0	0	0
Total Reserves	1,995,000	2,006,918	0	0	0	0

* FY16 Actual and FY18 Adopted Budget amounts in revenue categories may differ from those published in the FY18 Adopted Budget due to changes in the City's Chart of Accounts; however, total revenues for these years remain the same. Please see the Chart of Accounts Changes explanation in the Fund Summary section for more information.

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APRIL 2018

2018 UNFUNDED NEEDS ASSESSMENT

CITY OF EUGENE

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Unfunded Needs Assessment

Purpose of the Unfunded Needs Assessment (UNA)

The Unfunded Needs Assessment (UNA) is a compilation of significant unfunded financial challenges that the City of Eugene faces in providing current services and anticipated service needs as the community grows and the organization evolves. It is compiled by asking City staff throughout the organization to describe what they see as unfunded service needs in their respective areas.

This assessment reflects areas of focus driven by policy level direction from City Council goal statements, direction given at Council work sessions and other methods. Community input also drives much of the UNA items through various master planning, neighborhood planning and other processes. The UNA is also informed by City workforce needs, staff planning and assessments and professional analysis performed on infrastructure and capital projects, such as the pavement management plan and the Facility Condition Report.

The purpose of the UNA is to provide policymakers, City staff and citizens with a better understanding of the full range of unfunded needs throughout all of the service areas at a particular point in time. The results are designed to help inform the City's Executive Team, the Budget Committee and the City Council as they are making financial decisions. It is also designed to provide information about the organization's priorities for financial discussions and how those priorities will advance important City plans, policies and goals.

The UNA is an assessment of current service areas and does not address potential new areas of service that may be desired by the community. There are a number of service challenges that the community as a whole faces, and the UNA does not attempt to define or collect all of those unfunded needs. As an example, there is a significant conversation in the community about meeting the needs of the homeless population. While the City contributes to particular services that work with homelessness, that service is primarily provided by Lane County and non-profit organizations.

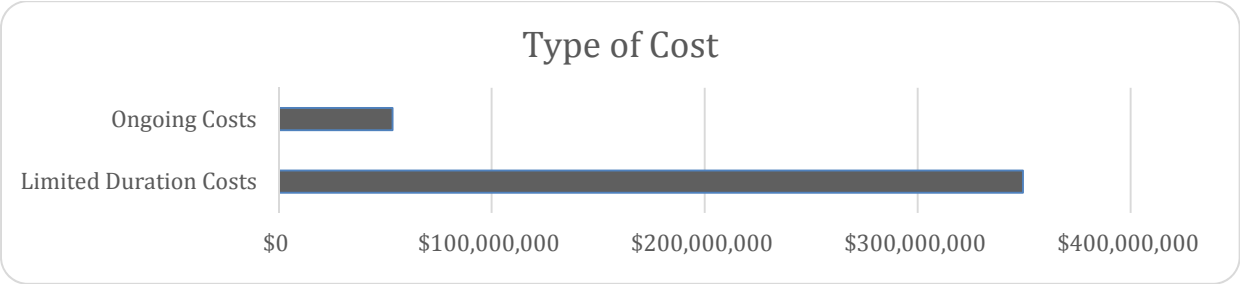
The UNA has been designed to provide stronger connections between selected projects and important policy initiatives and areas of focus as well as increased transparency, enhanced accountability and reduced complexity and redundancy.

The UNA is a snapshot in time and is updated periodically. In the interim, there will be items that get funded, high priority items that emerge that are not contained in this report and items that transform into different approaches to service provision. When the City Council requests a policy discussion on a particular topic, the UNA can be a starting place to compile data about those specific unfunded needs, but staff will also use their most current information to provide the City Council with the required background and a range of options.

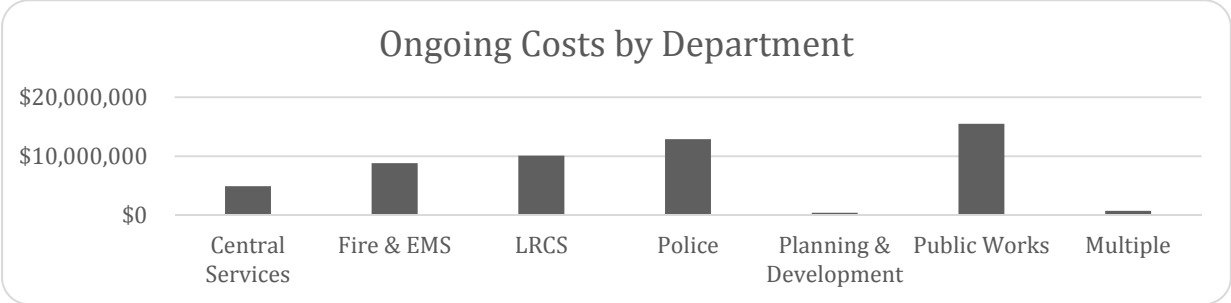
Summary of the UNA Items

The UNA consists of 151 items. These items include unfunded capital projects, as well as program operations, and operations and maintenance expenses. There is no limit on the type, dollar amount or timing of projects included. The UNA identifies 217.94 Full-time Equivalent (FTE) positions across categories.

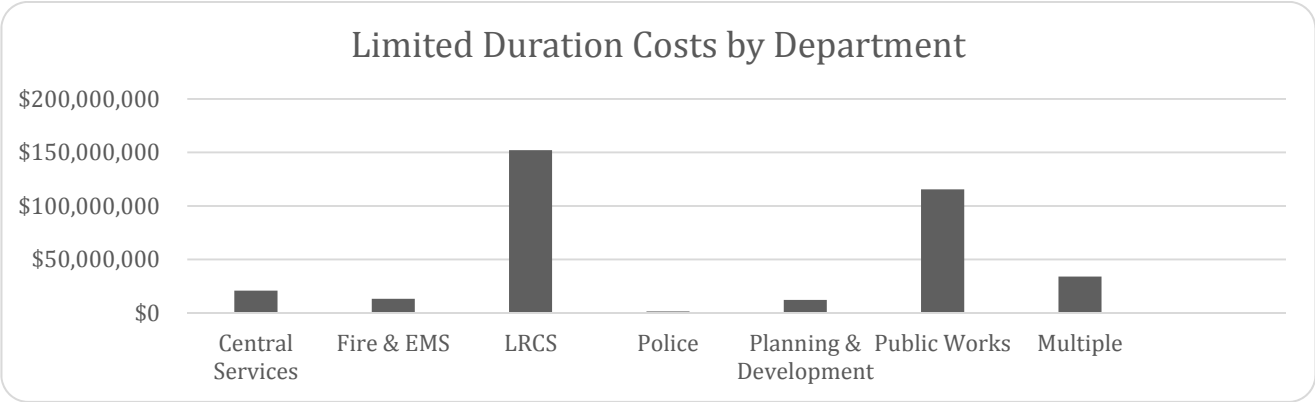
As can be seen in the chart below, both the ongoing and limited duration costs are significant. Approximately $53.5 million of annual ongoing funding would be needed to pay for all of the items in the UNA. The limited duration or one-time costs are nearly $350 million.



