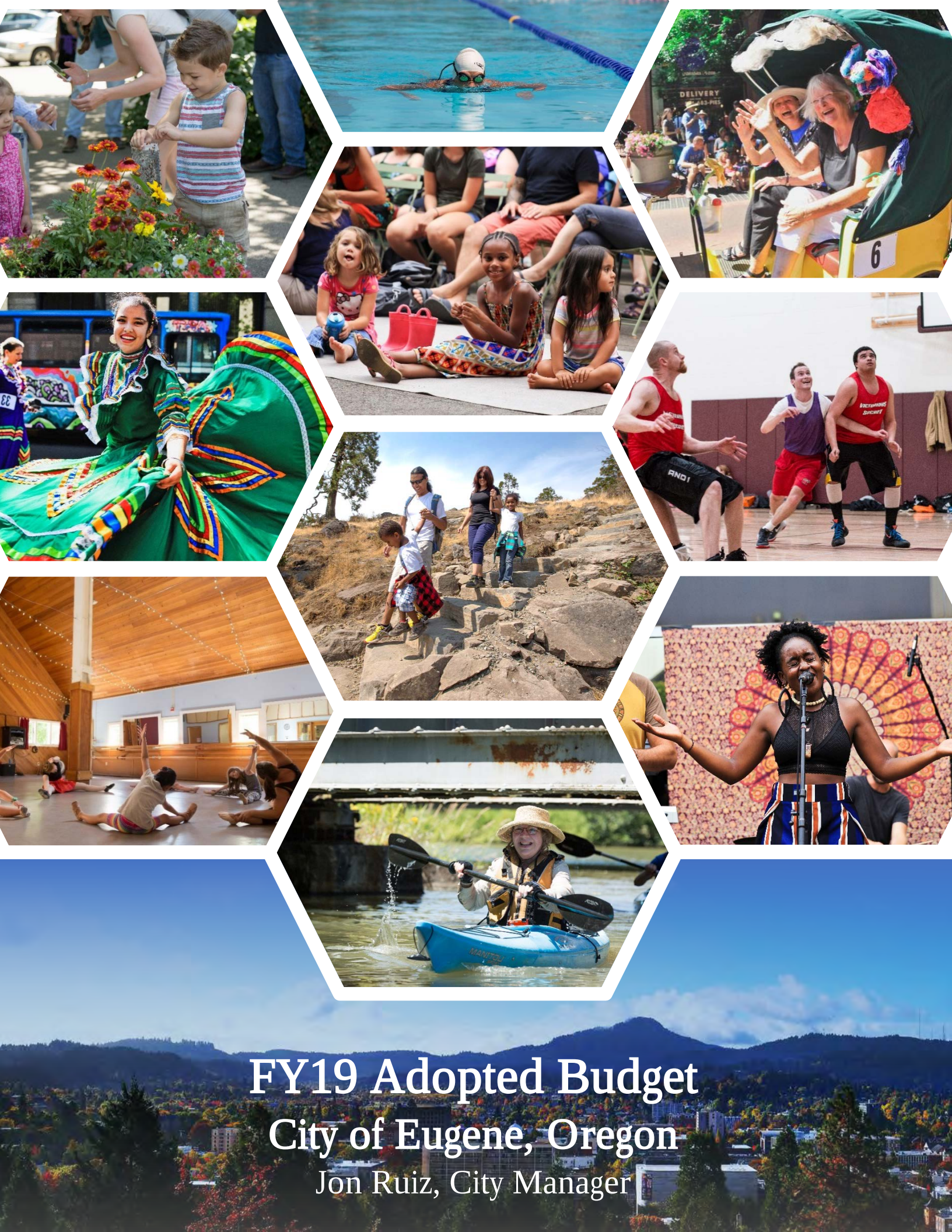

FY19 Adopted Budget

City of Eugene, Oregon

Jon Ruiz, City Manager

FY19 ADOPTED BUDGET

Mayor
Lucy Vinis

Budget Committee

Councilors
Emily Semple (Ward 1)
Betty Taylor (Ward 2)
Alan Zelenka (Ward 3)
Jennifer Yeh (Ward 4)
Mike Clark (Ward 5)
Greg Evans (Ward 6)
Claire Syrett (Ward 7)
Chris Pryor (Ward 8)

Citizen Members
Scott Nowicki, Chair
Jon Jasper, Vice Chair
Jill Fetherstonhaugh
Emily Fiocco
Eliza Kashinsky
Shaun Londahl
Joshua Skov
Vacant

City Manager
Jon Ruiz

Executive Management Team
Kristie Hammitt, Assistant City Manager
Kathryn Brotherton, City Attorney
Sue Cutsogeorge, Central Services
Joe Zaludek, Fire and Emergency Medical Services
Renee Grube, Library, Recreation and Cultural Services
Denny Braud, Planning and Development
Chris Skinner, Police
Sarah Medary, Public Works

Finance Director
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Finance Staff
Maurizio Bottalico
Jenna Boyd
Jamie Garner
Andrea Jobanek
Doug Lauderbach
Jessica Mumme
Yulia Papleka
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Kevin Vanderwall

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Eugene

Oregon

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morrill

Executive Director

Award of Distinguished Budget Presentation

The Government Finance Officers Association of the United States and Canada (GFOA) presented the Distinguished Budget Presentation Award to the City of Eugene for its annual budget for the fiscal year beginning July 1, 2017. This is the 35th consecutive year the City has earned this award.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. The City expects that the current budget continues to conform to program requirements and is submitting it to the GFOA to determine its eligibility for another award.

The City was also presented with a Certificate of Achievement for Excellence in Financial Reporting by GFOA for the fiscal year ending June 30, 2017. The certificate is a form of recognition for excellence in local government financial reporting. This is the 42nd consecutive year the City has earned this certificate for its Comprehensive Annual Financial Report (CAFR).

Together, the award and the certificate are evidence of the Finance Division's dedication to producing documents which effectively communicate the City's financial condition to elected officials and the public.

Organization of the Budget Document

The City's annual budget for fiscal year 2019 is presented in this document in eight sections:

- Budget Summary
- Revenue Summary
- Fund Summary
- Service View
- Department View
- Capital Budget
- Non-Departmental Budget
- Urban Renewal Agency

In addition, this document contains a budget message from the City Manager, an overview of the City organization, legal forms, the Unfunded Needs Assessment, a glossary and acronym list, and an index. The goal of this document is to provide a comprehensive and clear basis for review of the Annual City Budget.

The annual budget is available online at the City's website at www.eugene-or.gov/budget.

If you have suggestions for improving this document or questions about its contents, please contact the Budget Office at 541-682-5512.

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Budget Message

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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 traveled 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 later in this section). 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.

In May 2018, our community demonstrated its support for investments in the future of the parks and recreation system by voting to approve two ballot measures: Ballot Measure 20-288 to establish a five-year, local option levy for the maintenance and operations of our parks and recreation facilities in the amount of $3.15 million per year, and Ballot Measure 20-289 to issue general obligation (G.O.) bonds for $39.35 million in parks and recreation capital projects. We are excited to move forward with the work ahead, continuing to build trust and confidence with the community as we create safer, more accessible parks and community centers. The City's use of the bond proceeds will be reviewed by an outside auditor to ensure that these are used in accordance with the requirements of the ballot measure, and the levy proceeds will be accounted for in a separate fund with an annual report on spending to be made available to the public and reviewed by the Citizen Advisory Board.

This past November, for the third time in nine years, the community approved a $51.2 million bond dedicated to street preservation and bicycle and pedestrian projects. 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 the parks and recreation bond and levy, the road 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 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 Adopted Budget includes a 6.6% 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 chose 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 included 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: The FY19 Adopted 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. The FY19 Adopted 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.

The Budget Committee recommended the following additions to the FY19 Proposed Budget:

- $500,000 in one-time funding for Community Justice Initiatives, including support for the 911 Communications Center.
- $100,000 in one-time funding to extend the downtown operations program through spring 2019.
- $75,000 in one-time funding for downtown guides and/or security.
- $60,000 in one-time funding to support the expanded car camping program.
- $200,823 in one-time funding for Dusk to Dawn program operations, including the addition of a housing navigator to assist participants with accessing permanent housing.

The FY19 budget includes nearly 23 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 parks maintenance and security, 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. As a result of the approval of the parks and recreation local option levy, the Police Department is adding two additional police officers that will be dedicated to patrolling parks. 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 Budget Committee's Recommended Budget also included the budget actions necessary to implement the parks and recreation bond and local option levy ballot measures approved in the May election. The City Council adopted the FY19 Recommended Budget with no additional changes.

The Unfunded Needs Assessment (UNA) was updated to reflect our current environment, and to incorporate the impact of the May 2018 election on parks and recreation projects. 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 FY19 budget decisions, see the FY19 General Fund and Other Fund Budget Changes included later in this section). 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. (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. 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

Summary of Changes to the City of Eugene FY19 Proposed Budget

Fund / Department	FY19 Proposed Budget	Misc. Actions		<---------- Budget Committee Actions ----------> May 2018 Election	Encumbrances Reserve/Carryover	Capital Carryover	Budget Comm. Recommend.	Council Action	FY19 Adopted Budget
A. General Fund									
Central Services	25,997,835	50,000	b				26,047,835		26,047,835
Fire and Emergency Medical Services	30,777,064						30,777,064		30,777,064
Library, Recreation and Cultural Services	31,073,351	50,000	b				31,123,351		31,123,351
Planning and Development	7,387,654	335,823	c,d,e				7,723,477		7,723,477
Police	54,644,120	500,000	a				55,144,120		55,144,120
Public Works	6,492,151						6,492,151		6,492,151
Interfund Transfers	5,865,300						5,865,300		5,865,300
Special Payments	700,000						700,000		700,000
Contingency	12,000						12,000		12,000
Reserve	23,844,085	(1,085,823)	a,b,c,d,e, f		3,100,942		25,859,204		25,859,204
Unappropriated Ending Fund Balance	25,840,000	150,000	f				25,990,000		25,990,000
Total	**$ 212,633,560**	**-**		**-**	**$ 3,100,942**	**-**	**$ 215,734,502**	**-**	**$ 215,734,502**

a) Allocate $500,000 in one-time funding for Community Justice initiatives, including support for the 911 Communications Center. Funding to come from the Reserve for Revenue Shortfall.

b) Allocate $100,000 in one-time funding to extend the downtown operations program through spring 2019. Funding should be allocated towards Eugene Ambassadors and programming. Funding to come from the Reserve for Revenue Shortfall.

c) Allocate $75,000 to red hats and/or security personnel at the City Manager's discretion. Funding to come from the Reserve for Revenue Shortfall.

d) Allocate $60,000 in one-time funding to support the expanded car camping program. Funding to come from the Reserve for Revenue Shortfall.

e) Allocate one-time funding in the amount of $200,823 for the operations of the Dusk to Dawn program, including the addition of 1 FTE Housing Navigator to assist Dusk to Dawn participants in accessing permanent housing. Funding to come from the Reserve for Excess Local Marijuana Tax Revenue.

f) Increase the General Fund Unappropriated Ending Fund Balance (UEFB) by $150,000 and decrease the Reserve for Revenue Shortfall by the same amount to comply with the City policy to maintain two months of expenditures in the UEFB. This change was not explicitly approved by the Budget Committee; however, it only affects the UEFB and the Reserve for Revenue Shortfall, neither of which is appropriated for spending.

	Fund / Department	FY19 Proposed Budget	Misc. Actions	<---------- Budget Committee Actions ----------> May 2018 Election	Encumbrances Reserve/Carryover	Capital Carryover	Budget Comm. Recommend.	Council Action	FY19 Adopted Budget
B.	**Special Assessment Management Fund**								
	Central Services	104,728					104,728		104,728
	Interfund Transfers	9,000					9,000		9,000
	Special Payments	30,000					30,000		30,000
	Reserve	50,000					50,000		50,000
	Balance Available	1,061,261					1,061,261		1,061,261
	Total	**$ 1,254,989**	**-**	**-**	**-**	**-**	**$ 1,254,989**	**-**	**$ 1,254,989**
C.	**Library Local Option Levy Fund**								
	Library, Recreation and Cultural Services	2,360,874			56,708		2,417,582		2,417,582
	Reserve	1,341,670					1,341,670		1,341,670
	Total	**$ 3,702,544**	**-**	**-**	**$ 56,708**	**-**	**$ 3,759,252**	**-**	**$ 3,759,252**
D.	**Parks and Recreation Local Option Levy Fund**								
	Police			430,000			430,000		430,000
	Public Works			2,000,000			2,000,000		2,000,000
	Balance Available			547,000			547,000		547,000
	Total	**-**	**-**	**$ 2,977,000**	**-**	**-**	**$ 2,977,000**	**-**	**$ 2,977,000**
E.	**Road Fund**								
	Public Works	13,604,758			1,089,715		14,694,473		14,694,473
	Interfund Transfers	3,230,000					3,230,000		3,230,000
	Balance Available	662,401					662,401		662,401
	Total	**$ 17,497,159**	**-**	**-**	**$ 1,089,715**	**-**	**$ 18,586,874**	**-**	**$ 18,586,874**
F.	**Public Safety Communications Fund**								
	Police	2,219,619					2,219,619		2,219,619
	Interfund Transfers	180,000					180,000		180,000
	Balance Available	1,504,690					1,504,690		1,504,690
	Total	**$ 3,904,309**	**-**	**-**	**-**	**-**	**$ 3,904,309**	**-**	**$ 3,904,309**
G.	**Telecommunications Registration/Licensing Fund**								
	Central Services	2,878,607			429,913		3,308,520		3,308,520
	Debt Service	42,000					42,000		42,000
	Interfund Transfers	476,000					476,000		476,000
	Special Payments	120,000					120,000		120,000
	Reserve	496,847					496,847		496,847
	Balance Available	3,323,804					3,323,804		3,323,804
	Total	**$ 7,337,258**	**-**	**-**	**$ 429,913**	**-**	**$ 7,767,171**	**-**	**$ 7,767,171**

	Fund / Department	FY19 Proposed Budget	Misc. Actions	<---------- Budget Committee Actions ----------> May 2018 Election	Encumbrances Reserve/Carryover	Capital Carryover	Budget Comm. Recommend.	Council Action	FY19 Adopted Budget
H.	**Construction and Rental Housing Fund**								
	Fire and Emergency Medical Services	340,239					340,239		340,239
	Planning and Development	7,713,789			97,129		7,810,918		7,810,918
	Public Works	481,074					481,074		481,074
	Interfund Transfers	984,000					984,000		984,000
	Special Payments	1,050,000					1,050,000		1,050,000
	Balance Available	4,217,091					4,217,091		4,217,091
	Total	**$ 14,786,193**	**-**	**-**	**$ 97,129**	**-**	**$ 14,883,322**	**-**	**$ 14,883,322**
I.	**Solid Waste and Recycling Fund**								
	Planning and Development	1,000,993			110,703		1,111,696		1,111,696
	Interfund Transfers	108,000					108,000		108,000
	Balance Available	512,167					512,167		512,167
	Total	**$ 1,621,160**	**-**	**-**	**$ 110,703**	**-**	**$ 1,731,863**	**-**	**$ 1,731,863**
J.	**Community Development Fund**								
	Planning and Development	3,197,408			47,234		3,244,642		3,244,642
	Capital Projects	241,614				488,642	730,256		730,256
	Debt Service	373,395					373,395		373,395
	Interfund Transfers	127,000					127,000		127,000
	Special Payments	8,795,847					8,795,847		8,795,847
	Reserve	1,191,572					1,191,572		1,191,572
	Balance Available	250,000					250,000		250,000
	Total	**$ 14,176,836**	**-**	**-**	**$ 47,234**	**$ 488,642**	**$ 14,712,712**	**-**	**$ 14,712,712**
K.	**Library, Parks and Recreation Fund**								
	Library, Recreation and Cultural Services	377,000					377,000		377,000
	Capital Projects	56,679				674,357	731,036		731,036
	Special Payments	102,844					102,844		102,844
	Reserve	3,153,764					3,153,764		3,153,764
	Balance Available	1,083,723					1,083,723		1,083,723
	Total	**$ 4,774,010**	**-**	**-**	**-**	**$ 674,357**	**$ 5,448,367**	**-**	**$ 5,448,367**
L.	**General Obligation Debt Service Fund**								
	Debt Service	12,587,225		1,100,000			13,687,225		13,687,225
	Total	**$ 12,587,225**	**-**	**$ 1,100,000**	**-**	**-**	**$ 13,687,225**	**-**	**$ 13,687,225**
M.	**Special Assessment Bond Debt Fund**								
	Debt Service	225,000					225,000		225,000
	Interfund Transfers	10,000					10,000		10,000
	Reserve	61,995					61,995		61,995
	Total	**$ 296,995**	**-**	**-**	**-**	**-**	**$ 296,995**	**-**	**$ 296,995**

	Fund / Department	FY19 Proposed Budget	Misc. Actions	<---------- Budget Committee Actions ----------> May 2018 Election	Encumbrances Reserve/Carryover	Capital Carryover	Budget Comm. Recommend.	Council Action	FY19 Adopted Budget
N.	**General Capital Projects Fund**								
	Library, Recreation and Cultural Services	20,000					20,000		20,000
	Capital Projects	3,315,269		8,749,500		23,233,048	35,297,817		35,297,817
	Debt Service	30,000		350,000			380,000		380,000
	Reserve	26,560					26,560		26,560
	Balance Available	3,478,321		900,500			4,378,821		4,378,821
	Total	**$ 6,870,150**	**-**	**$ 10,000,000**	**-**	**$ 23,233,048**	**$ 40,103,198**	**-**	**$ 40,103,198**
O.	**Systems Development Capital Projects Fund**								
	Planning and Development	166,511					166,511		166,511
	Public Works	501,699			5,122		506,821		506,821
	Capital Projects	5,160,500		3,389,500		15,525,272	24,075,272		24,075,272
	Interfund Transfers	58,000					58,000		58,000
	Balance Available	14,529,570		(3,389,500)			11,140,070		11,140,070
	Total	**$ 20,416,280**	**-**	**-**	**$ 5,122**	**$ 15,525,272**	**$ 35,946,674**	**-**	**$ 35,946,674**
P.	**Transportation Capital Projects Fund**								
	Capital Projects	21,909,000				28,680,857	50,589,857		50,589,857
	Debt Service	30,000					30,000		30,000
	Balance Available	1,286,845					1,286,845		1,286,845
	Total	**$ 23,225,845**	**-**	**-**	**-**	**$ 28,680,857**	**$ 51,906,702**	**-**	**$ 51,906,702**
Q.	**Special Assessments Capital Projects Fund**								
	Interfund Transfers	20,000					20,000		20,000
	Balance Available	1,306,886					1,306,886		1,306,886
	Total	**$ 1,326,886**	**-**	**-**	**-**	**-**	**$ 1,326,886**	**-**	**$ 1,326,886**
R.	**Municipal Airport Fund**								
	Fire and Emergency Medical Services	1,235,585					1,235,585		1,235,585
	Police	709,000					709,000		709,000
	Public Works	8,702,405			120,378		8,822,783		8,822,783
	Capital Projects	3,613,000				12,804,223	16,417,223		16,417,223
	Interfund Transfers	632,000					632,000		632,000
	Reserve	3,835,436					3,835,436		3,835,436
	Balance Available	7,383,198					7,383,198		7,383,198
	Total	**$ 26,110,624**	**-**	**-**	**$ 120,378**	**$ 12,804,223**	**$ 39,035,225**	**-**	**$ 39,035,225**