Ongoing costs are distributed throughout the various departments, with Public Works having the largest need for ongoing resources. The single largest ongoing unfunded need is for the Pavement Preservation Program, with an estimated $11.6 million annual cost.



Limited duration or one-time costs are more concentrated in the Library, Recreation and Cultural Services Department (LRCS) and Public Works. The largest unfunded projects in LRCS are for new or renovated community centers and pools, while large items in Public Works focus on parks and transportation system needs, including seismic retrofitting.



Executive Team Prioritization

The Executive Team uses the UNA, along with other processes and information, to make recommendations to the Budget Committee and City Council around funding for projects, programs and operations and maintenance. Those recommendations reflect the Executive Team's prioritization of spending. Other ways that the Executive Team expresses their prioritization of spending and staff efforts are through ongoing discussions with the City Council about various programs, such as the updates the Council receives on Community Justice and on downtown revitalization. The Executive Team strives to balance all of the priority programs, projects and services that the City Council has put forward, with the constraint that there is limited capacity to pay for all of the community and organizational needs.

During FY18, the Executive Team prioritized several UNA items as part of the Supplemental Budget that was presented to City Council in December 2017. Those included:

- Downtown Operations
- Climate Recovery Ordinance Implementation
- Illegal Camp Clean Up in Parks
- Fire Academy
- Bike Patrol
- Equity in Contracting
- Emergency Communications Center Staffing
- Homeless Outreach Pilot Project
- Community Court
- Economic Prosperity Strategic Reserve Fund
- Neighborhood Planning (River Road/Santa Clara/University)
- Economic Cartography Tool
- Weekends Hours at the Lindholm Center
- Homeless Car Camping
- Fire Hydrants

The FY19 Proposed Budget also includes proposed funding for the following UNA related items:

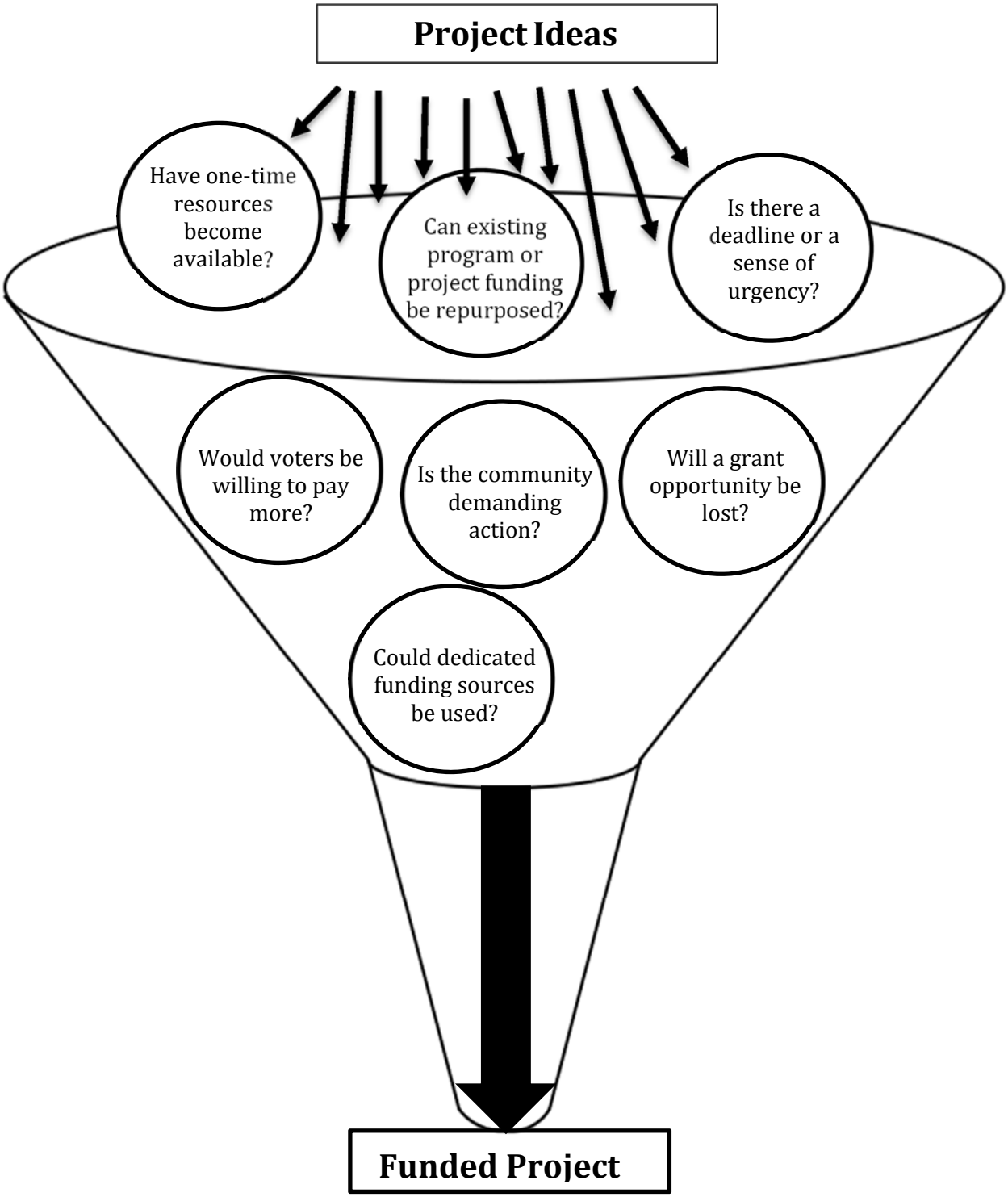
- Community Court
- Jail Beds
- City Prosecutor Staffing & Municipal Court Services
- Public Safety Answering Point Shortfall
- Animal Services Contract
- Body Worn Camera Video Storage
- Advanced Life Support (ALS) Funding
- Land Use Code Update For Housing
- Clear Lake Expansion Area Shovel Ready Development Plan
- University Neighborhood Plan
- Transportation System Plan (TSP) and Vision Zero Staffing Support
- Railroad Quiet Zone
- Enhanced Street Repair Program

- Sidewalk Maintenance Program
- Ambulance Transport System Enhancements
- Economic Development and Job Creation Analyst
- New Building Permit Tracking System
- Parking Structure Capital Maintenance
- Urban Forestry Maintenance, Sidewalk Repair and GIS Support
- Airport Operations Supervisor and Airport Worker
- Highway 99 Jurisdictional Transfer – Operations and Maintenance
- Downtown Streets Master Plan
- Roosevelt Yard Infrastructure
- Roosevelt Yard Redundant Fiber Line

The Executive Team will continue to balance community needs including the City Council's focus areas such as the Climate Recovery Ordinance, Downtown, Parks and Recreation Funding, and Public Safety/Community Justice, among others. Some of the UNA items will become funded projects or programs over time, depending on a number of factors that are described in the following section.

How an UNA Item Becomes a Funded Project

The path from an idea to a funded project is not a standardized, linear process. It can take a variety of different forms and go through many different potential processes. The graphic below is meant to capture some of those things that could occur along the path to funding an idea as a concrete program or project.



Potential Funding Sources

The determination of which revenue is appropriate for which kind of program or project can be complicated in municipal government. Many of the revenue streams are restricted as to their use. There are a wide variety of potential options for the range of projects and programs represented in the UNA. Below is a brief explanation of some of those options.

There are other constraints on the selection of a potential funding option, including the economic environment in the community, the City's financial situation, competing needs for a funding source and other factors. When evaluating a particular funding source, the following factors are typically considered:

- Legality and precedence
- Revenue yield and stability
- Administrative effort
- Timeline
- Equity; fairness and indirect impacts
- Nexus of revenue source to spending
- Political feasibility

Funding for capital projects may come from one-time resources, while funding for programs, operations and maintenance should come from ongoing revenues. Some examples of each type of funding source are listed below.

<u>Potential One-Time Funding Sources</u>

- Grants
- Donations
- Property Sales
- Legal Settlements
- General Obligation Bond Approvals
- Local Option Property Tax Measures (5 years for operations and 10 years for capital)
- Marginal Beginning Working Capital (unanticipated carryover balances from the prior year)

<u>Potential Ongoing Funding Sources</u>

- Reprioritization of existing resources
- Alternate revenue sources described in the Budget Committee's 2014 Revenue Team Report:

Admissions Tax
Bicycle Registration Fee
Business Gross Receipts Tax
Business License Fee
City Service Fee
Commuter Tax
Corporate Income Tax
E-Cigarette Tax
Heavy Vehicle Tax
Luxury Tax
Motor Vehicle Rental Tax
Paper Bag Fee
Parking Tax
Payroll Tax
Personal Income Tax
Red Light Cameras
Restaurant Tax
Sales Tax
Solid Waste Collection Fee
Special Districts
Transient Room Tax Increase
Utility Consumption Tax
User Fees & Service Charges

Debt Capacity

This section discusses the affordability of future bond issues for capital projects. There are many capital projects listed in the UNA that could be funded with bond proceeds. There are two ways to look at debt capacity: the first is to look at the capacity to issue debt under legal constraints; and the second is to look at the affordability of that debt recognizing there is a limit to the City's ability to repay obligations.

The City has used only about 2% of its more than $730 million of legal debt capacity for General Obligation bonds as of June 30, 2017. The City's Budget Committee has determined that it would not be prudent for the City to issue debt up to that legal limit. The City has Financial Management Goals and Policies that include the following debt management guidelines. These guidelines were reviewed and approved by the Budget Committee in February 2004.

These limits define the City's affordable level of debt. The following table shows the estimated levels for the City's debt affordability ratios as of June 30, 2017.

Debt Affordability Ratios	As of June 30, 2017	Policy Limit
Net direct debt as a percent of real market value	0.07%	Maximum of 1%
Percent of net direct debt retired within 10 years	90%	Minimum of 50%
Annual debt service on all General Fund-backed debt as a percent of General Fund expenditures*	0.25%	Maximum of 10%

*Excluding pension bonds

Net direct debt includes all of the City's General Obligation bonds except 50% of the Atrium bonds. The City excludes Pension Bonds from the definition of net direct debt.

The City's debt ratios have an impact on its credit rating. The City is rated "Aa1" by Moody's Investors Service and has maintained a double-A rating since 1957. When Moody's last evaluated the City's credit, it was noted that the City's credit strengths included the low debt burden with an above-average repayment schedule.

As of June 30, 2017, there was $69.1 million of total debt and $17.9 million of net direct outstanding. This leaves about $155.9 million of additional capacity for debt issuance within the policy limits. The City has identified about $326.1 million of unfunded capital projects in the UNA. The projects would likely require some debt issuance in order to be fully funded. There is not sufficient debt capacity available to pay for all of the unfunded capital projects listed in the UNA, and for a number of reasons, it is not prudent to utilize the City's full debt capacity. This means that careful choices will remain regarding the use of debt to help meet the City's unfunded capital needs.

UNA Categorization

There are 151 items in the 2018 UNA that are arranged in the categories as listed below. There are some UNA items that are cross functional and will be shown in more than one category.

Areas of Focus

Over half of the items in the UNA are connected to an area of focus identified by the City Council. Areas of focus highlighted in the 2018 UNA include strategic investments in the work surrounding the Climate Recovery Ordinance (CRO), Downtown, Parks and Recreation Funding, and Public Safety/Community Justice.

Climate Recovery Ordinance (CRO): Staff have been working on CRO implementation since its adoption in 2014. Significant progress was made in 2017 in developing a roadmap to implementation. If sufficient funding were identified, a number of UNA items continue to provide ways to move forward with the CRO goals. Examples include setting up a revolving loan fund for internal climate reduction projects, hiring a data engineer to assist with growth monitoring activities, implementing an expansion to the bike share system, improving the bikeways, and implementation of strategies for reducing greenhouse gas emissions and fossil fuel use from operations and maintenance of City facilities.

Downtown: Several strategic investments continue to occur in downtown. Examples in the UNA include funding for special events, year-round park ambassadors, an expanded Community Outreach Response Team (CORT), year-round bike patrol officers and funding for downtown activities and services delivered as part of the downtown initiative.

Parks and Recreation Funding: The City has been hard at work on this effort to plan for the future and identify project and program priorities for the next 10 to 30 years. The UNA includes numerous projects and programs that would further the work contained in the Parks and Recreation System Plan. Examples in recreation are maintenance and preservation of significant City recreation assets, such as pools, community centers, the River House and other facilities, low-income scholarships for recreation, and inclusion services. On the parks side, renovation and maintenance of parks and park facilities, maintenance of natural areas and mitigation of illicit activities are on the list of unfunded needs to further the system plan.

Public Safety/Community Justice: Strategic efforts contained within the Public Safety umbrella include investments in the City's ambulance transport system and the Community Court Program. Projects related to the UNA include funding for Community Court continuity and expansion, ambulance transportation system enhancements, homelessness services support, Mental Health Court enhancements, Homeless Outreach Strategies Teams (HOST), and several items related to public safety/community justice system funding and resource gaps.

Services and Infrastructure

The remaining UNA items are categorized in the following categories: Existing Services, Future Demands, and Infrastructure.

Existing Services: These unfunded needs support current services provided by the City and include funding gaps in existing programs, replacement of equipment and systems, and continuing current service levels. Projects include expanded car camping, neighborhood planning efforts, Airport parking equipment, and continuation of library services after the library levy expires in FY21.

Future Demands: This category highlights funding needed to accommodate new needs identified due to growth in service areas and changes in technology as City staff position the organization to be responsive to needs of a growing region. Projects include positions to support organization needs such information technology security enhancements, funding to expand library services, and projects such as the emergency operations center.