	Fund / Department	FY19 Proposed Budget	Misc. Actions	<---------- Budget Committee Actions ----------> May 2018 Election	Encumbrances Reserve/Carryover	Capital Carryover	Budget Comm. Recommend.	Council Action	FY19 Adopted Budget
S.	**Parking Services Fund**								
	Central Services	395,512					395,512		395,512
	Planning and Development	5,737,776			555,794		6,293,570		6,293,570
	Public Works	81,607			8,454		90,061		90,061
	Capital Projects	1,500,000				220,633	1,720,633		1,720,633
	Debt Service	26,250					26,250		26,250
	Interfund Transfers	1,119,350					1,119,350		1,119,350
	Balance Available	1,158,129					1,158,129		1,158,129
	Total	**$ 10,018,624**	**-**	**-**	**$ 564,248**	**$ 220,633**	**$ 10,803,505**	**-**	**$ 10,803,505**
T.	**Wastewater Utility Fund**								
	Public Works	24,599,965			333,012		24,932,977		24,932,977
	Capital Projects	2,140,000				5,317,812	7,457,812		7,457,812
	Interfund Transfers	1,865,000					1,865,000		1,865,000
	Special Payments	27,845,000					27,845,000		27,845,000
	Balance Available	163,586					163,586		163,586
	Total	**$ 56,613,551**	**-**	**-**	**$ 333,012**	**$ 5,317,812**	**$ 62,264,375**	**-**	**$ 62,264,375**
U.	**Stormwater Utility Fund**								
	Public Works	15,984,595			589,978		16,574,573		16,574,573
	Capital Projects	2,665,000				5,552,835	8,217,835		8,217,835
	Interfund Transfers	1,351,000					1,351,000		1,351,000
	Special Payments	15,000					15,000		15,000
	Balance Available	4,901,102					4,901,102		4,901,102
	Total	**$ 24,916,697**	**-**	**-**	**$ 589,978**	**$ 5,552,835**	**$ 31,059,510**	**-**	**$ 31,059,510**
V.	**Ambulance Transport Fund**								
	Fire and Emergency Medical Services	9,580,371			23,000		9,603,371		9,603,371
	Interfund Transfers	1,189,673					1,189,673		1,189,673
	Balance Available	648,091					648,091		648,091
	Total	**$ 11,418,135**	**-**	**-**	**$ 23,000**	**-**	**$ 11,441,135**	**-**	**$ 11,441,135**
W.	**Fleet Services Fund**								
	Public Works	15,912,823			488,934		16,401,757		16,401,757
	Interfund Transfers	380,000					380,000		380,000
	Reserve	14,761,688					14,761,688		14,761,688
	Balance Available	729,562					729,562		729,562
	Total	**$ 31,784,073**	**-**	**-**	**$ 488,934**	**-**	**$ 32,273,007**	**-**	**$ 32,273,007**

	Fund / Department	FY19 Proposed Budget	Misc. Actions	<---------- Budget Committee Actions ----------> May 2018 Election	Encumbrances Reserve/Carryover	Capital Carryover	Budget Comm. Recommend.	Council Action	FY19 Adopted Budget
X.	**Information Systems and Services Fund**								
	Central Services	10,132,520			2,883,221		13,015,741		13,015,741
	Interfund Transfers	364,000					364,000		364,000
	Reserve	1,686,947					1,686,947		1,686,947
	Balance Available	1,053,359					1,053,359		1,053,359
	Total	**$ 13,236,826**	**-**	**-**	**$ 2,883,221**	**-**	**$ 16,120,047**	**-**	**$ 16,120,047**
Y.	**Facilities Services Fund**								
	Central Services	10,075,773			253,675		10,329,448		10,329,448
	Planning and Development	462,796			55,322		518,118		518,118
	Capital Projects	275,000				477,567	752,567		752,567
	Interfund Transfers	507,000					507,000		507,000
	Special Payments	750,000					750,000		750,000
	Reserve	300,000					300,000		300,000
	Balance Available	2,128,806					2,128,806		2,128,806
	Total	**$ 14,499,375**	**-**	**-**	**$ 308,997**	**$ 477,567**	**$ 15,285,939**	**-**	**$ 15,285,939**
Z.	**Risk and Benefits Fund**								
	Central Services	39,303,682			74,440		39,378,122		39,378,122
	Debt Service	6,999,400					6,999,400		6,999,400
	Interfund Transfers	236,000					236,000		236,000
	Reserve	7,121,362					7,121,362		7,121,362
	Balance Available	8,414,780					8,414,780		8,414,780
	Total	**$ 62,075,224**	**-**	**-**	**$ 74,440**	**-**	**$ 62,149,664**	**-**	**$ 62,149,664**
AA.	**Professional Services Fund**								
	Public Works	6,715,586			31,540		6,747,126		6,747,126
	Interfund Transfers	684,000					684,000		684,000
	Reserve	319,250					319,250		319,250
	Balance Available	22,693					22,693		22,693
	Total	**$ 7,741,529**	**-**	**-**	**$ 31,540**	**-**	**$ 7,773,069**	**-**	**$ 7,773,069**
	TOTAL CITY OF EUGENE BUDGET	**$ 604,826,057**	**-**	**$ 14,077,000**	**$ 10,355,214**	**$ 92,975,246**	**$ 722,233,517**	**-**	**$ 722,233,517**

There are two opportunities for the FY19 Proposed Budget to be altered. The first opportunity takes place during Budget Committee meetings. During this time, the Budget Committee reviews the City Manager's proposed budget, holds public comment opportunities for citizens to provide input, holds a public hearing and deliberates on the proposed budget presented by the City Manager. During the deliberation process, Budget Committee members have the opportunity to ask questions about the budget and make formal motions. These motions are then debated and voted on by the Budget Committee. If a motion passes, it then becomes a change to the recommended budget.

The following list includes the motions that were debated, voted on and approved by the Budget Committee:

- Move that the Budget Committee recommend to the Eugene City Council the FY19 Budget for the City of Eugene that consists of the City Manager's Proposed FY19 Budget that has been modified to implement the parks and recreation bond (Ballot Measure 20-289) and levy (Ballot Measure 20-288) approved in the May 15, 2018 election, including updated property tax levies and/or rates, amended to reflect appropriations for prior year encumbrances and prior year capital projects with the following amendments:

- Move to recommend that the City Council allocate $500,000 in one-time funding for Community Justice initiatives, including support for the 911 Communications Center. Funds to come from the Reserve for Revenue Shortfall. Allocate an additional $250,000 on the December Supplemental Budget, with funding to come from Marginal Beginning Working Capital (MBWC) after the capital transfer and any other prearranged expenditures.

- Move to recommend that the City Council allocate $100,000 in one-time funding to extend the downtown operations program through spring 2019. Funding should be allocated towards Eugene Ambassadors and programming. Funds to come from the Reserve for Revenue Shortfall.

- The following motion was made by Councilor Clark after the discussion and vote on the previous motion regarding the allocation of one-time funding to extend downtown operations program through spring 2019; "red hats" is another term for the downtown guides employed by DEI: Move to recommend that the City Council allocate $75,000 to red hats and/or security personnel at the City Manager's discretion. Funding to come from the Reserve for Revenue Shortfall.

- Move to recommend that the City Council allocate $60,000 in one-time funding to support the expanded car camping program. Funds to come from the Reserve for Revenue Shortfall.

- Move to recommend that the City Council allocate one-time funding in the amount of $200,823 for the operations of the Dusk to Dawn program, including the addition of 1 FTE Housing Navigator to assist Dusk to Dawn participants in accessing permanent housing. Funds to come from the reserve for excess local marijuana tax revenue.

The Budget Committee then forwards its budget recommendation to the City Council, which includes these approved motions. The City Council holds a public hearing and deliberates on the

recommended budget. City Council has the opportunity to make formal motions for debate and action at this meeting to make changes to the recommendation received from the Budget Committee.

The following list includes the motions that were debated, voted on and approved by the City Council:

- Adopt Resolution 5233 electing to receive State Revenue Sharing funds pursuant to Section 221.770 of Oregon Revised Statutes.

- Adopt Resolution 5234 certifying that the City of Eugene provides the municipal services required by Oregon Revised Statutes Section 221.760.

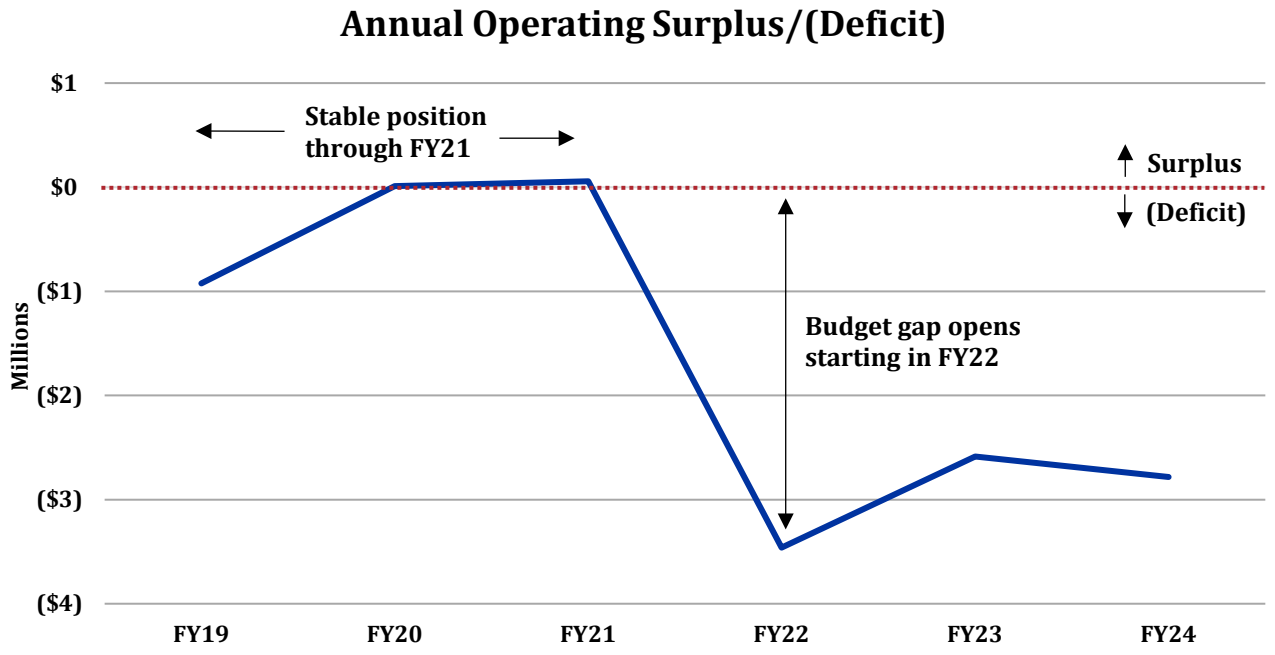
- Adopt Resolution 5235 adopting the budget, making appropriations and determining, levying and categorizing the annual ad valorem property tax levy for the City of Eugene for the fiscal year beginning July 1, 2018 and ending June 30, 2019.

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

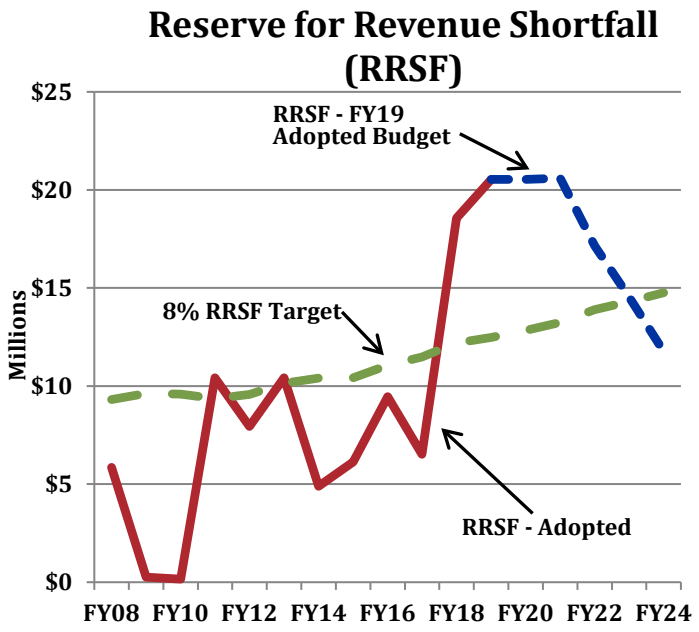
The General Fund Forecast has been updated to reflect the FY19 Adopted Budget. The differences between the FY19 Proposed and Adopted Budgets include Budget Committee recommendations for one-time funding of $500,000 for Community Justice initiatives, $200,823 for the Dusk to Dawn program, $100,000 for downtown operations, $75,000 for "red hats" downtown guides and/or security personnel at the City Manager's discretion, and $60,000 to support the expanded car camping program. Other forecast changes include the incorporation of $3 million in Reserve for Encumbrance and an increase of $150,000 in the Unappropriated Ending Fund Balance (UEFB). Other than these updates, all other actions and forecast variables are consistent with the FY19 Proposed Budget.

Similar to the previous version, the General Fund Forecast for the FY19 Adopted Budget contains the City Manager's recommended changes. These changes include 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 the General Fund Changes section for more details about what is included in the FY19 Adopted Budget.

Last year when the City Council approved the FY18 Adopted 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. 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 year, 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. All forecast drivers will be monitored closely to determine the long-term trends impacting the financial health of the City.



After incorporating the service adjustments previously described, the forecast shows that the service system is stable in the near term with revenues keeping pace with expenditures through FY21 without requiring the implementation of budget reductions in FY19 and FY20 that were assumed last year. The final three years of the forecast are in a deficit position with expenditures greater than revenues primarily due to the next 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 Adopted Budget shows an operating deficit of almost $0.3 million, which is the difference between revenues expected to be received and anticipated expenditures during the year. The Adopted Budget includes almost $3.5 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 anticipated underspending, it is estimated the FY18 ending RRSF balance will increase by $2.3 million to a total of $21.5 million. In the FY19 Adopted Budget, the RRSF is budgeted at $20.5 million, which is $1.0 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 cover the FY19 operating deficit.

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) was 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 Adopted Budget.

The RRSF peaks at 13.2% of expenditures in FY19 and then decreases in subsequent years to 6.4% by the end of the forecast period after incorporating FY19 Adopted 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 represents an estimate of local marijuana tax collections in excess of budgeted amounts. This new 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. The Excess Local Marijuana Tax Reserve was set at $250,000 in the FY19 Proposed Budget and subsequently reduced to $49,177 by the Budget Committee in order to provide one-time funding in the amount of $200,823 for the Dusk to Dawn program.

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 Adopted 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 Adopted 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 this General Fund Forecast section.

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 Adopted 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 based 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's 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 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?

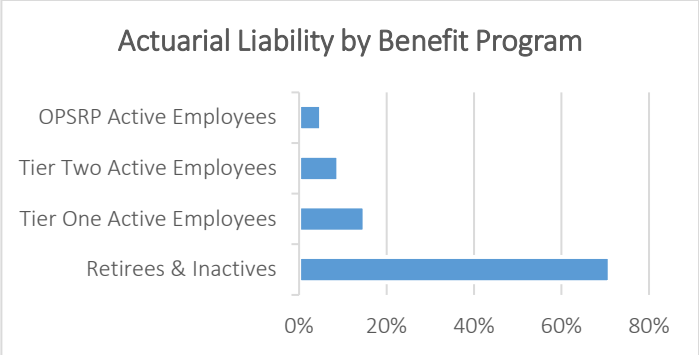
The City will contribute an estimated $24.2 million toward PERS costs in FY18, and those costs are expected to go up by about $0.7 million in the FY19 budget. This is for all of the City's funds. Employer contribution rates are set every two years, and the PERS Board's actuarial projections show that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



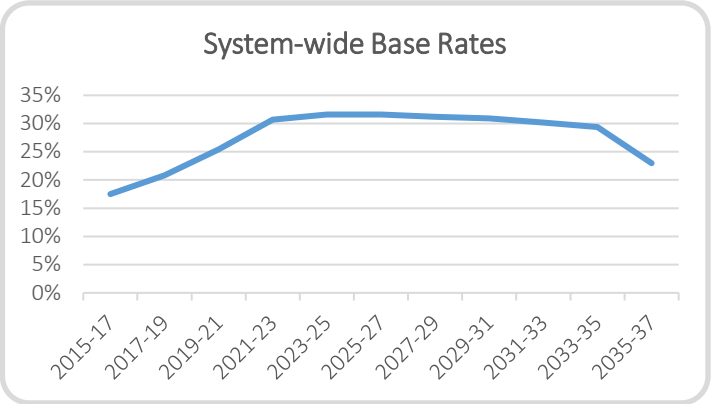
Due to previous lawsuits and court rulings, the ability to affect employer costs is limited.

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 Adopted Budget

June 18, 2018

Executive Summary: Resources and Requirements

		FY16	FY17	Projected FY18	Adopted FY19	Forecast FY20	FY21	FY22	FY23	FY24
Resources										
Beginning Working Capital		$36,559,410	$53,668,202	$55,418,726	$50,329,927	$47,081,000	$47,851,000	$48,758,000	$46,657,000	$44,910,000
Current Revenues		156,447,171	146,223,265	152,366,281	155,692,281	161,272,000	166,491,000	171,677,000	177,062,000	182,665,000
Total Resources		193,006,581	199,891,467	207,785,007	206,022,208	208,353,000	214,342,000	220,435,000	223,719,000	227,575,000
Requirements										
Department Expenditures										
Personnel		101,353,019	102,491,296	114,045,684	114,798,398	121,310,000	124,896,000	132,048,000	136,023,000	140,593,000
Materials and Services		32,275,990	36,060,485	39,123,716	34,592,141	33,545,000	34,898,000	35,801,000	36,718,000	37,695,000
Department Subtotal		133,629,009	138,551,781	153,169,400	149,390,539	154,855,000	159,794,000	167,849,000	172,741,000	178,288,000
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	155,955,839	160,502,000	165,584,000	173,778,000	178,809,000	184,497,000
Change in UEFB	(1)	1,330,000	890,000	1,400,000	660,000	760,000	850,000	1,360,000	840,000	950,000
Total Expenditures plus Change in UEFB		140,668,379	145,362,740	161,840,455	156,615,839	161,262,000	166,434,000	175,138,000	179,649,000	185,447,000
Annual Operating Surplus/(Deficit)	(2)	**15,778,792**	**860,524**	**(9,474,174)**	**(923,558)**	**10,000**	**57,000**	**(3,461,000)**	**(2,587,000)**	**(2,782,000)**
Ending Fund Balance										
UEFB at June 30	(3)	23,040,000	23,930,000	25,330,000	25,990,000	26,750,000	27,600,000	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**	**20,529,817**	**20,539,823**	**20,596,823**	**17,135,823**	**14,548,823**	**11,766,823**
Other Reserves	(5)	695,000	1,000,000	500,000	3,546,552	561,177	561,177	561,177	561,177	561,177
Total Reserves		9,246,371	24,090,703	19,723,730	24,076,369	21,101,000	21,158,000	17,697,000	15,110,000	12,328,000
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	2,985,375	(2,985,375)					
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	50,329,927	47,080,994	47,851,000	48,758,000	46,657,000	44,910,000	43,078,000
Total Requirements		193,006,581	199,891,467	210,770,382	206,022,208	208,353,000	214,342,000	220,435,000	223,719,000	227,575,000

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 Adopted 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. For the Adopted Budget, includes Reserve for Encumbrance for the current year.

(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. For the Adopted Budget year, it is anticipated this reserve will be appropriated by City Council on supplemental budget in December.

(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%*	*13.2%*	*12.8%*	*12.4%*	*9.9%*	*8.1%*	*6.4%*
Reserve For Revenue Shortfall (RRSF) as a % of Expenditures per the Adopted Budget; Target is 8%	*6.8%*	*4.5%*	*12.2%*						

FY19 General Fund Budget Changes

Main Subfund (Subfund 011)		
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**

One-Time Funding	FTE	Amount
Transfer to Ambulance Transport Fund (Fund 592) for Advanced Life Support (ALS) System Ambulance [1, 2]	0.00	$750,000
Community Justice Initiatives and Support for the 911 Communications Center	0.00	500,000
Transfer to Public Safety Communications Fund (Fund 130) to Support Operations [1, 2]	0.00	300,000
Police Staffing Support	0.00	270,000
Operations of the Dusk to Dawn Program	0.00	200,823
City Prosecutor Staffing [2]	0.00	200,000
Jail Beds [2]	0.00	200,000
Animal Services Contract [2]	0.00	150,000
Community Court Continuity [2]	0.00	105,000
Extend the Downtown Operations Program	0.00	100,000
Land Use Code Update for Housing [2]	0.00	100,000
Reduction in Fire Dispatch Revenue (revenue reduction) [1]	0.00	100,000
Body Worn Camera Video Storage [2]	0.00	80,000
Downtown Security	0.00	75,000
Clear Lake Expansion Area Shovel Ready Development Plan [2]	0.00	70,000
Expanded Car Camping Program	0.00	60,000
University Neighborhood Plan [2]	0.00	30,000
Total	0.00	**$3,290,823**

[1] See 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 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.

Community Justice Initiatives and Support for the 911 Communications Center – Provides one-time funding to the Police Department to explore and implement strategic investments in the Community Justice System, including additional support for the 911 Communication Center.

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.

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.

Operations of the Dusk to Dawn Program – Provides one-time funding for Community Development in the Planning and Development Department for the operations of the Dusk to Dawn Program to assist participants in accessing permanent housing.

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.

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.

Extend the Downtown Operations Program – Provides one-time funding for the Central Services and Library, Recreation and Cultural Services Departments to extend the downtown operations program through spring 2019 for Eugene Ambassadors and programming activities.

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 (UGB).

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.

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.

Downtown Security – Provides one-time funding for Community Development in the Planning and Development Department to add security personnel in the downtown area.

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 UGB expansion.

Expanded Car Camping Program – Provides one-time funding for Community Development in the Planning and Development Department to expand the car camping program.

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
Downtown and Urban Parks Improvements	0.00	500,000
Transfer to Ambulance Transport Fund (Fund 592) for Advanced Life Support (ALS) System Ambulance	0.00	500,000
Transfer to Ambulance Transport Fund (Fund 592) for Basic Life Support (BLS) System Ambulance	0.00	500,000
Body Worn Cameras	0.00	250,000
Envision Eugene Legal Services	0.00	181,000
Human Services Commission Funding	0.00	154,655
Urban Reserves [1]	0.00	150,000
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.

Main Subfund (Subfund 011)

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

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.

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.

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.

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.

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 urban growth boundary expansions as needed. The remaining $150,000 of this allocation will be removed from the FY20 Proposed Budget.

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 Adopted 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 Other Fund Budget Changes

Parks and Rec. Local Option Levy Fund (Fund 112)	FTE	Amount
Activities Related to Passage of Parks Levy	9.00	$2,977,000
Road Fund (Fund 131)		
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	2.00	275,000
Sidewalk Maintenance Program	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	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)	0.00	105,000
Roosevelt Yard Infrastructure (partially funded by Funds 530, 539 and 600)	0.00	68,000
Urban Forestry 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	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
G.O. Debt Service Fund (Fund 211)		
Debt Costs Related to Passage of Parks Bond	0.00	1,100,000
General Capital Projects Fund (Fund 310)		
Activities Related to Passage of Parks Bond	0.00	10,000,000

[1] See 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.

Systems Dev. Capital Projects (SDC) Fund (Fund 330)	FTE	Amount
Activities Related to Passage of Parks Bond	0.00	$3,389,500
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	1.00	130,000
Airport Worker	1.00	75,000
Parking Services Fund (Fund 520)		
Parking Capital Improvements (funded by a loan from Fund 615)	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)	0.00	15,000
Wastewater Utility Fund (Fund 530)		
Roosevelt Yard Infrastructure (partially funded by Funds 131, 539 and 600)	0.00	37,000
Roosevelt Yard Redundant Fiber Line (partially funded by Funds 131, 539 and 600)	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]	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

[1] See 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.

Facilities Services Fund (Fund 615)	FTE	Amount
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	21.84	**$29,868,500**

[1] See 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.

Parks and Recreation Local Option Levy Fund (Fund 112)

- **Activities Related to Passage of Parks Levy –** Ballot Measure 20-288, a five-year Parks and Recreation Operations and Maintenance Local Option Levy, was approved by voters in the May 2018 election. The funds from this levy will be used to improve the cleanliness, safety and general conditions of the City of Eugene's parks, recreation facilities and natural areas. In addition to general park, habitat and natural areas maintenance, Park Specialists (5.0 FTE), Park Ambassadors (2.0 FTE) and dedicated Police Officers (2.0 FTE) will be added for park safety and security.

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 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 also transferred $1.0 million to the Transportation Capital Projects Fund on the FY18 June Supplemental Budget and will transfer 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 Budget Changes section for additional information on these three crossings or the City Focus portion 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 funding 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 the City Focus portion 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 (revenue reduction) –** 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 the City Focus portion 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.

G.O. Debt Service Fund (Fund 211)

- **Debt Costs Related to Passage of Parks Bond –** Provides funding for debt issuance and debt interest costs related to passage of Ballot Measure 20-289, Bonds to Fund Parks and Recreation Facility Projects, which passed in May 2018.

General Capital Projects Fund (Fund 310)

- **Activities Related to Passage of Parks Bond –** Ballot Measure 20-289, Bonds to Fund Parks and Recreation Facility Projects, was approved by voters in the May 2018 election. Capital costs related to park renovation projects, trail and habitat projects, safety/lighting improvements, infrastructure projects, school district partnerships, recreation and pool facility renovation and improvement projects, and new park development will begin in FY19.

Systems Development Capital Projects (SDC) Fund (Fund 330)

- **Activities Related to Passage of Parks Bond –** City Council approved the use of some SDC funds to assist with the bond projects approved with the passage of Ballot Measure 20-289, Bonds to Fund Parks and Recreation Facility Projects, approved by voters in the May 2018 election. In FY19, SDC funds are slated to be used for such bond-related projects as the Delta Ponds Loop Trail, Echo Hollow Pool, Campbell Community Center and Sheldon Pool renovations, and for Striker Field and Santa Clara Community Park development.

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 RRQZ. 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 also contributed $1.0 million to Fund 340 on the FY18 June Supplemental Budget and will transfer 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 Budget Changes section for additional information on these three crossings or the City Focus portion 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 the City Focus portion 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 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. 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 Adopted 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

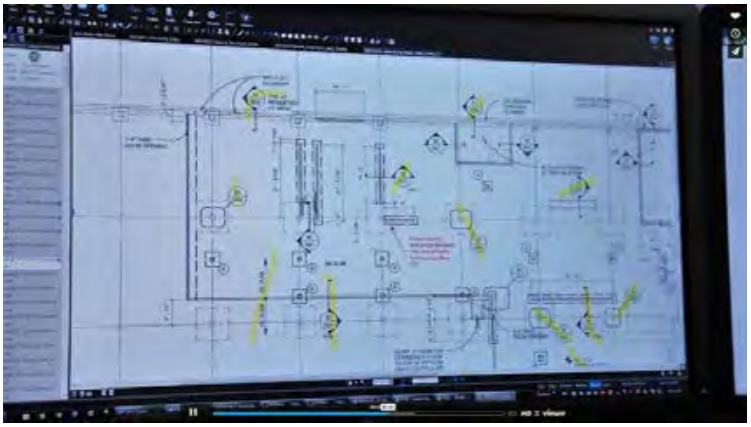
1. Optimize deployment by expanding the Basic Life Support System and by adding Triage Cars or Quick Response Vehicles.
2. Expand CAHOOTS services.
3. Review viability of programs such as Medical Taxi Transportation, Ask-a-Nurse and a community paramedic program.
4. Develop a long-term system stabilization 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, 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 Adopted 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, and communicate those to contractors and other interested parties; and
- More efficiently manage inspection resources.

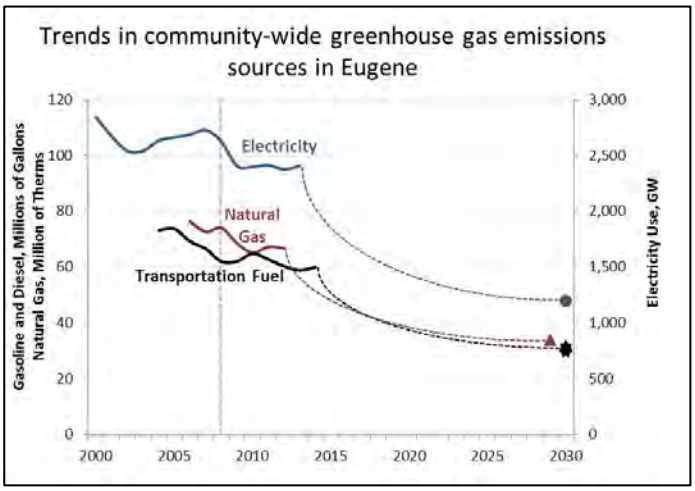
Eugene Building & Permit Services

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 Adopted 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, see the Additional Materials section) 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.

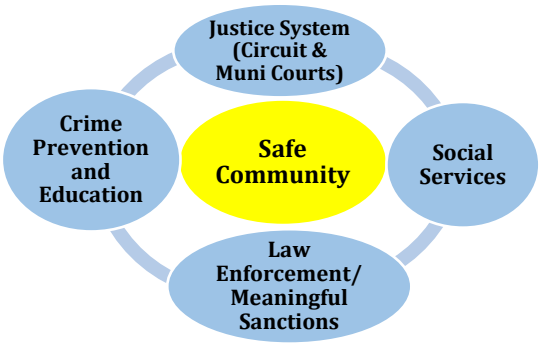
Internal Efforts: The Fleet, Fire and Facilities services areas developed internal climate action plans during 2017. Those plans include specific actions and projects that will meet the City's internal CRO goals by 2030, including the estimated cost of each action or project and co-benefits. The City 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 (CIP).

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:

Mental Health Court

- 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.

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:

EPD Downtown Patrol

- 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.
- 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 Adopted Budget Investments in Community Justice

The FY19 Adopted Budget includes the following investments in the community justice system that support the Safe Community goals:

- Parks local option levy will provide $590,000 for 2.0 FTE Police Officers dedicated to parks safety and two year-round Parks Ambassadors.
- $500,000 in one-time funding for Community Justice Initiatives from the General Fund's Reserve for Revenue Shortfall (RRSF) and an additional $250,000 on the FY19 Supplemental Budget, with funding to come from Marginal Beginning Working Capital (MBWC).
- $75,000 in one-time funding for downtown security services.
- $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, which 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) clean and safe; c) social services; and d) programming activities.

Kesey Square

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 these improvements could have on other neighborhoods such as Whiteaker and Jefferson Westside neighborhoods. Since the winter of 2017, the City has been focusing on specific efforts to support these valued public spaces.

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:

- 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;
- Online 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.

Powerwashing Downtown Sidewalks

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.

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

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. • Add an additional attended restroom at the Overpark garage.
Improving Safety and Sense of Security	• Increase EPD staffing in downtown and in urban parks during spring/summer season, including enhanced police officer presence, the Crime Prevention team and Community Safety Officers. • Maintain expanded Park Ambassador program of four ambassadors in parks. • A new "Downtown Ambassador" program has been developed to make downtown more welcoming and safe. • Promote citizen "Downtown Watch" program.

Social Services

Helping Those in Need	• Continue expanded Community Outreach Response Team program. • Support and utilize Community Court, collaborating with social service providers. • Day storage service downtown now available for those who need to store personal belongings. • 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. • 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. 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. Additionally, the FY19 Adopted Budget includes the following investments in Downtown and Urban Parks:

- $100,000 in one-time funding from the General Fund's Reserve for Revenue Shortfall to extend programming and the Eugene Ambassadors' portion of the downtown operations programs through spring 2019.
- $75,000 in one-time funding for downtown security services.
- Parks local option levy will provide $590,000 for 2.0 FTE Police Officer dedicated to parks safety and two year-round Parks Ambassadors.
- Parks capital projects to be funded by the Parks General Obligation bond and the Parks and Recreation Local Option Levy, contributing to enhanced parks safety and $300,000 towards illicit activities response, funding for reopening several parks bathrooms and physical improvements, such as enhanced lighting to improve safety.

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.

Painted Curb Extensions at the Park Blocks

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.

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 Adopted 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

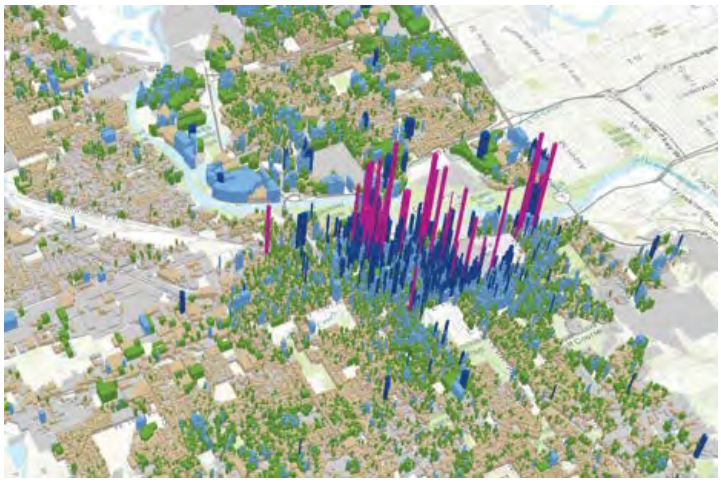
Our region is working to foster an environment that nurtures a local culture of enterprise. The City of Eugene offers four different loan programs to facilitate access to funding for new and existing businesses. The loan programs are designed with a focus on job growth, investment in the downtown and 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. RAIN 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 Adopted Budget Investments

The Planning and Development Department added 0.5 FTE to develop long-range strategies for job creation and meet 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 continues to make significant progress in each of these areas.

Planning Activities

The 2016 Emergency Operations Plan, 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 plan is to establish a comprehensive approach to protect the life, safety and health of the community. A newly updated plan is being prepared for approval in fall 2018.

A multi-jurisdictional Natural Hazards Mitigation Plan (NHMP), including both Eugene and Springfield, addresses 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 essential sectors of our community. The Mitigation Plan can be viewed at: www.eugene-or.gov/DocumentCenter/Index/1968. The updated plan will go to the City Council for adoption in 2020.

The mitigation activities identified in resiliency efforts are substantial. The FY19 Unfunded Needs Assessment (UNA, see the Additional Materials section) 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 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 2018, including Operation Emerald Shield, which was conducted in collaboration between Eugene Springfield Fire, local law enforcement agencies, University of Oregon, local hospitals and Emergency Management. The exercise tested new procedures for patient care in an active, violent, mass-casualty incident. The Airport Triennial Full Scale exercise tested our response to a violent incident. Partners included Eugene Police, Eugene Springfield Fire, airlines, Transportation Security Administration and Emergency Management. This exercise utilized many 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 FY18, the program taught more than 40 community training seminars. Since it began coordinating the Eugene-Springfield Area Community Emergency Response Team (CERT) volunteer program in 2003, Eugene has trained over 1,600 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 and EWEB on their micro grid/well project and post-emergency resources distribution centers. These evolving resiliency-focused partnerships include encouraging school district participation in LPC and NHMP Committee as well as regularly discussing emergency preparedness with leadership. 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 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 Adopted 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 FY19, the City is allocating $200,823 in one-time funding for the Dusk to Dawn program, which provides overnight sleeping sites at three different locations to over 120 people from November to March. The additional funds will fund St. Vincent de Paul's Housing Navigator to assist program participants with accessing permanent housing.
- 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 an additional $60,000 in one-time funding has been approved in FY19 to support the program.

- 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 in addition to a citizen member of the Budget Committee also serve in leadership roles on the intergovernmental Human Services Commission, helping coordinate our community's integrated 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 and enhances 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.

Willakenzie Crossing

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.

Incentives and Resources
Another 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.

What's Next
On May 30, 2018, City Council approved a process to analyze existing barriers to housing affordability, availability and diversity. The Housing Tools and Strategies process will lead to a final work product that summarizes the key issues that have restricted housing supply and its affordability, what types of actions the City can take and how effective those tools are likely to be in Eugene. A budget of $100,000 has been authorized to complete the work in FY19.

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 Adopted 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

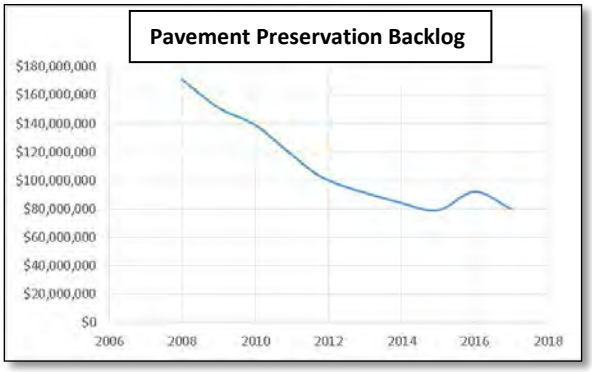
Subsequently, Council and Eugene voters took action:

- 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 Downtown 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 easternmost 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 Adopted Budget.