Infrastructure: This grouping highlights funding needed for the preservation and maintenance of City owned infrastructure such as buildings, streets, and bridges. Projects include pavement preservation backlog, urban forestry maintenance, and elevator modernization.

2018 Unfunded Needs Assessment

Areas of Focus

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd Duration Costs ($1,000s)	Additional FTE
Climate Recovery Ordinance (CRO)							
CS	CRO	1	Climate Recovery Ordinance - Community-Wide Implementation	Funding to help the City implement the Climate Recovery Ordinance by facilitating community-wide actions and strategies identified in the Climate and Energy Action Plan.	$300	$2,150	
PDD	CRO	2	Envision Eugene Data Manager	For a position to provide technical management of Council directed growth monitoring, land use and housing activity, building permit data, and other key indicators of growth management effectiveness.	$120		1.00
CS	CRO	3	Climate Recovery Ordinance - City Organization Implementation	Additional staff to provide organization-wide consultation on carbon emissions, to assist in meeting the requirements of the Climate Recovery Ordinance, and to provide analysis on City services as they relate to plans and policies.	$65		0.50
PW	CRO	4	Off-Street Shared Use Path and Sidewalk Repair Program	To provide repair and maintenance to the 45 miles of off-street shared-use paths and sidewalks outside the street right-of-way.	$50		
Multiple	CRO	5	Public Buildings - Climate Recovery Initiatives	To implement the strategies for reducing greenhouse gas emissions and fossil fuel use associated with operations and maintenance of the City facilities maintained by the Facilities Management Division.		$12,000	
LRCS	CRO	6	Hult Center System Replacement	Replacement of the existing Hult Center heating, ventilation and air conditioning system.		$3,000	
LRCS	CRO Parks and Rec Funding	7	Pool Systems Preservation	Major repairs of Echo Hollow Pool and Sheldon Pool to preserve the facilities and increase energy efficiency.		$1,500	
PW	CRO	8	Eugene Bike Share System Expansion	Expansion of the Eugene Bike Share System to provide enhanced availability at Hayward Field and other key locations, particularly in preparation for the 2021 World Championships.		$500	

2018 Unfunded Needs Assessment

Areas of Focus

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd Duration Costs ($1,000s)	Additional FTE
PDD	CRO	9	Land Use Code Update for Housing	Funding for a land use code update for housing. This is a Council directed priority to enable the City to meet housing needs within the UGB.		$50	
Downtown							
EPD	Downtown Public Safety/ Community Justice	10	Community Outreach Response Team (CORT)	A multi-disciplinary, full-time community policing team consisting of four police officers, a police sergeant, a community service officer (CSO), two homeless advocates and 2 mental health professionals. This team will focus on community members in crisis, with an emphasis on homelessness and camping related matters throughout the City.	$1,231		9.00
EPD	Downtown Public Safety/ Community Justice	11	Bike Patrol	Two year-round bike patrol officers to provide additional park safety and security.	$390	$40	2.00
PW	Downtown Parks and Rec Funding Public Safety/ Community Justice	12	Park Safety and Security	Two parks ambassadors to provide park safety and security.	$200		2.00
LRCS	Downtown	13	Downtown/Riverfront Wayfinding	Enhancing Eugene's pedestrian wayfinding program to provide consistent and clear information to assist the traveling public.	$115	$800	
Multiple	Downtown	14	Downtown Enhancements	Downtown activities and services delivered by Facilities (CS), EPD, LRCS, PDD and PW as part of the downtown initiative. These services are funded on a one-time basis through the end of 2018 summer season.		$750	
LRCS	Downtown	15	Special Event Support Funding	One-time pool of funds that can be used to support special event proposals that are presented to the City that help economic development and meet established goals/objectives.		$50	

2018 Unfunded Needs Assessment

Areas of Focus

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd Duration Costs ($1,000s)	Additional FTE
Parks and Rec Funding							
LRCS	Parks and Rec Funding	16	Southwest Eugene Community Center, Pool and Branch Library	Construction of a community center, pool and branch library in Southwest Eugene. Ongoing operational costs include staff to run an existing community center and pool, including facility-related costs net of expected additional revenue. This estimate does not reflect the branch library or related staff costs.	$2,775	$34,100	9.00
LRCS	Parks and Rec Funding	17	North Eugene Community Center, Pool and Branch Library	Construction of a community center, pool and branch library in North Eugene. Ongoing operational costs include staff to run an existing community center and pool, including facility related costs net of expected additional revenue. This estimate does not reflect the branch library or related staff costs.	$2,775	$25,000	9.00
PW	Parks and Rec Funding	18	POS Developed Park Maintenance	Restoration of developed park maintenance services with resources for staff positions, equipment, materials and supplies necessary to provide services including opening restrooms, daily trash pickup in neighborhood parks, as well as landscape, turf and irrigation maintenance.	$700		2.00
PW	Parks and Rec Funding	19	Park Equity Development	To provide SDC match to build five new parks in unserved areas.	$550	$2,450	
PW	Parks and Rec Funding Public Safety/ Community Justice	20	POS Mitigation of Illicit Activities	Mitigation of increased damage in developed parks and natural areas including graffiti removal, illegal camping response, vandalism repair and vegetation management in impacted areas.	$300		
PW	Parks and Rec Funding	21	POS Natural Area Maintenance	A position to address site stabilization, trail maintenance, fuels reduction, vegetation management and habitat restoration.	$250		1.00
LRCS	Parks and Rec Funding	22	Multi-Use Sports Complex - Phase 1	For phase one design, construction and operation of a local/regional multi-sport complex. Ongoing costs are net of expected additional revenue.	$200	$4,000	3.25
PW	Parks and Rec Funding	23	Solid Waste Collection and Equipment Improvements	Funding for staffing and to purchase two trucks to improve solid waste management in City parks, and to provide seasonal support for cleanup related to illicit activities.	$200	$350	1.00

2018 Unfunded Needs Assessment

Areas of Focus

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd Duration Costs ($1,000s)	Additional FTE
PW	Downtown Parks and Rec Funding Public Safety/ Community Justice	12	Park Safety and Security	Two parks ambassadors to provide park safety and security.	$200		2.00
LRCS	Parks and Rec Funding	24	Echo Hollow Pool Remodel	The update and remodel of Echo Hollow Pool. Ongoing operational costs represent expected increases to facility maintenance and temporary employee costs.	$190	$10,500	
LRCS	Parks and Rec Funding	25	Campbell Center Renovation	The update and remodel of Campbell Community Center. Ongoing operational costs represent expected increases to facility maintenance and temporary employee costs.	$155	$5,000	
LRCS	Parks and Rec Funding	26	Recreation Inclusion Services	Staffing to provide services to support an increase in the number of patrons diagnosed with mental health disorders and disabilities.	$150		
LRCS	Parks and Rec Funding	27	Sheldon Community Center Renovation	The update and remodel of the Sheldon Community Center. Ongoing operations costs represent expected increases to facility maintenance and temporary employee costs.	$138	$6,521	
LRCS	Parks and Rec Funding	28	Riverhouse Renovation	The update and remodel of Riverhouse Community Center. Ongoing operational costs represent expected increases to facility maintenance and temporary employee costs.	$130	$2,980	
LRCS	Parks and Rec Funding	29	Youth After-School Enrichment	The creation of sustainable funding levels for the afterschool program services in five 4J schools that provide education, recreation, and youth developmental opportunities. Current grant funding is set to expire in FY19.	$120		1.20
LRCS	Parks and Rec Funding	30	Sheldon Pool Renovation	The update and remodel of the Sheldon Pool. Ongoing operational costs represent expected increases to facility maintenance and temporary employee costs.	$112	$10,145	
LRCS	Parks and Rec Funding	31	Amazon Center Renovation	The update and remodel of Amazon Community Center. Ongoing operational costs represent expected increases to facility maintenance and temporary employee costs.	$110	$9,400	