Council also gave the City Manager direction to include initial funding for the seven westernmost crossings. The FY19 Adopted 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 Adopted Budget ($5 million), staff have developed a plan to fund the entire project. The Road Fund transferred $1.0 million to the Transportation Capital Projects Fund on the FY18 June Supplemental Budget and will transfer 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 of 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 Adopted 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.

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 summer.

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 summer 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 Adopted 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 | ADOPTED BUDGET SNAPSHOT

(FY = Fiscal Year)

TOTAL CITY BUDGET

$722.2 MILLION

UP 6.6% from the FY18 Adopted Budget

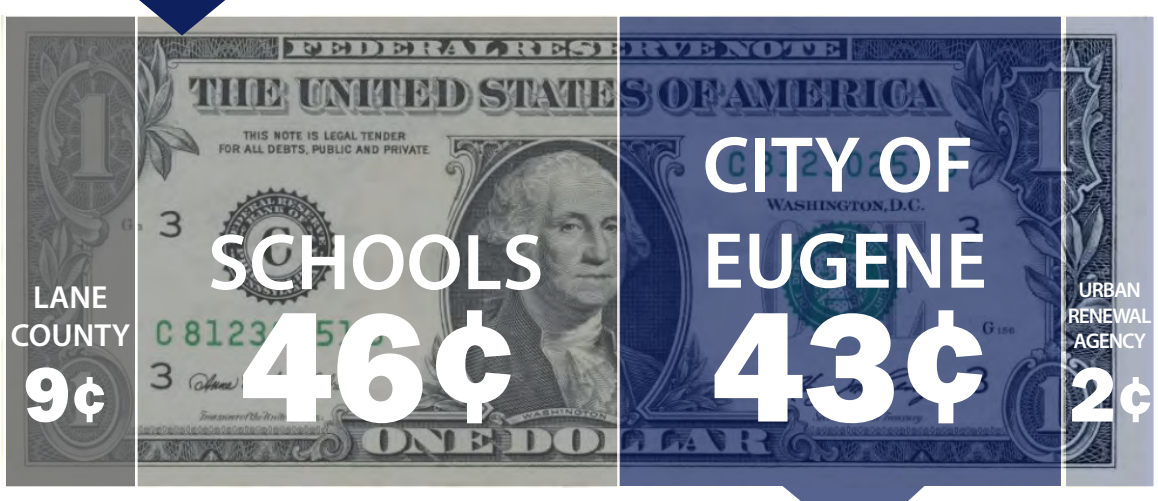
Bond Rating

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?*

City Permanent Operating Levy: ↑$41

City Local Option Levy for Parks and Recreation (new): ↑$42

City Debt Taxes: ↑$5

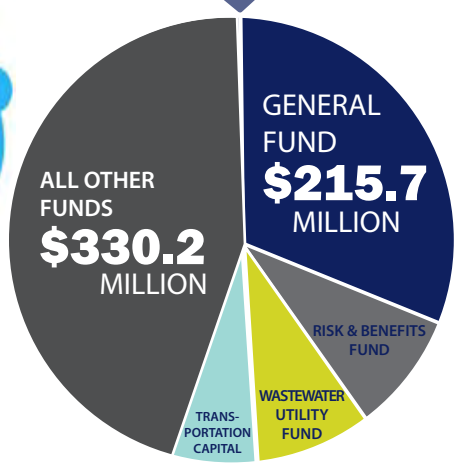
City Local Option Levy for Library Operations (no change): $0

= Total City Taxes: ↑$88 + Urban Renewal Agency Taxes: ↑$3 = TOTAL TAXES: ↑$91

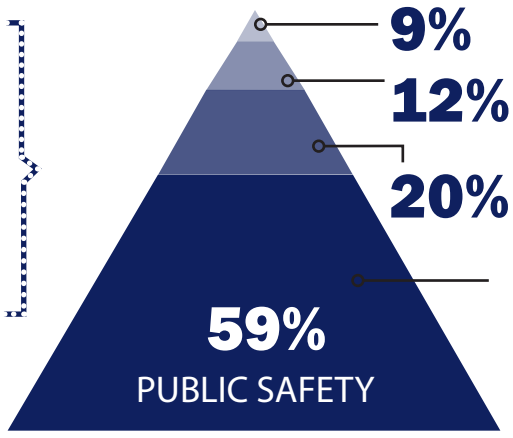
* Changes that a typical Eugene home with an assessed taxable value of $208,414 might expect.

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?

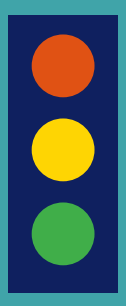


PUBLIC SAFETY (Police, Fire, EMS) represents a majority of the 2019 General Fund budget.

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.

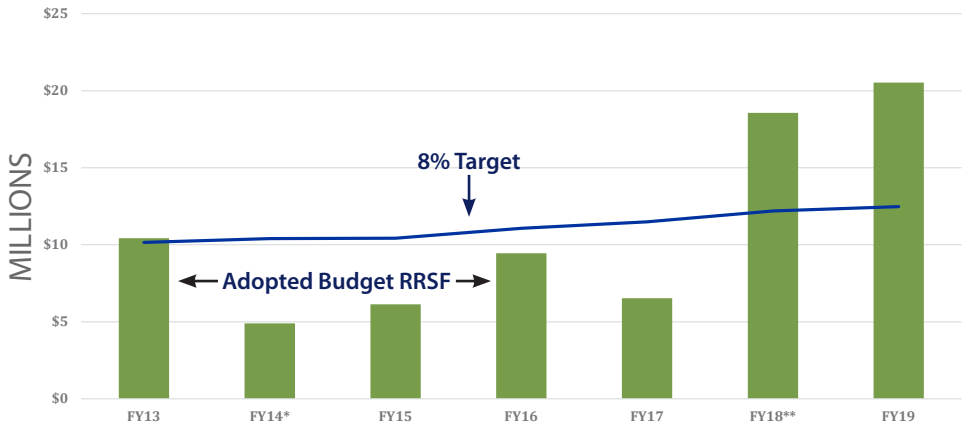
"While our budget outlook is cautious, I'm fully confident in our ability to persevere. Through the work of the Budget Committee, City Council, staff and the community, we are in a strong position to address future challenges and seize opportunities."

- Jon Ruiz, City Manager

FINANCIAL GOALS

Do we have an adequate savings account?

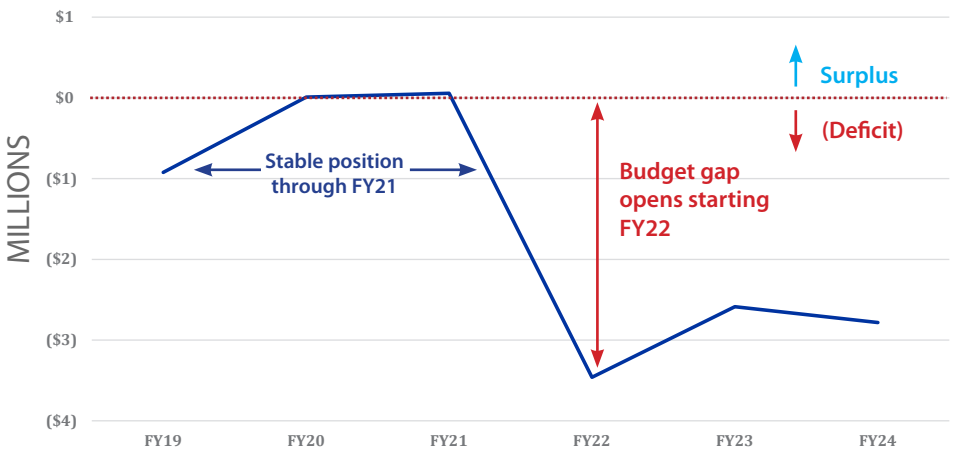
The Reserve for Revenue Shortfall (RRSF) is the City's "savings account" for the General Fund. It is used to weather the cyclical nature of economic cycles and to provide a cushion for unexpected events.



* 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

Eugene

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Budget Summary

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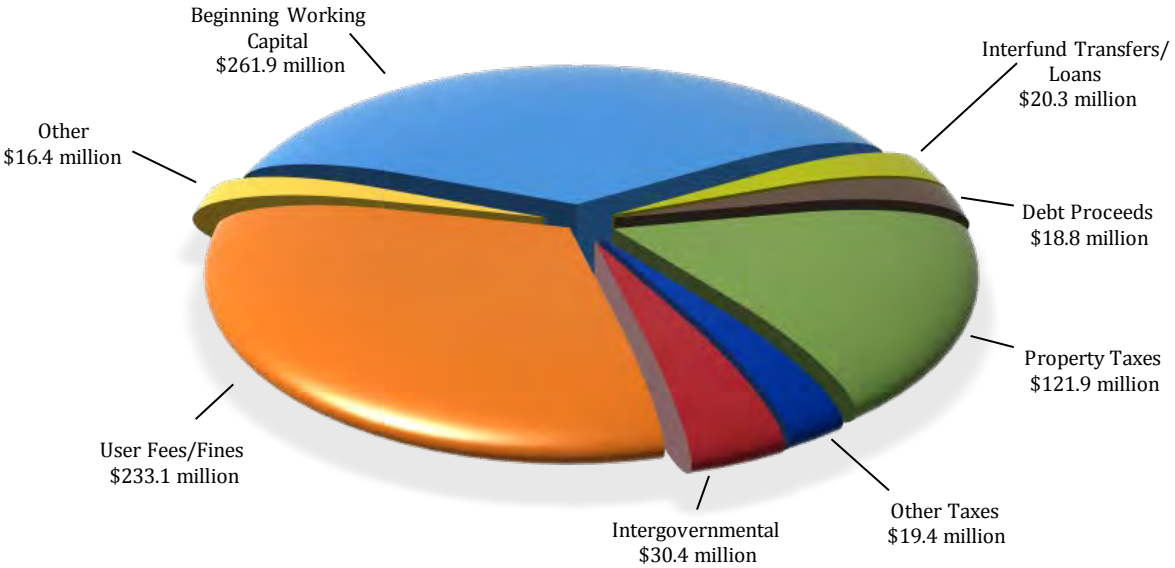
All Funds Summary

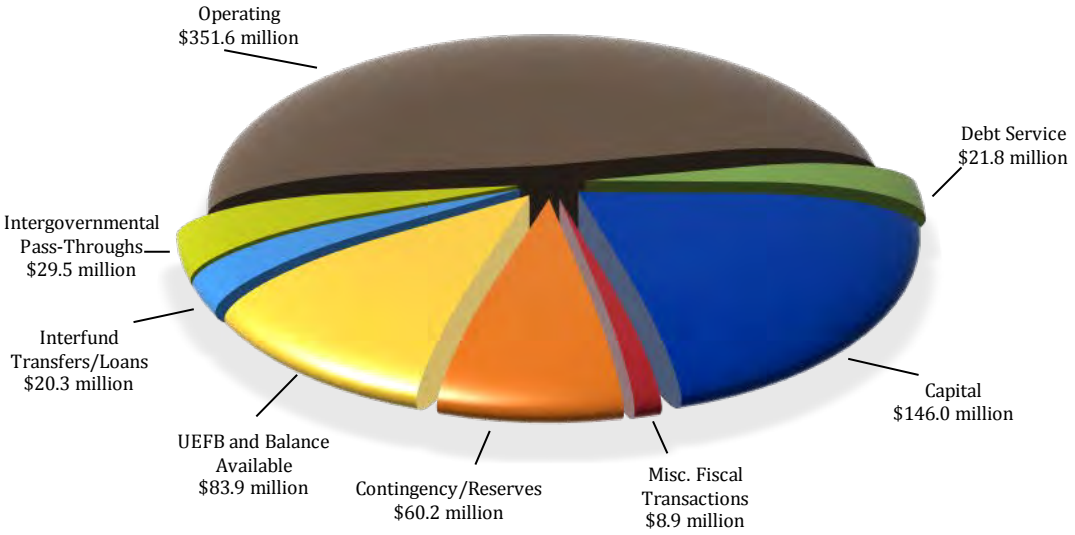
The total FY19 Adopted Budget for the City of Eugene is $722.2 million, a 6.6% increase from the FY18 Adopted Budget. When internal expenditures and transfers are omitted, the FY19 Adopted Net Budget is $615.6 million, an increase of 7.3% from the FY18 Adopted Net Budget.

Total Resources — $722.2 Million



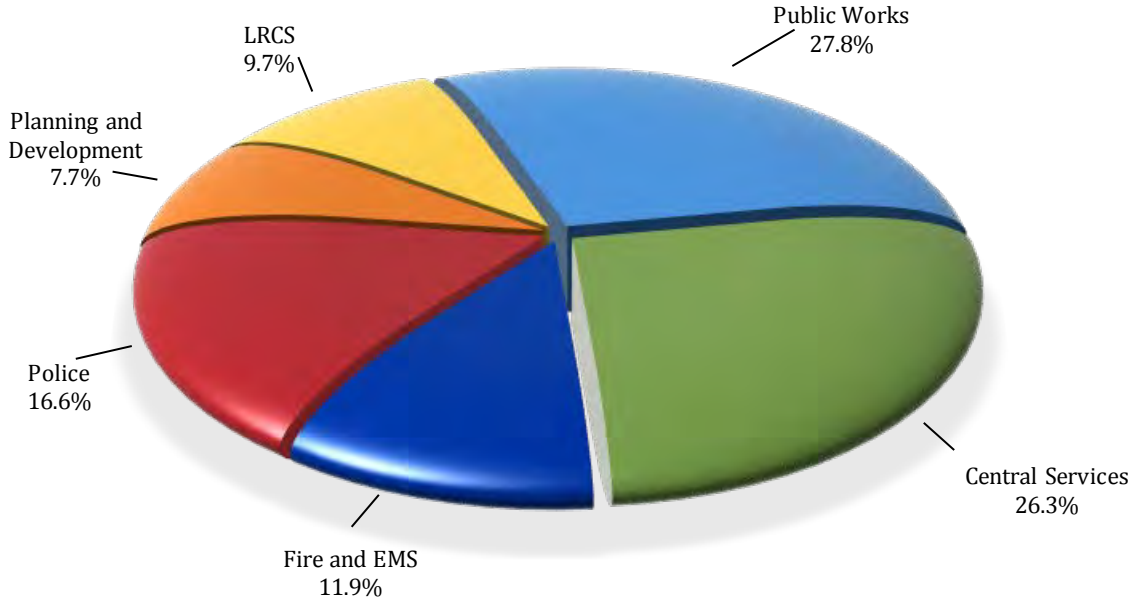
User fees and fines provide 50.6% of the operating revenues, followed by property tax receipts which provide 26.5% of operating revenues. The largest requirement is for the operating budget, at $351.6 million. The budget is balanced under Oregon Budget Law, meaning that resources (revenues plus carryover balances from prior years) equal requirements (expenditures plus balance available and reserves).

Total Requirements — $722.2 Million



The FY19 Adopted Operating Budget totals $351.6 million, with Public Works comprising the largest share at 27.8%:

Operating Budget by Department — $351.6 Million
All Funds



The operating budget has three components: Personnel Services, Materials and Services, and Capital Outlay.

Personnel Services

Personnel Services, which is comprised primarily of wages and fringe benefits, is the largest share of the budget, accounting for 57.3% of operating expenses in the total City budget and 75.4% in the General Fund operating 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 fiscal year. At the time of FY19 budget adoption, 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 on the following page.

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 expired 6/30/18; currently under negotiation.
IAFF-BC (International Association of Fire Fighters, Battalion Chiefs	Contract expired 6/30/18; currently under negotiation.
IATSE (International Alliance of Theatrical Stage Employees)	Contract expired 6/30/18; currently under negotiation.
Non-Represented Employees	Market adjustment of 2.2% on 1/1/19

Employee Retirement 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 pension 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% 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 6% 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 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 following table 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 FY18 and the current fiscal 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	**25.38% - 36.40%**	**26.38% - 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 Unfunded Actuarial Accrued Liability 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 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 budget adoption. The FY19 Employee Share of Health Insurance Premium for these groups 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 $137.6 million. This is $1.5 million, or approximately 1.1%, less than the FY18 Adopted Budget. The decrease is primarily due to lower spending for contractual services related to the Corporate Renovation Project to replace the City's financial and human resources corporate software systems, which completed Phase I in FY18. In the General Fund, M&S is projected to increase by $0.1 million, or 0.4%.

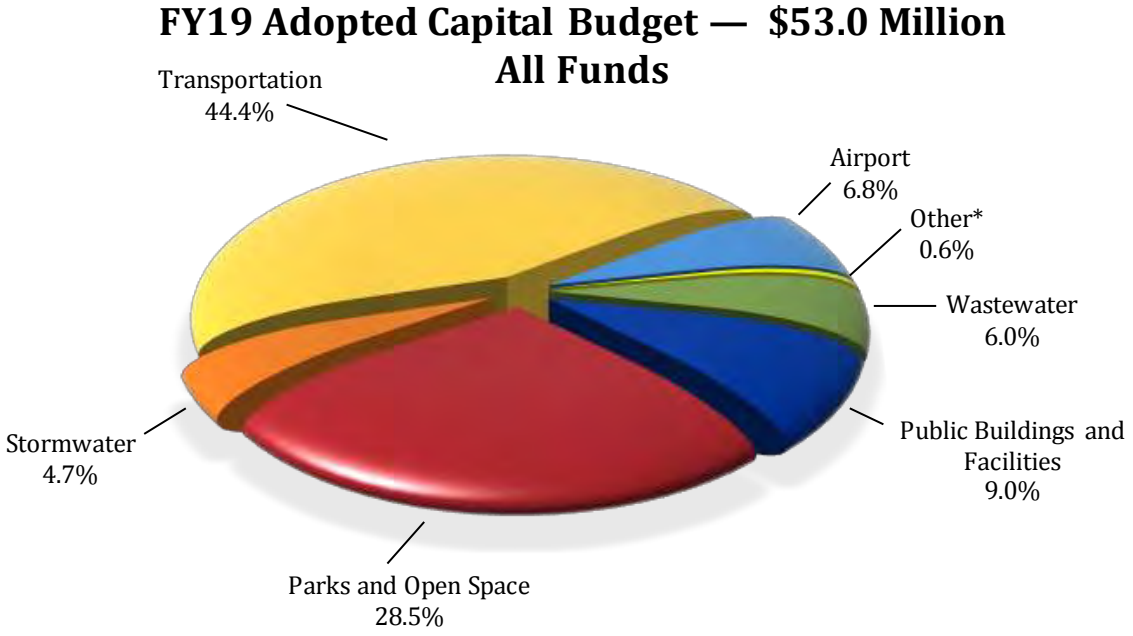
Capital Outlay

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.

Preparation of the Adopted 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 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 Adopted Capital Budget is based on the second year of the FY18-23 CIP approved by the City Council on March 13, 2017.

The FY19 Adopted Budget for new capital projects is $53.0 million, an increase of approximately $9.0 million from the FY18 Adopted Budget, excluding prior year carryovers. The increase in the FY19 Capital Budget is primarily attributable to projects for parks and recreation, funded through General Obligation bonds approved by voters with the passage of Ballot Measure 20-289. Capital projects are typically budgeted in their entirety in their first year, and unspent 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 available resources, especially those from federal and state sources.

Capital projects are organized into six main project categories. The Transportation and Parks and Open Space categories comprise over 70% of the FY19 Adopted Capital Budget:



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

The total FY19 Adopted Capital Budget by category and some of the larger capital projects for FY19 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 - $15.1 million**, including $9.7 million for site renovations and rehabilitation, $1.4 million for community and regional park development, and $915,000 for parks lighting projects.

- **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.

The City of Eugene's FY19 Adopted net budget is $615.6 million, an increase of 7.3% over the FY18 Adopted net budget. The net budget is a more realistic picture of City finances because it subtracts internal charges, transfers and loans, which are budgeted twice: once in the paying fund and also in the receiving fund.

For example, if a department budgets for the purchase of a vehicle, it is included in the department's budget as a payment to an internal service fund. That internal service fund actually purchases the vehicle and records the cost of the purchase in its operations, so the cost of the vehicle is budgeted twice. This is standard accounting practice for local governments. The net budget removes the amount budgeted in the internal service fund for that vehicle and similar transactions. It also removes transfers and loans from one fund to another in the Non-Departmental portion of the budget.

The budget is divided into two categories: Department (Department Operating Budgets, including internal charges) and Non-Departmental (Debt Service, Capital Budget, Special Payments, Contingency/Reserves, Interfund Transfers and UEFB/Balance Available).

The total budget includes all expenditures in the Department Operating and Non-Departmental accounts. The total budget summary is prepared in accordance with Oregon Local Budget Law (ORS 294) and accounting requirements.

	FY17 Actual	FY18 Adopted Budget	FY18 Budget* 12/31/2017	FY19 Adopted Budget	% Change FY18 Adopted to FY19 Adopted
Total Budget	**$394,273,743**	**$677,240,248**	**$696,358,531**	**$722,233,517**	**6.6%**
Less Int. Expenditures/Trans./Loans	(84,057,765)	(103,644,969)	(107,011,676)	(106,655,635)	2.9%
Net Budget	**310,215,978**	**573,595,279**	**589,346,855**	**615,577,882**	**7.3%**
Resources					
Beginning Working Capital	0	247,968,340	225,938,721	261,949,917	5.6%
Revenues					
Property Taxes	111,573,110	114,175,331	114,175,331	121,850,556	6.7%
Other Taxes	19,160,687	19,159,000	19,264,000	19,440,000	1.5%
Licenses/Permits	18,366,337	17,254,558	17,254,558	19,076,016	10.6%
Intergovernmental	26,720,818	33,521,685	57,902,293	30,411,170	-9.3%
Charges for Services/Rental	196,069,258	205,833,773	213,226,619	210,707,042	2.4%
Fines/Forfeitures	3,191,105	3,376,100	3,376,100	3,279,275	-2.9%
Miscellaneous	7,690,502	5,339,649	6,429,669	13,263,448	148.4%
Debt Proceeds	9,251,000	10,900,000	16,218,969	18,779,500	72.3%
Interfund Transfers/Loans	15,988,703	16,466,162	19,326,621	20,265,323	23.1%
Principal on Notes/Assessments	1,873,723	3,245,650	3,245,650	3,211,270	-1.1%
Total Revenue	**409,885,244**	**429,271,908**	**470,419,810**	**460,283,600**	**7.2%**
Less Internal Expenditures	(68,069,062)	(87,178,807)	(87,685,055)	(86,390,312)	-0.9%
Less Interfund Transfers/Loans	(15,988,703)	(16,466,162)	(19,326,621)	(20,265,323)	23.1%
Net Revenues	**325,827,479**	**325,626,939**	**363,408,134**	**353,627,965**	**8.6%**
Net Resources	**325,827,479**	**573,595,279**	**589,346,855**	**615,577,882**	**7.3%**
Requirements					
Department					
Department Operating	297,367,764	343,547,656	358,322,634	351,589,565	2.3%
Less Internal Expenditures	(68,069,062)	(87,178,807)	(87,685,055)	(86,390,312)	-0.9%
Net Department Operating**	**229,298,702**	**256,368,849**	**270,637,579**	**265,199,253**	**3.4%**
Non-Departmental					
Capital	31,761,820	118,958,345	120,455,796	145,990,308	22.7%
Debt Service	20,205,797	20,997,339	21,195,714	21,763,270	3.6%
Interfund Transfers	15,923,703	16,466,162	18,126,621	19,395,323	17.8%
Special Payments	29,014,658	38,128,060	40,244,747	39,408,691	3.4%
Contingency/Reserves	0	56,702,917	46,676,625	60,218,295	6.2%
UEFB/Balance Available	0	82,439,769	91,336,394	83,868,065	1.7%
Total Non-Departmental	**96,905,978**	**333,692,592**	**338,035,897**	**370,643,952**	**11.1%**
Less Interfund Transfers and Loans	(15,988,703)	(16,466,162)	(19,326,621)	(20,265,323)	23.1%
Net Non-Departmental	**80,917,275**	**317,226,430**	**318,709,276**	**350,378,629**	**10.5%**
Net Requirements	**$310,215,978**	**$573,595,279**	**$589,346,855**	**$615,577,882**	**7.3%**

* Includes changes from FY18 Supplmental Budget 1 and 2.
** Net Department Operating Detail:

Central Services	$26,043,378	$29,465,014	$35,722,148	$29,856,595	1.3%
Fire and EMS Department	38,109,537	40,832,663	42,681,971	41,956,259	2.8%
Library, Recreation and Cultural Svcs.	30,246,079	33,560,477	35,564,934	33,937,933	1.1%
Planning and Development	19,808,752	26,338,599	28,455,792	26,350,814	0.0%
Police Department	54,023,436	56,071,801	57,270,395	58,502,739	4.3%
Public Works	61,067,522	70,100,295	70,942,339	74,594,913	6.4%
Net Department Operating	$229,298,702	$256,368,849	$270,637,579	$265,199,253	3.4%

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 Levies – Voters have authorized the following local option property tax levies:

- In May 2018, a five-year local option levy for parks and recreation was approved, in the amount of $3.15 million annually, to increase park safety and maintenance from FY19 through FY23. The estimated levy tax rate in FY19 is $0.20 per $1,000 of assessed value.
- In November 2015, a five-year local option levy for library operations was approved, 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 – The following General Obligation bonds are repaid with property taxes:

- In May 2018, $39.35 million was approved for the development and renovation of parks, trails, pools, community centers and sports fields.
- 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.
- In May 2002, $8.7 million was approved for construction of a downtown fire station.
- 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 $0.92 per $1,000 of taxable assessed value, which is the same as the debt tax rate in FY18. The estimated FY19 debt tax rate reflects the payoff of a portion of the bonds for parks and open space projects approved by voters in November 1998, which is offset by the addition of bonds for parks and recreation approved in May 2018.

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 $91 in FY19. This increase is due to projected growth in the assessed taxable value of a typical Eugene home and voter approval in May 2018 of a local option levy and debt levy for parks and recreation, as described above.

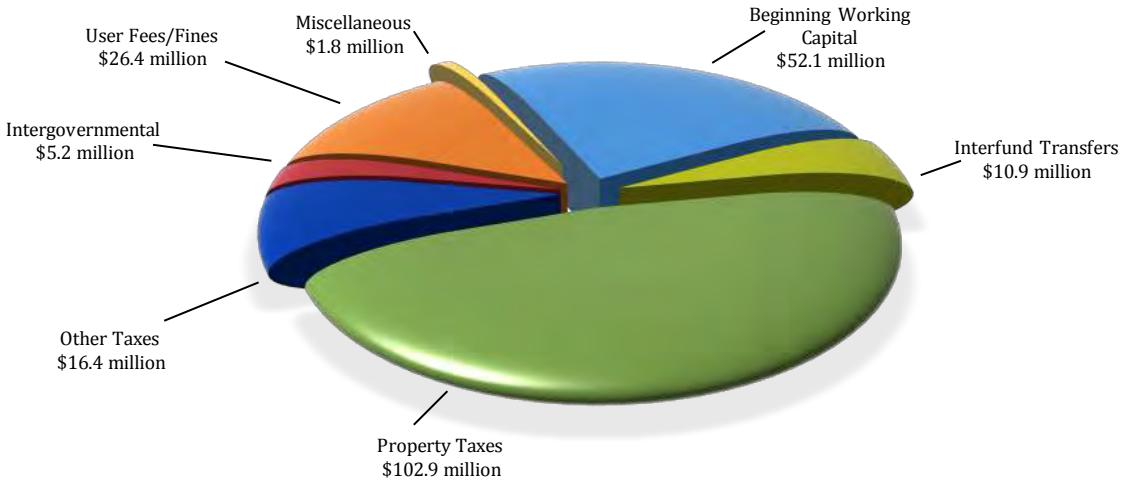
City and Urban Renewal Taxes for a Typical Eugene Home

	FY18	FY19 Estimate
City Permanent Operating Levy	$1,389	$1,430
City Local Option Levy for Library Operations (FY17-21)	36	36
City Local Option Levy for Parks and Recreation (FY19-23)	0	42
City Debt Taxes	186	191
Total City Taxes	1,611	1,699
Urban Renewal Agency Taxes	67	70
Total Taxes	$1,678	$1,769
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.*

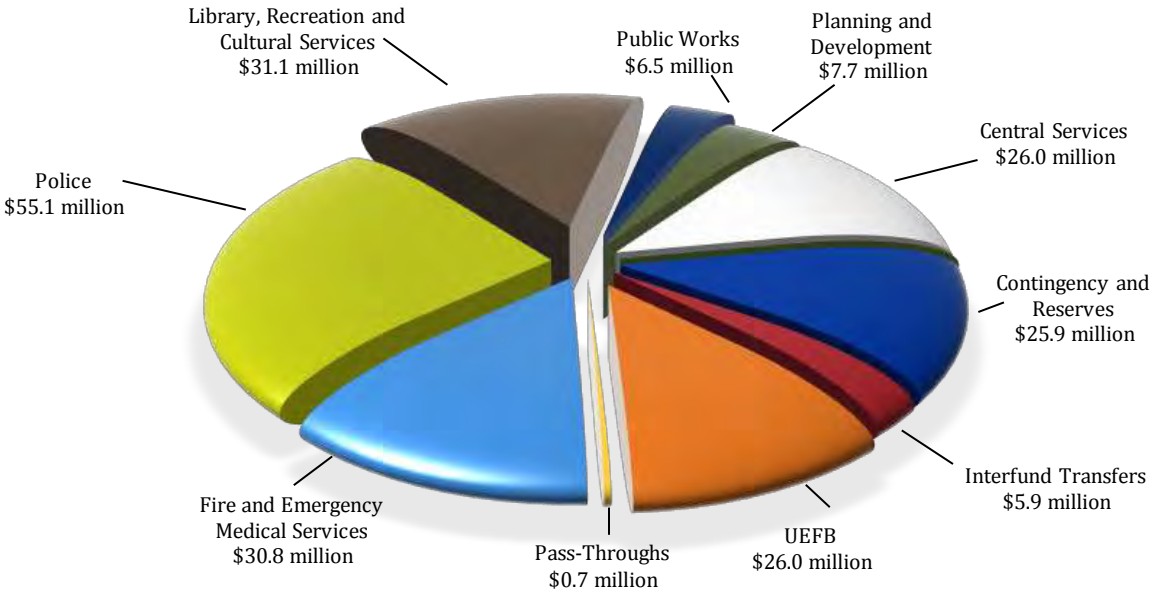
The General Fund is comprised of three subfunds: the Main Subfund ($206.0 million), the Cultural Services Subfund ($8.8 million), and the Equipment Replacement Subfund ($0.9 million). Property taxes continue to remain the largest revenue source in the General Fund, representing 47.7% of total General Fund resources and 62.9% of the total General Fund operating revenue sources (excluding carryover balance):

Total General Fund Resources — $215.7 Million
All Subfunds



General Fund resources are up 2.3% from the FY18 Adopted Budget. Property taxes are up by 4.5%, and Beginning Working Capital is down by 3.3%. The total FY19 Adopted General Fund Budget of $215.7 million is $4.9 million higher than the FY18 Adopted Budget.

Total General Fund Requirements — $215.7 Million
All Subfunds



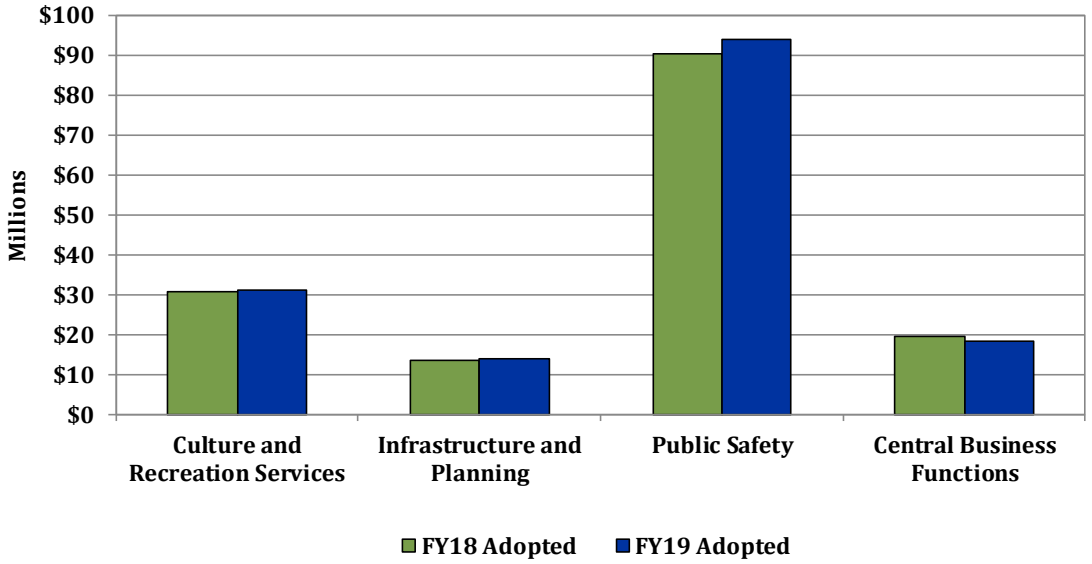
The FY19 Adopted General Fund department operating budget is $157.3 million, which is approximately a $3.2 million increase, or 2.1%, over the FY18 Adopted Budget. The increase is due to inflationary budget increases such as cost of living adjustments for wages and salaries, increases in retirement costs, as well as additional limited duration funding, primarily in the areas of public safety, community justice, human services and planning. Strategic public safety investments in FY19 include staffing for a 24/7 Advanced Life Support (ALS) system ambulance ($750,000), a fund transfer to the Public Safety Answering Point fund ($300,000), overhire authority for the Eugene Police Department ($270,000), First Avenue Animal Shelter operations ($150,000), downtown operations ($100,000), body worn camera video storage ($80,000), downtown security personnel ($75,000), and Police Auditor's Office staffing ($8,000).

Limited duration funding for public safety and community justice initiatives includes funding for a range of initiatives to be determined by the Eugene Police Department ($500,000), jail beds ($200,000), and City Prosecutor staffing and Municipal Court contractual services ($200,000). The FY19 Adopted Budget also includes limited duration funding for the Dusk to Dawn program ($200,823) and the expanded car camping program ($60,000). Funding for limited duration planning initiatives include a land use code update related to housing ($100,000), the Clear Lake Expansion Development Plan ($70,000) and University Neighborhood Plan ($30,000).

The FY19 General Fund budget represents a continued effort to achieve a stable and sustainable budget that funds quality public services while maintaining a prudent reserve. With the exception of the Police Auditor's Office staffing change, all of the ongoing budgetary changes to General Fund department operating expenditures are revenue-backed or cost-neutral including funding for Fire and Emergency Medical Services supplies ($300,000), Fire Battalion Chief staffing ($239,000), Planning staffing ($110,000), Recreation staffing ($59,000), Economic Development staffing ($59,000), Community and housing programs staffing ($56,000), Business License staffing ($27,000), as well as nuisance abatement ($25,000).

The services provided by the City rely heavily on employees such as firefighters, police officers, librarians and planners. As a result, personnel services costs comprise 75.4% of the FY19 Adopted operating budget for the General Fund.

Service Budget Comparison
General Fund — All Subfunds



The largest increase in the General Fund is in Public Safety Services with a $3.4 million increase. In addition to the General Fund public safety operating budget, the General Fund is helping to support the Ambulance Transport Fund in FY19 through a $750,000 interfund transfer for one 24-hour Advanced Life Support (ALS) unit and the Public Safety Communications Fund with a $300,000 interfund transfer to support 911 call center staffing. The largest use of General Fund dollars is for the Police Department, which accounts for $55.1 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.

General Fund Operating Budget Summary by Department
All Subfunds

Department	FY18 Adopted Budget	FY19 Adopted Budget	FY18-FY19 Change
Central Services	$26,213,689	$26,047,835	-0.6%
Fire and Emergency Medical Services	30,238,972	30,777,064	1.8%
Library, Recreation and Cultural Services	30,731,736	31,123,351	1.3%
Planning and Development*	7,203,900	7,723,477	7.2%
Police	53,279,325	55,144,120	3.5%
Public Works	6,463,030	6,492,151	0.5%
Total	**$154,130,652**	**$157,307,998**	**2.1%**

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 Adopted Budget, reserves are projected to increase by $2.2 million, or 4.8%, 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 Adopted Budget reserves are above target levels. The RRSF is projected to increase in FY19 due to higher revenues and anticipated underspending in FY18.

The FY19 Adopted Budget reserves has four components. The first reserve is the Unappropriated Ending Fund Balance (UEFB) which equals $26.0 million, or two months of expenditures in the FY19 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 $20.5 million in the FY19 budget, or 13.2% of expenditures. The target for this reserve is 8% of General Fund expenditures. The Council contingency reserve is $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 $49,177 and represents 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.

Together, these reserves total 32.1% 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**
UEFB	$21,670,000	$21,710,000	$23,040,000	$23,930,000	$25,330,000	$25,990,000
RRSF*	4,895,575	6,134,237	9,451,371	6,530,703	18,564,586	20,529,817
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	549,177
Encumbrance	1,556,669	1,714,021	2,723,809	2,269,491	2,184,473	2,985,375
Total	$29,169,244	$30,605,258	$35,942,180	$33,762,194	$47,091,059	$50,066,369
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%	13.2%

*Beginning in FY18, the RRSF includes $15.5 million in one-time funds from the Comcast legal settlement.
**The percentages are calculated net of reserves and contingency.