2018 Unfunded Needs Assessment

Areas of Focus

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd Duration Costs ($1,000s)	Additional FTE
LRCS	Parks and Rec Funding	32	Petersen Barn Community Center Renovation	The update and remodel of Petersen Barn Community Center. Ongoing operational costs represent expected increases to facility maintenance and temporary employee costs.	$100	$6,775	
LRCS	Parks and Rec Funding	33	Recreation Services Low- Income Participant Scholarships	Additional Recreation Services low-income scholarships are needed to address an increasing number of qualifying patrons and to compensate for an increasing fee structure.	$100		
LRCS	Parks and Rec Funding	34	Washington/Jefferson Skate Park and Plaza Programming	Programming at the Washington/Jefferson skate park, including after school drop-ins, skate camps, community special events, basketball, bike polo, pickle ball, inline skating, and soccer. Ongoing operational costs represent expected increases for temporary employee costs.	$65		
LRCS	Parks and Rec Funding	35	Multi-Use Sports Complex - Future Phases	Future phases of the design, construction and operation of a local/regional multi-sport complex. Ongoing costs are net of expected additional revenue.	$45	$21,100	
LRCS	Parks and Rec Funding	36	Alton Baker White Water Park and Canoe Canal	Alton Baker White Water Park and Canoe Canal construction and redesign for improved recreation.	$30	$9,000	
LRCS	CRO Parks and Rec Funding	7	Pool Systems Preservation	Major repairs of Echo Hollow Pool and Sheldon Pool to preserve the facilities and increase energy efficiency.		$1,500	
PW	Parks and Rec Funding	37	Turf Replacement at School Fields	Replacement of two turfs at school fields, per year, over the next four years.		$1,000	
Public Safety/Community Justice							
Fire	Public Safety/ Community Justice	38	Ambulance Transport System Enhancements	Increase medical response and transport resources including advanced life support medic units, CAHOOTS vans, and to implement a community paramedicine program. The Ambulance Transport System's current staffing levels covering the community's emergency medical care and transport needs are not sustainable.	$2,957		16.00
EPD	Public Safety/ Community Justice	39	Recommended Minimum Records Staffing	Increased Records staff to the recommended number of 44 for basic level of service.	$2,542	$210	21.00

2018 Unfunded Needs Assessment

Areas of Focus

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd Duration Costs ($1,000s)	Additional FTE
EPD	Public Safety/ Community Justice	40	Street Crimes Unit	Reestablishing the Street Crimes Unit so police officers and crime prevention specialists could provide an effective approach to reducing crime by quickly responding to emerging issues (e.g. gangs, burglaries, etc.)	$1,690	$100	11.00
Fire	Public Safety/ Community Justice	41	Basic Life Support System	For ongoing Basic Life Support System program (BLS). The BLS program is designed to deploy the appropriate medical transport unit to an emergency scene, reducing the need for Advanced Level medic units for less critical calls. Pilot project funded in FY18 with existing personnel and equipment.	$1,560	$368	17.00
EPD	Downtown Public Safety/ Community Justice	10	Community Outreach Response Team (CORT)	A multi-disciplinary, full-time community policing team consisting of four police officers, a police sergeant, a community service officer (CSO), two homeless advocates and 2 mental health professionals. This team will focus on community members in crisis, with an emphasis on homelessness and camping related matters throughout the City.	$1,231		9.00
EPD	Public Safety/ Community Justice	42	Area Coordinator Program	Assignment of police officers to neighborhoods to work in partnership with neighbors, businesses, City services, partner agencies, institutions and the criminal justice system to find creative and tailored solutions that effectively address chronic problems and improve safety.	$1,101	$560	7.00
Fire	Public Safety/ Community Justice	43	Ambulance Transport Fund Shortfall	Filling the gap in the Ambulance Transport Fund (ATF). The ATF is currently operating at an annual financial deficit, primarily due to reduced levels of reimbursement from Medicare and Medicaid.	$1,000		
EPD	Public Safety/ Community Justice	44	EPD Training Unit	An expanded, full-time training team to stay abreast of the availability of mandatory and optional trainings, while improving efficiencies and mitigating the impact of detachments on patrol activities.	$901	$50	5.50
EPD	Public Safety/ Community Justice	45	Expand Community Service Officers (CSOs)	Increase CSO staffing by six officers and add a non-sworn supervisor to better address community policing needs.	$794		7.00
Fire	Public Safety/ Community Justice	46	Fire Protection - Geographic Mapping	Increase staffing at Fire Marshal's office, to include deputy fire marshals, fire protection engineer, analysts to complete required fire protection system inspections, planning, and compliance across the community.	$675	$70	4.00
EPD	Public Safety/ Community Justice	47	Crimes Against Children	Addition of 3 sworn officers in the Violent Crimes Unit specifically to address crimes against children.	$525	$30	3.00

2018 Unfunded Needs Assessment

Areas of Focus

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd Duration Costs ($1,000s)	Additional FTE
CS	Public Safety/ Community Justice	48	IT Support for Municipal Justice System	IT staffing resources for ongoing support and maintenance of the Public Safety and Justice information systems.	$450		3.00
CS	Public Safety/ Community Justice	49	Municipal Court Contracted Services	Funding for Municipal Court contractual services to keep pace with increased arrests and filings of misdemeanor activity in the City of Eugene.	$425		
CS	Public Safety/ Community Justice	50	Expanded Community Court Program	Expansion of the geographic area covered by the Community Court program beyond the downtown Eugene area to include other neighborhoods based on crime research and neighborhood assessment.	$400	$100	2.00
EPD	Downtown Public Safety/ Community Justice	11	Bike Patrol	Two year-round bike patrol officers to provide additional park safety and security.	$390	$40	2.00
EPD	Public Safety/ Community Justice	51	Increased Patrol Supervision	Increase patrol supervision by two sergeants to address span of control and best practice guidelines.	$350		2.00
EPD	Public Safety/ Community Justice	52	Public Safety Answering Point (PSAP) Fund Shortfall	Fully fund PSAP Fund services. EPD anticipates receiving $1.5M annually from the State however operational costs exceed this amount. EPD is unable to provide call taking services at a level consistent with industry best practices.	$350		
EPD	Public Safety/ Community Justice	53	Investigations Staffing	Increase Investigations staffing by annually adding two full-time employees over the next four years.	$308		2.00
CS	Public Safety/ Community Justice	54	City Prosecutor's Office Staffing Gap	Additional City Prosecutor staffing to keep pace with misdemeanor filings at the Eugene Municipal Court and to address and resolve criminal cases swiftly and efficiently.	$300		2.00