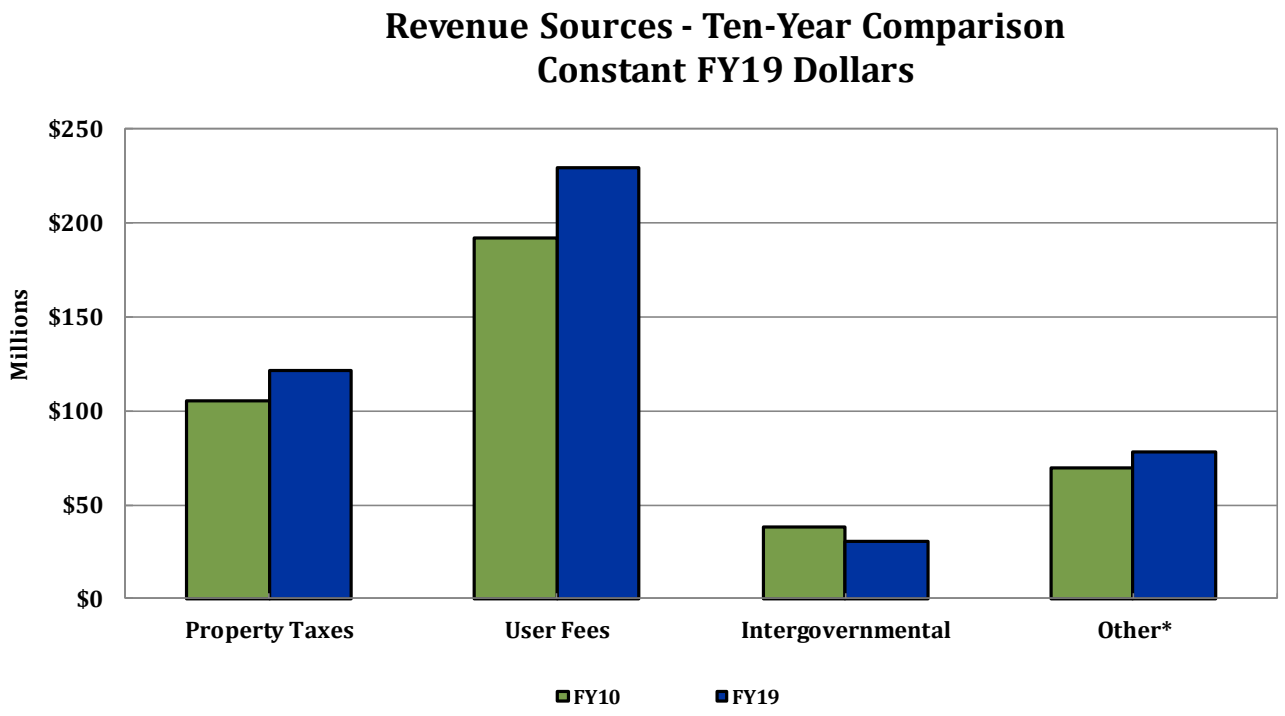
General Trends

The charts below present financial trends over the last ten years. Dollar figures are presented in FY19 constant dollars - that is, the FY10 dollar amounts have been increased by the rate of inflation to make the comparisons more meaningful.

Ten-Year Comparison	FY10 Actual	FY19 Adopted	Change FY10-FY19
Full-Time Equivalent (FTE) Positions	1,510.53	1,512.74	0.1%
Population	157,100	170,281	8.4%
Positions/1,000 Population	9.6	8.9	-7.3%
Assessed Value, constant FY19 $*	$13,363,732,113	$15,287,000,000	14.4%
Dept. Operating Budget, constant FY19 $*	$296,932,114	$351,589,565	18.4%
Property Tax as % of Current Revenue	26.1%	26.5%	1.5%

** CPI-U adjustment is based on the State of Oregon Economic and Revenue Forecast released June 2018.*

User fees are the fastest growing source of revenues for the entire budget. Fees charged by special revenue and enterprise funds continue to rise to pay for the cost of operations. However, the increase in General Fund user fees has been significantly slower.



** Other includes other taxes, fines and forfeits, interest, interfund transfers, and debt proceeds.*

City and Urban Renewal Tax Trends

The ten-year history in the chart below shows the change in property taxes over time on a typical home in the City of Eugene. For comparison purposes, the taxable assessed value for a typical home, as reported by Lane County Assessment & Taxation, is used. Total City and Urban Renewal property taxes for the typical Eugene home, assuming no significant improvements or other changes, are expected to increase by $91 in FY19. This increase is due to projected growth in the assessed taxable value of a typical Eugene home and voter approval in May 2018 of a local option levy and debt levy for parks and recreation, as described below.

A $2.7 million annual library local option levy and a $27.5 million bond measure for parks, athletic fields and open space preservation were approved by voters in November 2006. The library levy approved in 2006 subsequently expired in FY11. In November 2008, voters approved a $35.9 million street bond which started in FY10 and ended in FY14. In November 2012, voters approved another five-year, $43 million General Obligation bond to fix streets, and FY15 was the first year this tax was levied. FY19 will be the final year taxes are assessed for the 2012 street bond issue before collection begins in FY20 for the new $51.2 million five-year street repair bond approved in November 2017. In November 2015, a five-year local option levy for library operations was approved, in the amount of $2.7 million annually, to expand hours and services from FY17 through FY21. In May 2018, a five-year local option levy for parks and recreation was approved, in the amount of $3.15 million annually, to increase park safety and maintenance from FY19 through FY23. Also in May 2018, $39.35 million was approved for the development and renovation of parks, trails, pools, community centers and sports fields.

City and Urban Renewal Taxes for a Typical Eugene Home

	Assessed Value*	City Operating Taxes	City Bonded Debt Taxes	Total City Taxes	URA Taxes	Total Taxes	Constant FY19 $**
FY10	$158,447	$1,131	$187	$1,318	$39	$1,357	$1,582
FY11	163,303	1,164	195	1,359	41	1,400	1,600
FY12	168,546	1,163	192	1,355	42	1,397	1,551
FY13	172,965	1,194	194	1,388	45	1,433	1,565
FY14	177,522	1,224	197	1,421	48	1,469	1,579
FY15	183,945	1,268	201	1,469	50	1,519	1,621
FY16	189,821	1,306	206	1,512	55	1,567	1,662
FY17	195,913	1,383	189	1,572	64	1,636	1,703
FY18	202,344	1,425	186	1,611	67	1,678	1,709
FY19 Est.	208,414	1,508	191	1,699	70	1,769	1,769

** Historical values provided by Lane County Assessment & Taxation; assumed increase of 3% for FY19.*
*** CPI-U adjustment is based on the State of Oregon Economic and Revenue Forecast released June 2018.*

With personnel services expenditures comprising 57.3% of the City's total operating budget and 75.4% of the General Fund operating budget, reducing the organizational footprint has been one of the main strategies for realizing ongoing savings and achieving a stable 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 was 27.63 FTE in FY17, which included 18.40 new FTE as part of the voter approved Library Operating Levy. The FY19 Adopted Budget includes an additional 22.95 FTEs, out of which 9.0 FTE are funded through the Parks and Recreation Operating Levy approved by voters in May 2018. Despite a projected increase in the number of FTE in FY19, the ratio of FTE per 1,000 population is expected to remain unchanged as the city's population continues to grow. Additionally, the number of FTE in the FY19 Adopted Budget is still below the FY09 level by over 37 FTE. FY09 continues to represent the year of peak FTE for the City, before and after the recession.

The FY19 Adopted Budget includes 22.95 additional FTE as compared to the FY18 Budget as of 12/31/2017. The additional FTE in FY19 by department include the following:

Public Works, 13.0 FTE

- 3.0 FTE Parks Specialist 1
- 2.0 FTE Highway Operations and Maintenance Worker
- 2.0 FTE Parks Ambassador
- 2.0 FTE Parks Specialist 2
- 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

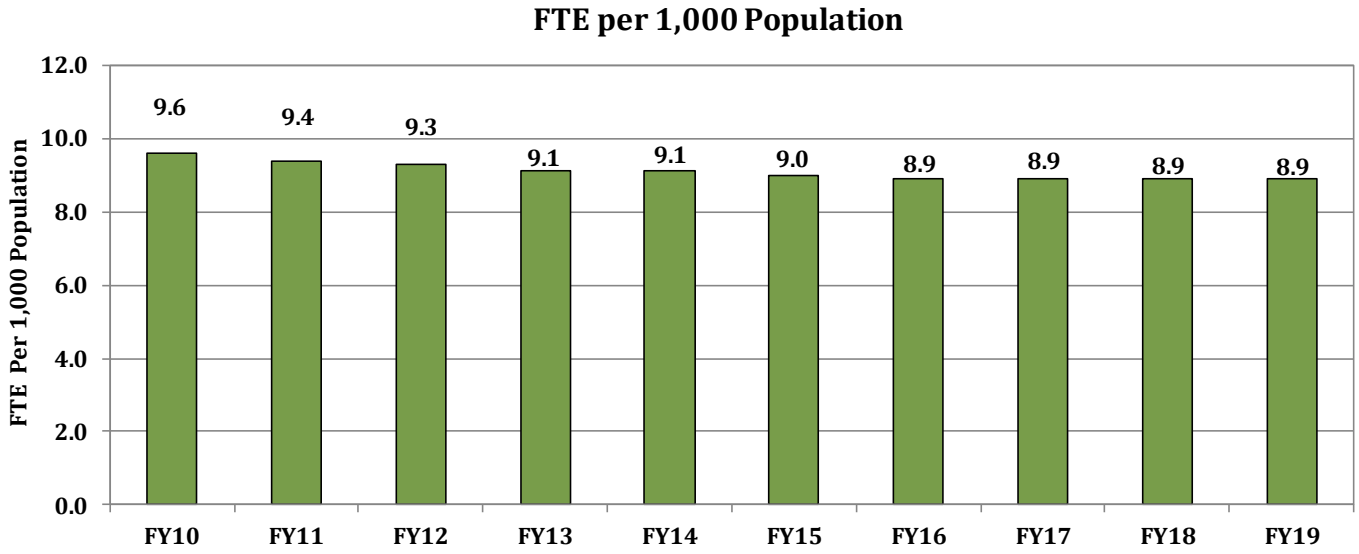
Police, 2.0 FTE

- 2.0 FTE Police Officer

Library, Recreation and Cultural Services, 0.50 FTE

- 0.5 FTE Recreation Program Supervisor

Over the past 10 years, the ratio of City FTEs per 1,000 population has declined from a high point of 9.6 in FY10 to 8.9 in the FY19 Adopted 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 FY10's ratio of 9.6 FTE per 1,000 of population, the City would need to add an additional 122 FTE in FY19.



The table on the following page shows population changes, General Fund, Non-General Fund and total FTE changes, FTE per 1,000 population, as well as a brief description of major staffing changes over the last 10 years.

Year*	Eugene Pop.	General Fund FTE	Non-GF FTE	Total FTE	FTE per 1,000 Pop.	Major Staffing Changes
FY10	157,100	883.17	627.36	1,510.53	9.6	FY10 organizational footprint reductions.
FY11	156,295	871.62	595.41	1,467.03	9.4	FY11 footprint reductions, Fire Services merger and downtown safety.
FY12	157,010	871.57	586.46	1,458.03	9.3	Mid-year deauthorizations.
FY13	158,335	855.82	591.06	1,446.88	9.1	Library, Court and Parks reductions; elimination of vacant positions.
FY14	159,580	852.15	597.06	1,449.21	9.1	Airport Fund added 3.0 FTE mid-year.
FY15	160,775	837.05	603.06	1,440.11	9.0	Civic Leadership and Community Engagement Services, Parks Maintenance and Downtown Library reductions.
FY16	163,400	839.30	607.06	1,446.36	8.9	Targeted increases in Central Services, Fire and EMS, Planning and Development, and Public Works.
FY17	165,885	844.38	629.61	1,473.99	8.9	Increase primarily due to the Library Levy and Cultural Services. Limited increases in Airport, Construction Permits, Community Development and Risk.
FY18 12/31/17	167,780	850.18	639.61	1,489.79	8.9	Increase of 8.0 FTE in Planning and Development, 5.0 FTE in Public Works and 2.8 FTE in Central Services.
FY19 Adopted	170,281	851.29	661.45	1,512.74	8.9	Increase of 13.0 FTE in Public Works (7.0 FTE due to Parks and Recreation Operating Levy), 5.35 FTE in Planning and Development, 2.1 FTE in Central Services, 2.0 FTE in Police supported by Parks and Recreation Operating Levy, 0.5 FTE in Library, Recreation and Cultural Services.

* Unless otherwise noted, FTE figure shown is the authorized FTE at the end of each fiscal year.

Over the last four years, new positions have been added in areas identified as high priority by the City Council and the voters and to meet the needs of the community. For example, revenue-supported positions have been added in the Planning and Development Department over the previous four fiscal years as the economy continues to grow and service demands increase.

The following summary provides a breakdown of FTE changes by department over the past five years:

Department	FY15 Actual	FY16 Actual	FY17 Actual	FY18 12/31/17	FY19 Adopted	Change FY15-FY19
Central Services	217.50	218.75	220.75	223.55	225.65	3.7%
Fire and Emergency Medical Services	205.00	206.00	206.00	206.00	206.00	0.5%
Library, Recreation and Cultural Srvcs.	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	330.16	0.6%
Public Works	421.25	422.25	423.35	428.35	441.35	4.8%
Total	**1,440.11**	**1,446.36**	**1,473.99**	**1,489.79**	**1,512.74**	**5.0%**

FTE by Service Area

The City of Eugene works continually to respond to the evolving needs and growth of the community. Despite increases over the last five fiscal years, the long-term impacts of the last recession are still apparent when comparing full-time positions in the FY19 Adopted Budget to the FY10 Adopted Budget. This ten-year snapshot shows that the City has fewer FTE in two of the four service areas in large part due to the last economic downturn and has only now surpassed the number of FTE in FY10, due to two voter-approved operating levies to support the library and parks and recreation.

Service Area	FY10 Adopted	FY19 Adopted	Change FY10-FY19
Central Business Functions	172.95	169.35	-2.08%
Culture and Recreation	192.85	197.33	2.32%
Infrastructure and Planning	586.76	598.45	1.99%
Public Safety	557.97	547.61	-1.86%
Total	**1,510.53**	**1,512.74**	0.15%

Some of the changes that have occurred during this period include:

- Central Business Functions staffing decreased due to efficiency gains through leveraging technology and as a result of organizational footprint reductions and streamlined operations.
- Culture and Recreation staffing decreased in FY10 due to reductions of library hours at all three branches, as well as organizational footprint reductions and streamlined operations. With the passage of the Library Levy in November 2015, as well as the addition of events at the Hult Center, total Culture and Recreation FTE are now above FY10 levels.
- Infrastructure and Planning staffing experienced decreases in the first half of this decade, primarily as a result of eliminating positions in Facilities, Building and Permit Services, Engineering, and Parks and Open Spaces as part of the organizational footprint reductions and response to economic conditions. Positions have been added in recent years in response to the improved economy and increased service needs. FY19 includes an additional 7.0 FTE as a result of the Parks and Recreation Operating Levy.
- Public Safety staffing has decreased due to elimination of vacant positions in the Fire and Emergency Medical Services Department and decreases in administrative positions. These decreases have been partially offset by increases in police officer staffing. FY19 includes two new police officer positions due to passage of the Parks and Recreation Operating Levy.

Overall, the FY19 Adopted Budget reflects an increase of 22.95 FTE from 1,489.79 FTE in the FY18 Budget as of 12/31/2017.

FTE by Department and Fund

FUND	Central Services	Fire and EMS	Library, Rec. and Cultural Svcs.	Planning and Development	Police	Public Works	Total
Ambulance Transport		30.08					30.08
Community Development				8.29			8.29
Construction and Rental Housing		2.00		46.35		4.00	52.35
Facilities Services	55.00			0.30			55.30
Fleet Services						29.20	29.20
General	123.76	166.92	178.18	35.51	310.30	36.62	851.29
Information Systems and Services	24.00						24.00
Library Local Option Levy			18.40				18.40
Municipal Airport		7.00			3.00	41.91	51.91
Parking Services	3.55			16.30			19.85
Parks and Recreation Local Option Levy					2.00	7.00	9.00
Professional Services						42.29	42.29
Public Safety Communications					14.86		14.86
Risk and Benefits	16.43						16.43
Road						65.10	65.10
Solid Waste and Recycling				5.75			5.75
Special Assessment Management	1.00						1.00
Stormwater Utility						88.46	88.46
Systems Development Capital Projects				0.50		2.00	2.50
Telecom Registration/Licensing	1.91						1.91
Wastewater Utility						124.77	124.77
Total	225.65	206.00	196.58	113.00	330.16	441.35	1,512.74

City Overview

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Introduction

Eugene is located in the southern Willamette Valley of western Oregon, in close proximity to the Pacific Ocean and the Cascade Mountain Range. Citizens and visitors enjoy a mild climate, extensive outdoor recreation and fitness opportunities, and diverse and dynamic cultural offerings. Incorporated in 1862, Eugene has grown to cover approximately 44 square miles. It is the largest city in Lane County and is the second largest city in Oregon, with a population of 167,780.

The Union Pacific Railroad line between Portland and New Orleans by way of Los Angeles serves the area. Amtrak stops in Eugene on its twice daily passenger run. Intra-city public bus service is provided by Lane Transit District. The Eugene Airport, operated by the City of Eugene, is the largest airport between Portland and San Francisco. Nonstop air service is provided by five airlines. Destinations include Portland, Seattle, San Diego, San Francisco, Oakland, Los Angeles, Denver, Salt Lake City, Las Vegas and Phoenix.

Eugene's Economy

The City of Eugene is at the heart of a metropolitan area that encompasses the adjacent city of Springfield with a population of 60,655, adjacent unincorporated urbanized areas and nearby small cities including Coburg, Creswell, Veneta and Cottage Grove, all within commuting distance. The Eugene-Springfield area has a highly integrated economy, and the U.S. Census has designated all of Lane County as the Eugene-Springfield Metropolitan Statistical Area (MSA).

The two pillars that have historically provided relative stability in Eugene's economy are the large public sector employment base and population in-migration. In-migration has bolstered the area's population growth over the past decade. The University of Oregon (UO), available health care and abundant outdoor recreation amenities make Lane County a favorable place to live. California has been the largest source of new residents to the area due to Eugene's proximity, natural and cultural amenities, and relatively lower cost of living.

Federal, state and county government agencies are centered in Eugene, as well as the University of Oregon. In the fall term of the 2017-18 academic year, 22,980 students were enrolled at UO. In FY2017, the University generated $114.9 million in sponsored research activity and $8.9 million in licensing revenue, putting UO among top performers nationally for research institutions. Innovation and discoveries at UO also translate into private sector growth. In 2016, UO research helped generate $44.5 million in company income and 243 startup jobs. The University is also a major contributor to Oregon's economy, generating economic activity estimated at more than $2.3 billion, according to a 2015 study. Northwest Christian University and Lane Community College are also located in Eugene.

Eugene's economy typically follows the trends of the state and national economies. The unemployment rate for the Eugene-Springfield MSA rose sharply during the last recession, from an average annual rate of 6.7% in 2008 to a high of 12.3% in 2009. This was partly due to job losses in the metropolitan area in recreational vehicle manufacturing, wood products and high-tech manufacturing. After years of growth, the local economy continues to improve and has regained all of the jobs lost during the recession. Annual job growth in the Eugene-Springfield MSA in calendar year 2017 was 3.5%, outpacing the state Oregon's overall growth of 2.6%. In May 2018, the Eugene-Springfield MSA annual unemployment rate was 4.1%, equivalent to Oregon's overall unemployment rate.

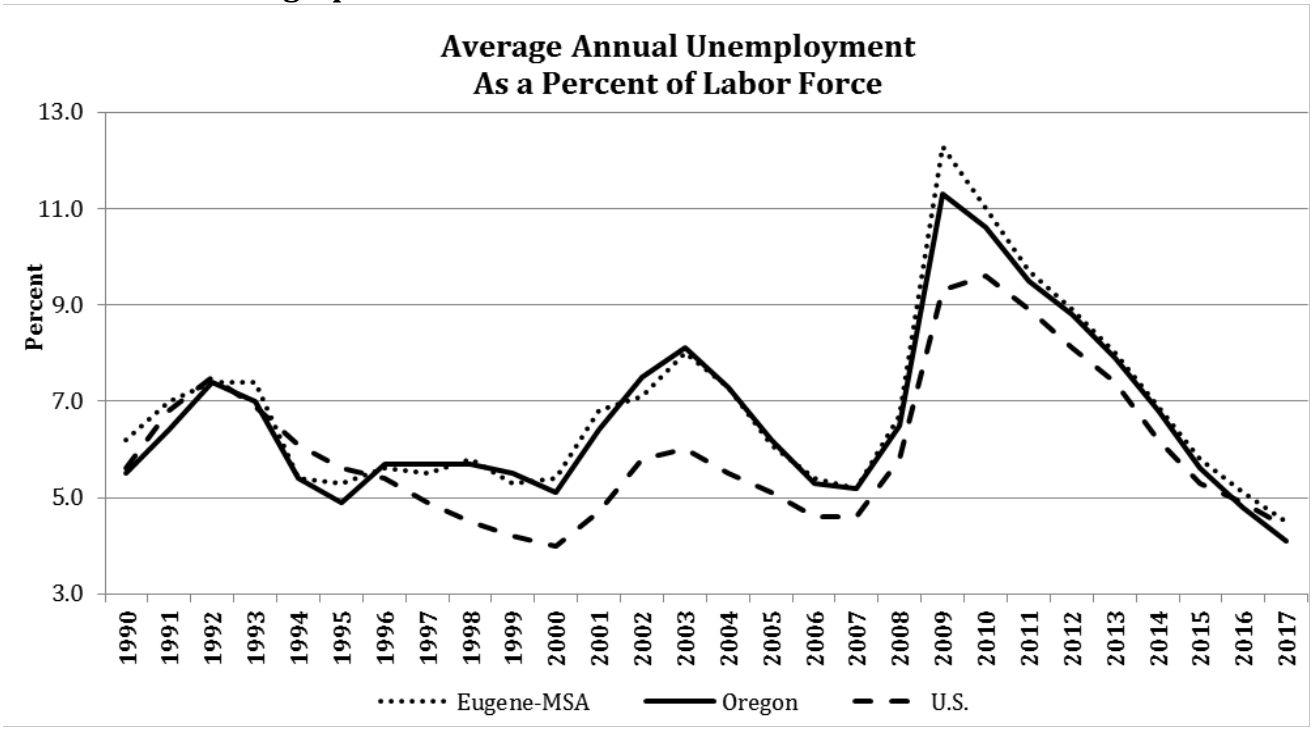
Eugene's economy continues to grow with projects related to the University of Oregon, an expansion in construction activity, the city's burgeoning tech sector and redevelopment of the City's Riverfront Urban Renewal District. With an initial $500 million funding commitment, the University of Oregon launched the $1 billion Phil and Penny Knight Campus for Accelerating Scientific Impact. Nike co-founder, Phil Knight, has committed to giving the school $50 million a year for the next decade for the project. The new campus will be designed to foster collaboration between the next generation of scientists, industry and scientific entrepreneurs to improve the quality of life for Oregonians, the nation and the world. The state legislature also approved $20 million in bonds to help fund the project. The University of Oregon has also begun a major remodel of its iconic track and field stadium in preparation for hosting the 2021 World Championships. The remodel is being financed through private donations and will expand the stadium's seating capacity from 10,500 to 30,000.

In addition to the UO, other planned developments signify continued optimism in Eugene's economy. A $60 million expansion has been put forward in the downtown to expand housing, retail and office space, as well as hospitality. The City is building on momentum in the downtown with a large riverfront redevelopment project that has been years in the making. The City has purchased the land and is now working with developers to remake the former industrial site. The riverfront redevelopment will be a mix of housing types, commercial space and park land. Throughout Eugene, new home construction has remained steady and is expected to continue current trends into FY19. From May 2018 to May 2017, year-over-year job gains in the construction sector in the Eugene-Springfield MSA surpassed 500, making construction one of the fastest growing sectors.

The City and its partners continue to make progress on the construction of a publicly owned, open access, high-speed fiber optic network in the downtown core. EUGNet is the municipally owned fiber network that is providing gigabit internet speeds at affordable prices for businesses and building tenants in the downtown. EUGNet is a partnership between the City of Eugene, the Eugene Water and Electric Board (EWEB), the Lane Council of Governments (LCOG) and the Technology Association of Oregon (TAO). It is anticipated that the new network will put Eugene at a competitive advantage for attracting new technology-oriented businesses, and retaining and growing technology firms already established in the downtown area. Overall, the Eugene-Springfield MSA has 453 tech firms with more than a combined 4,000 employees.

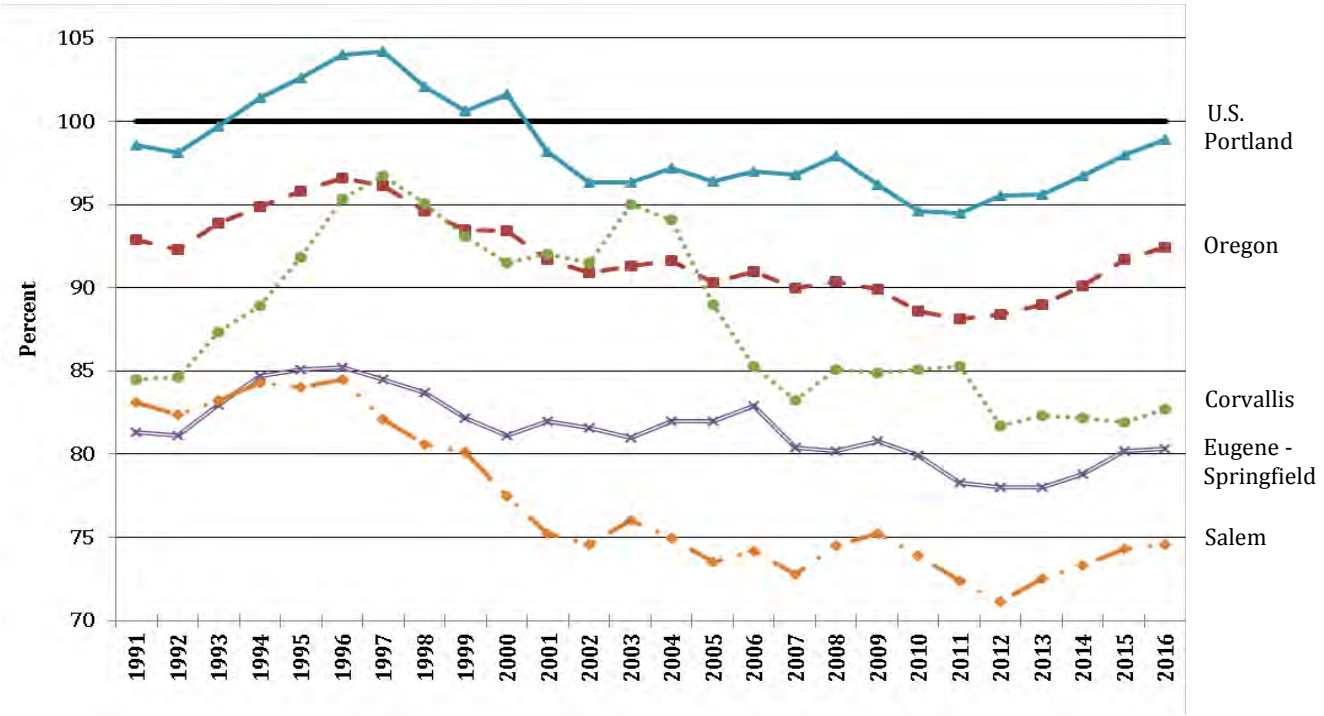
Eugene is continuing to remake the local economy by leveraging partnerships between public entities like the University of Oregon, the City, EWEB and the many businesses and non-profits that see the area's strengths as opportunities for investment.

Economic and Demographic Tables



Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics
Local data is shown at the Eugene-Springfield Metropolitan Statistical Area (MSA) level.

Per Capita Personal Income
As a Percent of the U.S. Average
(U.S. = 100; based on data at Metropolitan Statistical Area levels)



Source: U.S. Bureau of Labor Statistics, Regional Economic Accounts. Consistent with chart above, local data is shown at the Metropolitan Statistical Area (MSA) level. 2017 data not available at time of printing.

Lane County: Eugene-Springfield MSA
Employment Distribution by Industry

Calendar Year	2008		2017		2008-2017
	Average Annual	% of Total Employment	Average Annual	% of Total Employment	Average Annual Rate of Change
Manufacturing					
Wood Products Manufacturing	4,100	2.6%	3,400	2.1%	-1.7%
Transportation Equipment Manufacturing	3,000	1.9%	600	0.4%	-8.0%
Other Goods	10,600	6.8%	9,800	6.2%	-0.8%
Total Manufacturing	**17,700**	**11%**	**13,800**	**9%**	-2.2%
Non-Manufacturing					
Mining and Logging	900	0.6%	900	0.6%	0.0%
Construction	7,400	4.8%	7,000	4.4%	-0.5%
Wholesale Trade	6,300	4.1%	6,300	4.0%	0.0%
Retail Trade	19,400	12.5%	20,700	13.0%	0.7%
Transportation, Warehousing and Utilities	3,200	2.1%	3,400	2.1%	0.6%
Information	3,900	2.5%	2,700	1.7%	-3.1%
Financial Activities	8,100	5.2%	7,900	5.0%	-0.2%
Professional and Business Services	16,000	10.3%	18,100	11.4%	1.3%
Educational and Health Services	21,400	13.8%	25,500	16.0%	1.9%
Leisure and Hospitality	15,100	9.7%	17,300	10.9%	1.5%
Government	30,600	19.7%	30,200	19.0%	-0.1%
Other Services	5,200	3.4%	5,200	3.3%	0.0%
Total Non-Manufacturing	**137,300**	**89%**	**145,300**	**91%**	0.6%
Total Non-Farm Employment	**155,000**	**100%**	**159,100**	**100%**	0.26%

Source: Oregon Employment Department. Figures may not add due to rounding.

Demographic Statistics

Fiscal Year	Population	Area (square miles)	Average density (persons/square mile)
1960	50,977	14.5	3,516
1970	76,346	26.3	2,903
1980	106,486	32.0	3,328
1990	112,733	38.2	2,951
2000	137,893	41.4	3,331
2005	144,640	41.5	3,485
2006	146,160	41.5	3,522
2007	148,595	41.5	3,581
2008	153,690	42.0	3,659
2009	154,620	43.8	3,530
2010	157,100	43.8	3,587
2011	156,295	43.8	3,568
2012	157,010	43.9	3,577
2013	158,335	44.0	3,599
2014	159,580	44.1	3,619
2015	160,775	44.2	3,637
2016	163,400	44.2	3,697
2017	165,885	44.3	3,745
2018	167,780	44.3	3,787

Source: Population Research Center at Portland State University, City of Eugene

Ten Principal Taxpayers - City of Eugene
Tax Year 2017 (Fiscal Year 2018)

Taxpayer	Type of Business	Tax Amount*	Assessed Valuation	% of City Assessed Valuation
Comcast Corporation	Telecommunications	$2,731,365	$159,024,800	1.08%
Valley River Center	Retail	2,100,062	123,128,734	0.84%
Verizon Communications	Telecommunications	1,427,736	86,452,000	0.59%
Shepard Investment Group LLC	Real Estate	1,151,465	64,916,553	0.44%
McKay Investment Co. LLC	Retail	1,011,199	59,883,007	0.41%
CenturyLink	Telecommunications	831,620	49,737,600	0.34%
Chase Village LLC	Real Estate	767,624	41,071,146	0.28%
Northwest Natural Gas Co.	Utility	687,949	41,260,000	0.28%
ACC OP LLC Garden Avenue	Real Estate	685,738	36,702,675	0.25%
Oregon VA1C LLC	Health Care	618,254	34,160,341	0.23%
Total		**$12,013,011**	**$696,336,856**	**4.74%**

Source: Lane County Assessment & Taxation, Top Ten Taxpayers for Tax Year 2017.
** Includes taxes for all taxing jurisdictions for properties located within Eugene city limits.*

Miscellaneous Statistical Data

Police:	
Number of full-time budgeted employees (police officers and support staff)	330.16
Number of patrol vehicles	54
Fire and Emergency Medical Services:	
Number of full-time budgeted employees (firefighters, EMTs, support staff)	206.0
Number of fire engines/trucks	26
Number of fire stations	11
Number of ambulances	15
Public Works:	
Miles of streets owned/maintained by City	550
Miles of alleys	43
Miles of sidewalks	770
Miles of enclosed stormwater lines & major channe	601
Miles of local and regional wastewater lines	842
Parks and Recreation:	
Community parks	11
Neighborhood parks	60
Park acres (developed and natural)	4,786
Playgrounds	52
Amphitheater	1
Performing arts center	1
Community garden plots	346
Libraries	3
Parks and Recreation (cont.):	
9-hole golf course	1
Indoor/outdoor pool	3
Athletic fields (maintained by City)	47
Historic districts	2
Historic properties (National Register)	67
Jogging, hiking and mountain biking trails (mil	44
Bikes lanes on streets (miles)	168
Bike paths (off-street miles)	45
Community gardens	6
Skateparks	6
Tennis Courts	23
Education:	
Number of public school programs:	
Elementary	25
Middle	13
High School	10
University	2
Community College	1
Grades K-12	
Number of students	21,946

Source: City of Eugene, School District No. 4J and No. 52

City Government Organization

The City of Eugene, incorporated in 1862, is a home rule charter city. This charter is the basic law under which the City operates. Amendments to the charter can only be made by a vote of the people and can be placed on the ballot by the Council or by the voters through an initiative process.

Ordinances enacted by the City Council also govern the City. The Council can change an ordinance at any time, or the voters of Eugene can initiate an ordinance change. City ordinances become effective 30 days after they are passed by the Council and approved by the Mayor. Emergency measures needed for the health, peace and safety of the city are effective immediately following a favorable vote by two-thirds of the Council.

The Mayor is the formal representative of the City of Eugene and is elected to a four-year term by the voters at large on a non-partisan ballot. The Mayor presides over Council meetings and does not vote, except in the case of a tie. The Mayor can veto any Council decision, but a two-thirds vote of the Council can override the veto.

The City Council is composed of eight councilors elected to four-year terms on a non-partisan ballot. One councilor is elected from each of the eight wards in the city, with one-half of the Council elected every two years. New wards may be created, or the boundaries of wards may be changed by Council action. The Council's authority extends over all the City's powers and sets the policies by which the City serves its citizens. The Council takes official action at regular Council meetings, which are open to the public. The Mayor may call a special meeting, provided that the public is given 24-hour notice.

Under a Council-Manager form of government, the Council is responsible for selecting a City Manager. The City Manager is responsible for the business, financial, and property transactions of the City, as well as preparation of the annual budget, appointment and supervision of personnel, enforcement of City ordinances, and the organization and general management of City departments. As chief administrator, the City Manager has no vote in the Council, but may take part in discussions of matters coming before the legislative body.

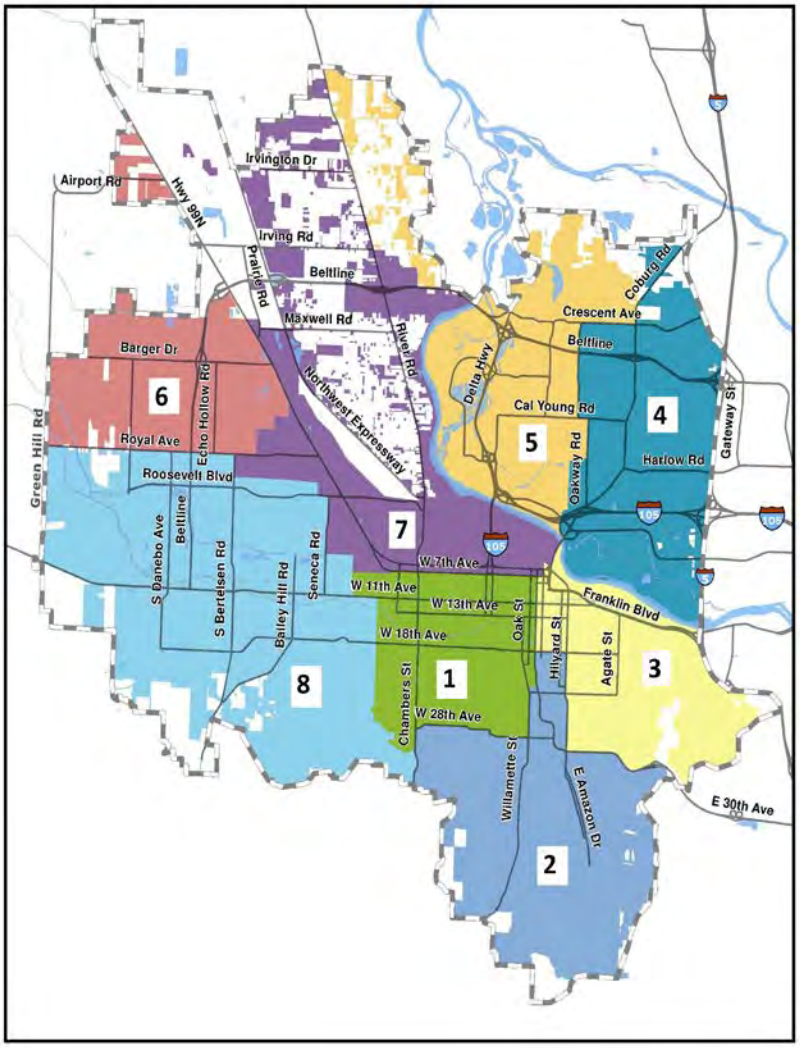
Eugene Mayor, City Council and Ward Map

Emily Semple
Term: 01/2017 - 01/2021
Ward 1

Lucy Vinis
Term: 01/2017 - 01/2021
Mayor

Betty Taylor
Term: 01/2017 - 01/2021
Ward 2

Alan Zelenka
Term: 01/2015 - 01/2019
Ward 3



Jennifer Yeh
Term: 07/2017 - 01/2019
Ward 4

Mike Clark
Term: 01/2015 - 01/2019
Ward 5

Greg Evans
Term: 01/2015 - 01/2019
Ward 6

Claire Syrett
Term: 01/2017 - 01/2021
Ward 7

Chris Pryor
Term: 01/2017 - 01/2021
Ward 8

The City Council adopts goals that provide major policy direction for budget allocations and service delivery. The City Council adopted the following vision and goals in spring 2010.