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Areas of Focus

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd Duration Costs ($1,000s)	Additional FTE
PW	Parks and Rec Funding Public Safety/ Community Justice	20	POS Mitigation of Illicit Activities	Mitigation of increased damage in developed parks and natural areas including graffiti removal, illegal camping response, vandalism repair and vegetation management in impacted areas.	$300		
Multiple	Public Safety/ Community Justice	55	Staffing for Daily Trial Status Reviews (TSRs) at Lane County Jail	Daily TSRs being conducted at Lane County Jail. This would allow for faster adjudication of cases and reducing the failure to appear rate.	$290		2.50
EPD	Public Safety/ Community Justice	56	Authorized Patrol Officer Staffing	Annually increase patrol officers by 2.0 FTE to maintain current level of service through 2022.	$290		2.00
EPD	Public Safety/ Community Justice	57	Over-Hire Authority for Patrol Officers	Annually over-hire patrol officers by 2.0 FTE so EPD may retain a fully-trained staff throughout the year and adapt to a changing workforce.	$290		2.00
CS	Public Safety/ Community Justice	58	Municipal Court Five Additional Jail Beds	Five additional jail beds for municipal offenders at the Lane County Jail due to projected increased need for jail beds over the next several years. Use of these services is based on misdemeanor offenses arrested and cited by the Eugene Police Department.	$275		
EPD	Public Safety/ Community Justice	59	Lane Radio Interoperability Group (LRIG) and Southwest Seven Counties (SW7) Radio System Fees	For Police portion of annual fees paid to Lane County and Linn County to maintain and operate the county-wide radio systems LRIG and SW7.	$260		
EPD	Public Safety/ Community Justice	60	Authorized Communications Center Staffing	Through 2022, annually increase Communications Center staff by 2.0 FTE to conform to Emergency Services Consulting International (ECSI) staffing best practices guidelines	$252		2.00
EPD	Public Safety/ Community Justice	61	Over-Hire Authority for Communications Specialists	Annually over-hire communications specialists by 2.0 FTE to allow the Communications Center to retain a fully-trained staff throughout the year and adapt to a changing workforce.	$252		2.00
EPD	Public Safety/ Community Justice	62	Municipal Justice System Analysis Team	Extensive enhancements to the municipal justice system that require increased analytical work and coordination of the system in order to assure programmatic investments can be fully utilized and supported.	$240		2.00

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Areas of Focus

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd Duration Costs ($1,000s)	Additional FTE
CS	Public Safety/ Community Justice	63	Increase in Existing Jail Beds Costs	Funding to maintain the current number of jail beds leased by the City of Eugene for municipal offenders at the Lane County Jails (15 beds) and the City of Springfield Jail (10 beds).	$205		
CS	Public Safety/ Community Justice	64	Community Court Continuity	Continuation of Community Court, enabling the City to complete its obligations under the current community court grant and provide ongoing funding after the grant expires.	$200		2.00
PW	Downtown Parks and Rec Funding Public Safety/ Community Justice	12	Park Safety and Security	Two parks ambassadors to provide park safety and security.	$200		2.00
EPD	Public Safety/ Community Justice	65	Increased Downtown Patrol Team Supervision	Funding for a lieutenant for the Downtown Patrol Team to provide supervision, strategic leadership, and support to downtown stakeholders.	$190	$80	1.00
EPD	Public Safety/ Community Justice	66	Animal Services Contract	Funding to cover increased costs for contracted animal sheltering and adoption services that are provided on an ongoing basis.	$150		
EPD	Public Safety/ Community Justice	67	Court Liaison Officer	Reestablish the Court Liaison Officer position to provide subpoena services, jail arraignments, court documents and police report processing, training, policy development and other duties currently being performed by a multitude of sworn staff in EPD.	$145	$10	1.00
EPD	Public Safety/ Community Justice	68	School Resource Officer Staffing	Increase School Resource Team by one officer.	$145		1.00
EPD	Public Safety/ Community Justice	69	Recommended Minimum Data and Analysis Staffing	Increase Crime Analysis staff to the recommended number of 5 for basic level of service.	$125	$10	1.00

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Areas of Focus

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd Duration Costs ($1,000s)	Additional FTE
EPD	Public Safety/ Community Justice	70	EPD Financial Management Support	A position to meet increased workload in budget, grants, purchasing, accounts payable/receivable, payroll, and other departmental financial administration duties.	$125		1.00
Multiple	Public Safety/ Community Justice	71	Radio Engineering and Replacement	For the coordination and replacement of current radio systems.	$120	$9,100	1.00
CS	Public Safety/ Community Justice	72	Homelessness Services Support	A position in the City Manager's Office to provide City-wide homelessness coordination and program implementation services.	$120		1.00
EPD	Public Safety/ Community Justice	73	Evidence Control Unit Specialist	An Evidence Specialist to maintain proper custody of all evidence and property collected by EPD, including the expanding volume of digital evidence (Body Worn Cameras).	$110		1.00
CS	Public Safety/ Community Justice	74	Mental Health Court Enhancements	To allow the City's court system to plan and implement an expansion of the existing Mental Health Court, which seeks to address the special needs of those with mental illness who encounter the criminal justice system.	$100	$5	0.75
EPD	Public Safety/ Community Justice	75	Body Worn Camera Video Storage	The annual cost of cloud-based data storage for body worn camera video.	$100		
CS	Public Safety/ Community Justice	76	Municipal Court Security Services	To cover the costs of security staff and equipment at the Eugene Municipal Court.	$90		
EPD	Public Safety/ Community Justice	77	Quality Assurance for Forensics Evidence and Evidence Control Unit	To fully staff the Quality Assurance Manager position to ensure compliance with policy and industry best practices in the Forensics Evidence and Evidence Control Unit.	$38		0.34
EPD	Public Safety/ Community Justice	78	Replace Hilltop Radio Equipment	Funding for the City's portion of the Lane Radio Interoperability Group's (LRIG) replacement of radio equipment on hilltop locations.		$360	
CS	Public Safety/ Community Justice	79	Community Justice Innovation	Expansion of the capabilities of the current justice system, which does not have the staffing capacity to implement new programs even on a limited trial basis. Funding is needed to test a range of new innovative justice programs that are showing evidence of reducing recidivism and improving public safety.		$300	

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Areas of Focus

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd Duration Costs ($1,000s)	Additional FTE
Multiple	Public Safety/ Community Justice	80	Study of Secure Residential Treatment/Rehab for Municipal Offenders	A feasibility study to identify resources and system impacts associated with adding up to 84 jail beds at the Lane County Jail, which would be dedicated to house Eugene Municipal Court defendants and convicted offenders.		$150	

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Services and Infrastructure

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd Duration Costs ($1,000s)	Additional FTE
Existing Services							
LRCS	Existing Services	81	Library Levy Service Level Continuation	Continued Library services at the level provided by the current Library Levy, which expires after FY21.	$2,700		18.40
Fire	Existing Services	82	Special Team Training Funding	Resources for training to recertify team members, monthly drills, at least one annual inter-team exercise, participation in the City's emergency planning program and more.	$429		
Multiple	Existing Services	83	General Fund Equipment Replacement Shortfall	To address the unfunded portion of the City's equipment replacement costs, allowing Police, Fire, and LRCS to achieve their public safety and cultural policy objectives.	$290		
Fire	Existing Services	84	Command Training Center	Command Training Center staff to implement information technology upgrades to enhance the Center's local and regional emergency training capabilities.	$197		1.00
PW	Existing Services	85	GIS Planning and Maintenance	A GIS Technician position to manage, track, edit and share information about Parks and Open Space facilities and assets, and support GIS work.	$156		1.00
PW	Existing Services	86	Park Property and Asset Management	A position to provide more systematic and proactive management of both land and improvements due to expansion of the park system over the last two decades.	$150		1.00
PW	Existing Services	87	Park Resource Development Support	A position to support ongoing efforts to obtain private funding support for the system and grant writing efforts.	$125		1.00
PW	Existing Services	88	Airport Fleet Services Support	Airport Fleet Services Technician to provide support and maintenance to airport vehicles and equipment.	$110		1.00
PDD	Existing Services	89	Homeless Support - Singles	Lindholm Center to be open to provide services during the weekend.	$75		
PDD	Existing Services	90	Expanded Car Camping	Expanded car camping program to be provided on an ongoing basis. For the past 5 years, one-time funding was approved that allows for the car camping program to maintain additional sites.	$60		
PDD	Existing Services	91	Economic Development and Job Creation Analyst	An analyst that would provide business loan processing and economic development grant coordination and oversight to stimulate economic development in the community.	$57		0.50

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Services and Infrastructure

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd Duration Costs ($1,000s)	Additional FTE
PW	Existing Services	92	General Fund Fleet Replacement	To fully fund General Fund Fleet replacement.		$2,800	
PDD	Existing Services	93	Building Permit Tracking System	The development of a system to replace the City's 20 year old permit tracking system which is critical to business operations.		$1,400	
Fire	Existing Services	94	Fire Records Management System and Rostering Program	Replacement of the current records management system and rostering program due to the age of the system and the merger between the Cities of Eugene and Springfield for fire and EMS.		$800	
PW	Existing Services	95	Airport Parking Equipment	Replacement of the Airport parking equipment including revenue and parking control systems which are at the end of their useful life. The Airport Master Plan is identifying a new parking layout.		$450	
PDD	Existing Services	96	Consolidated and Fair Housing Plan Development	Assessment of the local Fair Housing and HUD Consolidated Plans which occur every five years.		$232	1.00
PDD	Existing Services	97	Bethel Neighborhood Plan	A two year, Council directed neighborhood area plan review to be completed for the Bethel area.		$200	
PDD	Existing Services	98	University Neighborhood Plan	A two year, Council directed neighborhood area plan review to be completed for the University area.		$170	
Fire	Existing Services	99	Equipment Replacement for SCBA and Turnouts	Self-contained breathing apparatus (SCBA) and personal protective equipment (PPE – turnouts), which are coming due for replacement. Funding is for the Fire Department match portion that is required with Equipment Replacement Fund requests.		$163	
PDD	Existing Services	100	Regional Economic Prosperity Funding	Funding to directly support regional economic prosperity initiatives, partnerships, and opportunities benefitting the community.		$100	
PDD	Existing Services	101	Clear Lake Expansion Area Shovel Ready Development Plan	Wetland mitigation, stormwater, and infrastructure analysis related to the Council directed 3,000 industrial jobs in the Bethel region as part of the approved UGB expansion.		$80	
PDD	Existing Services	102	River Road/Santa Clara Neighborhood Planning	For River Road/Santa Clara neighborhood planning. Partial funding was received, and this is the remaining amount needed to complete the neighborhood area.		$30	

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Services and Infrastructure

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd Duration Costs ($1,000s)	Additional FTE
Future Demands							
Fire	Future Demands	103	Fire Stations	The acquisition of land and construction of two fire stations. Ongoing operational costs represent expected increases for staffing and facility maintenance costs.	$1,991	$11,817	12.00
CS	Future Demands	104	Data Center and Disaster Recovery	Create a data center to serve as a secondary location for data storage in the event of a disaster, ensuring data accessibility and continuity of operations during most disasters.	$500	$1,000	3.00
CS	Future Demands	105	Information Technology Security Enhancements	Additional resources for IT staff are needed to enhance IT security, audit and compliance, and assist employees and departments in securing their digital assets.	$270		2.00
PW	Future Demands	106	Alton Baker Park Renovation	Priority improvements for West Alton Baker Park.	$200	$5,000	
CS	Future Demands	107	Employee Relations Support	Staff expert dedicated to complicated employee issues, allowing HR to strategically address more complex and in-depth situations in the areas of ADA, FMLA, workers' comp, and other state and federal obligations.	$130		1.00
CS	Future Demands	108	Equity in Contracting Program	An additional staff member to continue the Equity in Contracting program, to work with departments to increase City contracting with women and minority owned businesses.	$125		1.00
CS	Future Demands	109	Organization-Wide Contracting Support	Position to manage a new supplier contract module in the new corporate software system and support departments with their contracting needs by coordinating risk, legal, vendor and project management responsibilities.	$125		1.00
PDD	Future Demands	110	Community-Wide Communications Specialist	A communications specialist position to strengthen and support Planning communication efforts to improve community outcomes, public relations, and the effectiveness of community engagement and civic processes.	$120		1.00
CS	Future Demands	111	Service Profile Program Development and Support	An analyst position to develop, implement and maintain an updated "service profile" program to assist departments in developing meaningful service level strategies/targets and communicating information on service areas to the community.	$120		1.00

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Services and Infrastructure

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd Duration Costs ($1,000s)	Additional FTE
LRCS	Future Demands	112	4th Floor Library Renovation and Expansion	Expanded library services and relocation of library staff to the 4th floor of the Downtown Library.	$90	$2,000	
Multiple	Future Demands	113	Animal Services Facility	Construction of a new Animal Services Facility within the city limits of Eugene to replace functionally and physically obsolete First Avenue Animal Shelter facility.	$40	$12,000	
Multiple	Future Demands	114	Emergency Operations Center/Police Special Operations Facility	To construct and operate the City's Emergency Operations Center (EOC), to be co-located with the Police Special Operations functions.	$25	TBD	
PW	Future Demands	115	Delta Ponds Trail Completion	Completion of the pedestrian loop trail by constructing a bridge over Debrick Slough.	$18	$1,000	
PW	Future Demands	116	Terminal/Concourse Expansion	An addition of a third concourse to expand Airport services.		$20,000	
CS	Future Demands	117	City Hall	Design and construction of a Phase 1 City Hall on the Butterfly lot.		$15,800	
PW	Future Demands	118	Airport Parking Lot Structure/Garage	Design and construction of an Airport parking lot structure or parking garage.		$3,500	
PW	Future Demands	119	Urban Riverfront Development	The plan, design and construction of an urban riverfront park on the former EWEB site on the Willamette River.		$3,000	
PW	Future Demands	120	Trail System Development	Acquisition and construction of high priority trail segments to enhance the City's trail system.		$2,700	
PW	Future Demands	121	General Taxiway Repairs	Repair and improvements for several Airport taxiways.		$2,000	
PW	Future Demands	122	Airport Common Use System	A computerized system to allow for efficient usage of ticket counters and gates, which will allow for accommodations of increased flights without immediate need for building expansion.		$1,000	
PW	Future Demands	123	Natural Area Habitat Renovation	Restoration of high priority habitat in areas along the Ridgeline, West Eugene Wetlands, and Neighborhood Natural Areas. This is for priority one projects only.		$895	

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Services and Infrastructure

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd Duration Costs ($1,000s)	Additional FTE
PW	Future Demands	124	New Auxiliary Terminal	Design and construction of a new auxiliary terminal at the Airport.		$845	
PW	Future Demands	125	Airport Administrative Offices	Move Airport Administration offices and conference rooms to the location identified in the Airport Master Plan Update.		$500	
PW	Future Demands	126	Old Tower and Hangar Demo	Demolition and removal of the old tower and hangar to accommodate future concourse expansion.		$500	
PW	Future Demands	127	POS Green Infrastructure Renovation	Reconstruction of Crest Drive and Courthouse Facilities.		$400	
LRCS	Future Demands	128	Hult Center Exterior Plaza and 7th Avenue Lighting Upgrade	Enhancement of the spaces around the Hult Center to make the venue site more attractive for locals and visitors. This is part of the placemaking project being led by Project for Public Spaces.		$260	
PW	Future Demands	129	Willamette to Willamette (W2W): Hilyard Corridor	The Willamette to Willamette Project, which is an outgrowth of the Downtown Plan, that attempts to better link downtown to the river. Envision Eugene recognizes downtown as the heart of the city, and the riverfront redevelopment area is projected to eventually include approximately 300 homes and a new riverfront greenway extension.		$100	
PDD	Future Demands	130	On-line Code Publishing System for City's Land Use Code	An on-line code publishing system to make Land Use Code accessible to the public. Would provide indexing, search functionality, and automatic updating of the Code. Could be expanded to allow other code areas in the future.		$40	
Infrastructure							
PW	Infrastructure	131	Pavement Preservation Backlog Funding	Addressing the backlog of the City's ongoing pavement preservation program.	$11,600		
CS	Infrastructure	132	Capital Preservation Shortfall	Resources needed to close the preservation and major maintenance funding shortfall for the General Fund-supported buildings. The City currently faces a backlog of deferred maintenance for City buildings and structures.	$750		

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Services and Infrastructure

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd Duration Costs ($1,000s)	Additional FTE
PW	Infrastructure	133	Maintenance and Repair of Service Laterals	Positions to maintain and repair wastewater service laterals as part of the overall program to address inflow and infiltration (I/I) into the collection system.	$475	$385	3.00
PW	Infrastructure	134	System-Wide Cleaning and Assessment (Stormwater)	Systematic cleaning of large diameter pipe, including condition assessment, would ensure system resiliency for flood protection and emergency preparedness.	$150		
PW	Infrastructure	135	Urban Forestry Maintenance	To bring Eugene's urban forestry practices up to industry standard while improving public safety, reduce pruning cycle for estimated 100,000 street trees from 40+ years to 10 years.	$150		
PW	Infrastructure	136	Airport Infrastructure Support	An additional Airport Electrician position to provide critical support and maintenance to airport infrastructure.	$115		1.00
Fire	Infrastructure	137	Fire Hydrants	Annual cost to maintain and upgrade hydrant infrastructure ($50K). EFD has $25K ongoing built into their department budget with an ongoing unfunded need of $25K.	$25		
PW	Infrastructure	138	Critical Bridges - Seismic Retrofitting or Replacement	Seismic retrofit or replacement of high priority bridges. Fifteen of the City's highest priority bridges were analyzed for vulnerability to a seismic event. Results of the high level analysis indicated the Ferry Street Viaduct project will utilize the bulk of the seismic retrofitting funding.		$34,000	
PW	Infrastructure	139	New Fleet Facility	Replacement of the City's aging fleet maintenance facility; to address seismic and safety concerns and provide for continual operation of a critical service during an emergency event.		$25,000	
PDD	Infrastructure	140	Parking Structure Capital Maintenance	For the $10 million in deferred maintenance backlog identified in the 2016 Parking Structure Condition Assessment update.		$10,000	
PW	Infrastructure	141	Airport Access Road Improvements	Road improvements and signage to improve primary access to the airport.		$3,350	
PW	Infrastructure	142	Wastewater System Rehabilitation	Preservation and rehabilitation of the City's aging wastewater system.		$1,500	
PW	Infrastructure	143	Roosevelt Yard Site	Preservation and maintenance of site-specific features at the Roosevelt Yard.		$1,000	

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Services and Infrastructure

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd Duration Costs ($1,000s)	Additional FTE
CS	Infrastructure	144	Seismic Assessment of City Buildings	To complete seismic assessment of all City buildings. Risk Management Fund covered the first phase of this project, which included public safety facilities, emergency operations facilities, community centers and pools.		$1,000	
PW	Infrastructure	145	Airport LED Lighting Upgrades	Upgrade the lighting throughout the Airport to LEDs, including parking lots, roadways and taxiways.		$500	
CS	Infrastructure	146	Library Staff Elevator Modernization	Modernization of elevators 1 and 2 that support the public area of the Library and the 4th Floor public access.		$500	
PW	Infrastructure	147	Runway Restriping	Restripe both runways at the Airport to meet current FAA standards. Process includes complete removal of existing paint, repaint, and fog seal.		$500	
PW	Infrastructure	148	Curb Inlet Replacement and Repairs	To replace a back-log inventory of curb inlet tops or faces that have either been damaged by large vehicular traffic or have reach their expected service life.		$105	
PW	Infrastructure	149	Camlock Manhole Lid Replacement	Systematically replacing old camlock manhole lids with newer sliding lids. The camlock lids are heavy and difficult to lift, and have caused several employee injuries. By replacing these lids with sliding lids, the potential for injury would decrease significantly.		$100	
PW	Infrastructure	150	Park Renovation Backlog	Renovation of aging park infrastructure through the City, including playgrounds, lighting, irrigation, restrooms, and pavement.		$30	
PW	Infrastructure	151	Inspection of Private Sewer Lines at U of O Property	The City to evaluate pipe owned by the U of O that would be utilized for the 2021 World Games, in addition to normal operations, to determine if capital improvements are needed.		$18	