VISION

Value all people, encouraging respect and appreciation for diversity, equity, justice, and social well-being. We recognize and appreciate our differences and embrace our common humanity as the source of our strength;

Be responsible stewards of our physical assets and natural resources. We will sustain our clean air and water, beautiful parks and open spaces, livable and safe neighborhoods, and foster a vibrant downtown, including a stable infrastructure;

Encourage a strong, sustainable and vibrant economy, fully utilizing our educational and cultural assets, so that every person has an opportunity to achieve financial security.

GOALS AND OUTCOMES

Safe Community

A community where all people are safe, valued and welcome.

- **Decreased property crime**
- **Greater sense of safety (especially downtown)**
- **Visible and accessible police presence**
- **Better police/community relations**

Sustainable Development

A community that meets its present environmental, economic and social needs without compromising the ability of future generations to meet their own needs.

- **Increased downtown development**
- **Strategic job creation/decreased unemployment**
- **Support for small and local business**
- **Decision-making that weighs economic, social equity and environmental (triple bottom line) effects**

Accessible and Thriving Culture and Recreation

A community where arts and outdoors are integral to our social and economic well-being and are available to all.

- **Accessible to all incomes**
- **Preserve strength in arts and outdoors**
- **Invest in arts and culture as an economic engine**

Effective, Accountable Municipal Government

A government that works openly, collaboratively, and fairly with the community to achieve measurable and positive outcomes and provide effective, efficient services.

- **Transparent and interactive community**
- **Public engagement that involves the community broadly**
- **Stronger partnership between government entities**

Fair, Stable and Adequate Financial Resources

A government whose ongoing financial resources are based on a fair and equitable system of revenues and are adequate to maintain and deliver municipal services.

- **A long-term sustainable budget**
- **New or expanded revenue sources**
- **Accessible and transparent financial information**

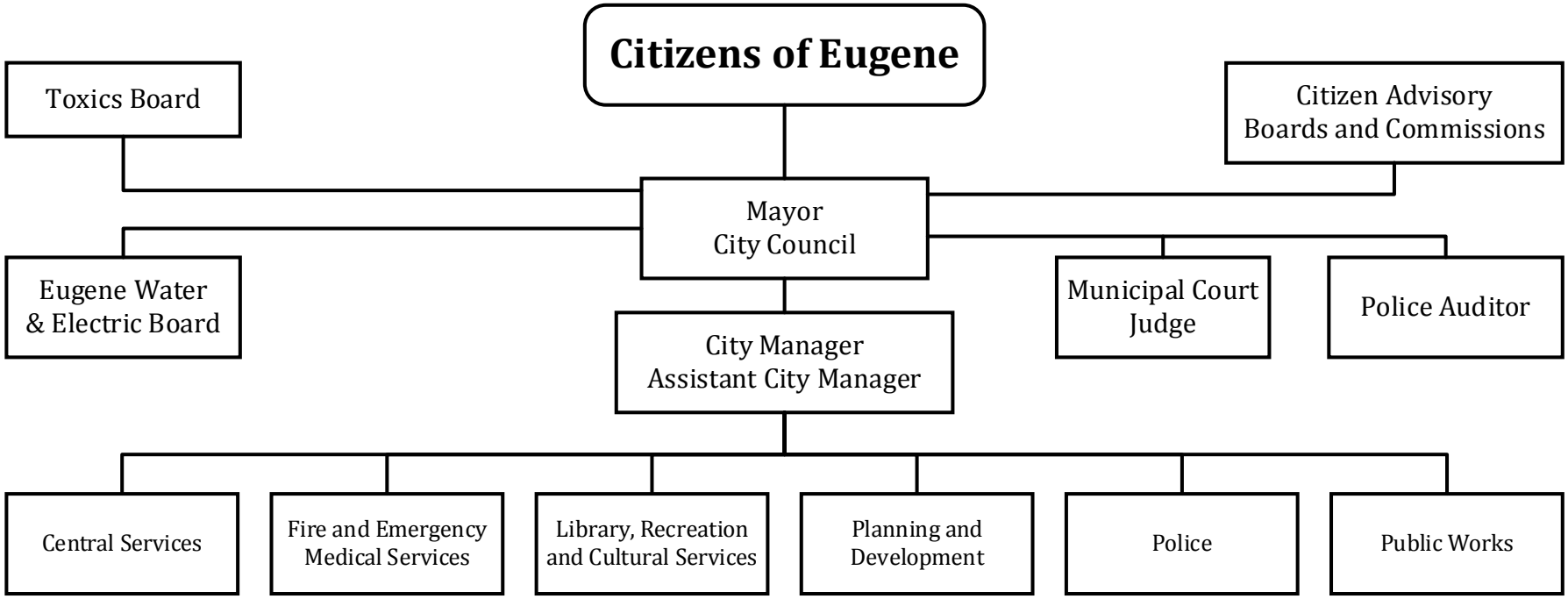
The citizens of Eugene are the most important part of the City organization. Councilors are elected by the citizens to represent their interests on the Council, and City services are directed to meet their needs. Public hearings are routinely held so that citizens can contribute to the planning and budgeting process of the City.

Another way for citizens to have input in how the City is governed is through the City's advisory groups. The City of Eugene uses three types of advisory groups. The first type of advisory group is the standing committee. The Mayor and City Council appoint citizens to serve on six standing committees: the Budget Committee, the Human Rights Commission, the Planning Commission, the Police Commission, the Civilian Review Board and the Sustainability Commission. These committees make recommendations to the City Council on policy issues and advise City staff on certain operational matters.

The second type of advisory group is the ad hoc committee. The City Council appoints ad hoc committees to study and make recommendations on specific issues. These committees disband when the assigned task is completed.

The City's third type of advisory group is the departmental advisory committee. These groups are formed on an as-needed basis to develop recommendations for City staff. Members of these groups are appointed by City staff, work on one issue and meet for a limited period of time.

To ensure a wide range of viewpoints on departmental advisory committees, members are selected from three pools. The special interest pool is made up of people with technical expertise or other previous involvement on the issue. The neighborhood pool is comprised of representatives from Eugene's neighborhood organizations. The voter pool is a randomly generated list of registered voters who have expressed a willingness to serve on advisory committees.



The services provided by Central Services include support for the City Manager and elected officials; legal services; information services; neighborhood services; facility planning, construction oversight and maintenance and preservation of public buildings; management of City finances; personnel and risk services including hiring, training and development, labor relations, employee benefits, workers' compensation, safety, liability and property claims management and emergency management. The City Prosecutor's Office and Municipal Court services are also provided within Central Services.

This department provides fire and emergency medical services to Eugene and the adjacent districts that contract for services. The department also responds to regional hazardous materials incidents.

The mission of this department is to broaden community access to lifelong learning, recreation, and cultural experiences. The facilities managed by this department include the Hult Center for Performing Arts, the Eugene Public Library, community centers, senior centers, and swimming pools.

By focusing on planning, development, and building safety activities, this department aids the City Council in setting the course for social, economic, and physical development in Eugene. Specific services include long-range planning, land use application processing, permit services, building code enforcement, and community development.

This department provides emergency and incident response to calls to protect the lives, rights, and property of citizens. The department also provides proactive problem management and community services which promote a safer community and prevent crime.

Among the services and programs managed by the Public Works Department are the Wastewater Treatment Plant; the Eugene Airport; streets, sidewalks, street trees, bike paths, traffic lights, and street lights; engineering services; and the construction and maintenance of parks and sewers.

Services in the Budget Document

The City of Eugene provides a wide range of services to its citizens. This budget document provides two views of the Operating Budget: the department view and the service view.

Department View

The department view presents the budget for each department and division and includes organization charts and a description of department functions. The City is comprised of six departments: Central Services; Fire and Emergency Medical Services; Library, Recreation and Cultural Services; Planning and Development; Police; and Public Works. The department view answers such questions as: "How is the City organized to deliver services? What appropriation is budgeted for each major organizational unit?"

Service View

The service view presents the operating budget for the City's 44 service categories. In the budget, these services have been grouped into the following broad service areas:

- **Public Safety Services** include fire prevention and firefighting, emergency medical services, 911 call taking and dispatch services, police patrol and investigation services, municipal court, and animal control services. The City also provides social services through partnerships with other public and private non-profit agencies.
- **Infrastructure and Planning Services** include acquisition, development and maintenance of streets, sewers, parks, buildings, parking lots and structures. These services also include land use planning, issuance of building permits, administration of the Community Development Block Grant and Urban Renewal Agency, and operation of the airport.
- **Culture and Recreation Services** include the Eugene Public Library, recreational services, and operation of the Hult Center for the Performing Arts and Cuthbert Amphitheater.
- **Central Business Functions** include civic leadership and collaboration services, human rights and neighborhood involvement, human resources, financial services, fleet services, legal services, information technology, and other business management services. Although these services are primarily internal to the organization, they enable the City to provide services to the community in an efficient manner.

Local Budget Law

The framework for municipal budgeting is established by Oregon's Local Budget Law as set forth in Chapter 294 of the Oregon Revised Statutes. This law has two major objectives:

- To provide standard procedures for preparing, presenting, adopting and administering local government budgets; and
- To ensure citizen involvement in the preparation of the budget by providing public exposure to the budget and opportunities for public comment before its final adoption.

Budgeting in Oregon is a joint effort between the people affected by the budget and the appointed and elected officials responsible for providing the services. Elected or appointed officials determine the allocation of resources to the service system. The budget process encourages citizens to provide comments about proposed programs and fiscal policies. The State of Oregon Department of Revenue verifies that local government budgets are prepared according to the Oregon Local Budget Law.

To give the public ample opportunity to participate in the budgeting process, Local Budget Law requires that a budget officer be appointed and a Budget Committee be formed. The budget officer, who is the City Manager, draws together necessary information and prepares the first draft of the budget. The Budget Committee then reviews and revises the proposed budget before making a recommendation to the City Council. Notices are published, budgets are made available for review, and at least two public hearings are held – one before the Budget Committee and one before the City Council. These requirements encourage public participation in the budget-making process and provide public exposure to budgeted programs and fiscal policies before the governing body of the municipal corporation adopts the budget.

Citizen involvement in the budget cycle varies from one community to the next. Each local government prepares a budget that clearly outlines its fiscal policies and is satisfactory to the voters of the jurisdiction.

In addition to governing the budget process, Oregon law limits the taxing authority of municipalities. While fees and charges for services provide revenue for local government, the primary source of revenue in the City's General Fund is property taxes. When determining the level of services deemed essential, the Budget Committee also determines the amount of property taxes that needs to be levied to meet expenditures.

Oregon Administrative Rules, implementing Chapter 294 of the Oregon Revised Statutes, require jurisdictions within Oregon to propose and adopt balanced budgets. According to the State of Oregon definition (OAR 150-294.388), a balanced budget is an estimate of expenditures and resources whereby total resources in a fund equal the total expenditures and requirements for that fund, and the total of all resources equal the total of all expenditures and all requirements for all funds of the jurisdiction.

City of Eugene Budget Process

There are four distinct phases in the City's budget cycle:

- The **preparation** stage, when the City Manager develops strategies for the upcoming budget, and City staff balances projected revenues and expenses and develops the City Manager's proposed budget;

- The **review and approval** stage, when the Budget Committee reviews the City Manager's proposed budget, holds a public hearing, formulates and forwards its budget recommendation to the City Council, which adopts the annual budget for the next fiscal year;

- The **implementation** stage, when services and policies financed by the approved budget are carried out; and

- The **evaluation** stage, when audits are conducted, and annual financial reports are produced.

The process involves a coordinated effort between the City Council, the Budget Committee, the City Manager, the Finance Division and department staff. The entire process covers a period of more than two years.

Adjusting the Adopted Budget

Local Budget Law outlines a supplemental budget process whereby changes can be incorporated into the approved budget. Supplemental budgets typically require a public hearing prior to City Council approval.

Examples of adjustments to the budget might include any of the following:

- Unanticipated expenditures;
- Adjustments resulting from the year-end audit;
- Grants received for specific programs or services; or
- Reprogramming existing appropriations to different purposes or to continue programs that were not completed during the prior year.

Prior to a supplemental budget, the City Council receives a briefing memo on the proposed amendments to the budget. Council then holds a public hearing and accepts testimony from those wishing to speak. At the meeting, Council has the opportunity to ask questions.

Following testimony and any further discussion, the City Council takes action on the supplemental budget. Once it has been approved, the legal levels of appropriation for the fiscal year are changed.

Evaluation

The City prepares a Comprehensive Annual Financial Report (CAFR) after the close of each fiscal year. The CAFR includes, among other things, a comparison of the budget and the actual results for the just-ended fiscal year and a statement about the ending balance for each fund. The purpose of

the CAFR is to provide citizens, investors, grantor agencies and other interested parties with reliable financial information about the City on a standardized basis.

The City is required to contract with an authorized accounting firm for the audit of its accounts and fiscal affairs under Oregon laws (ORS 297.425). The auditors conduct the audit of the City's basic financial statements in accordance with the Generally Accepted Auditing Standards and the Minimum Standards for Audits of Oregon Municipal Corporations. The main purpose of the audit is to ensure that there is reasonable assurance about whether the basic financial statements prepared by City staff are free of material misstatement and whether the City complied with the laws and regulations pertaining to federally funded programs. In addition to state and federal requirements, the City has a contractual obligation in connection with its debt issuances requiring the City to issue annual audited financial statements.

The City contracted with the firm of Isler CPA for the audit of the City of Eugene's financial statements for the fiscal year ended June 30, 2017. Isler CPA issued an unqualified opinion ("clean opinion") on the basic financial statements. A clean opinion is an important indicator of sound financial management and creditworthiness to the citizens, other governmental jurisdictions (state and federal), credit rating agencies, investment bankers, bond holders and other private sector entities. In addition, two reports that specifically address compliance with federal laws, regulations, contracts and grants indicated that the auditors found no material instances of the City's noncompliance with these requirements, nor were there any findings or questioned costs noted in relation to federal awards made to the City.

September - December 2017

- Staff prepared the FY18 September Supplemental Budget (SB) which amends the FY18 Budget to appropriate funds and recognize an interfund loan to purchase radios for the Eugene Police Department.
- ⓘ FY18 SB1 advertisement, public hearing and Council action for adoption.
- Citizen members of the Budget Committee conduct service profile reviews for ten City services.
- FY17 financial audit is completed.
- Staff prepares the FY18 December SB which amends the FY18 Budget for unanticipated revenues and expenditures and audited Beginning Working Capital.
- ⓘ FY18 December SB advertisement, public hearing and Council action for adoption.

January - Mid-April 2018

- City staff prepares the FY19 Proposed Budget.
- Budget Committee hosts a workshop in preparation for the spring budget process.

Mid-April - May 2018

- City Manager presents the FY19 Proposed Budget.
- ⓘ Budget Committee conducts two public comment opportunities and one public hearing.
- Budget Committee votes to recommend to the City Council the FY19 Proposed Budget with several additions, including recognizing the passage of the Parks and Recreation Bond (Ballot Measure 20-289) and operating levy (Ballot Measure 20-288) approved in the May 15, 2018 election.

June 2018

- Summary of the FY19 budget as recommended by the Budget Committee is published per Oregon Local Budget Law.
- ⓘ City Council conducts a public hearing and adopts the FY19 budget for the City of Eugene, including approval to receive State Revenue Sharing.
- ⓘ June SB amending the FY18 budget for unanticipated revenues and expenditures is advertised and presented to the City Council for approval.
- ⓘ City Council conducts a public hearing and adopts the June SB.
- Fiscal year ends on June 30.

July 2018

- New fiscal year begins July 1.
- FY19 tax levies are certified and sent to the Lane County Assessor by July 15.
- FY18 financial audit begins.

ⓘIndicates opportunities for public input

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, 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.

Revenue Summary

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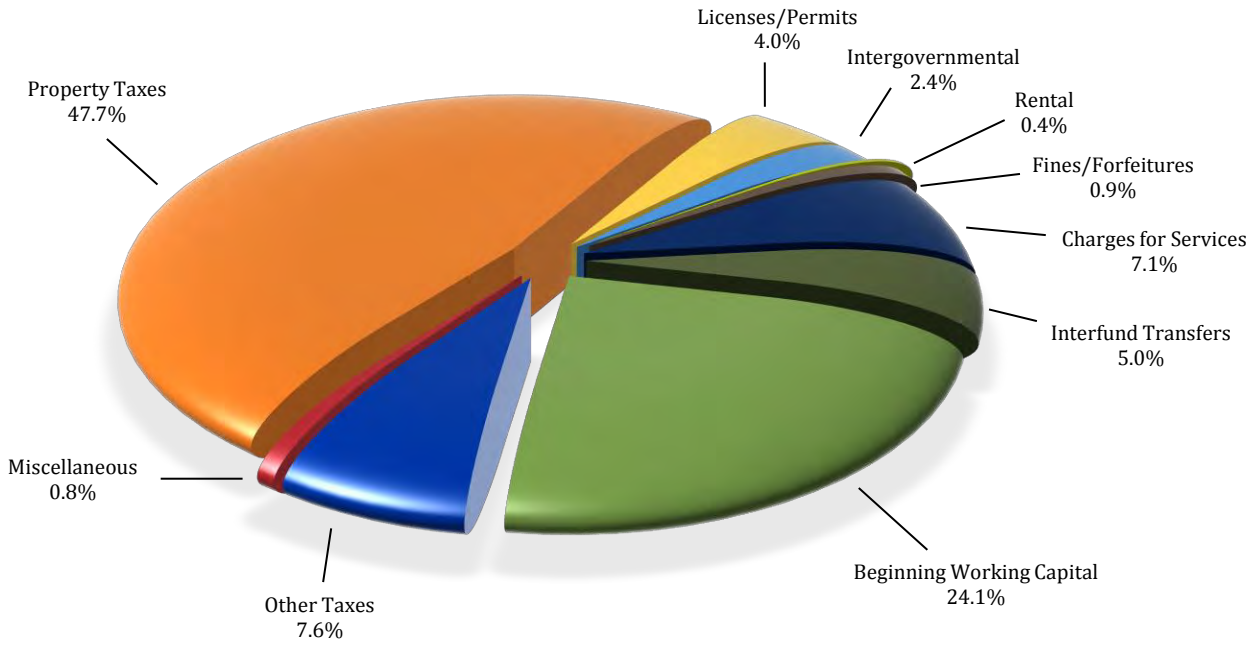
ALL FUNDS

	Resources	Requirements		
		Department Operating	Capital Projects	Non-Departmental
General Fund	$215,734,502	$157,307,998	$0	$58,426,504
Special Revenue Funds				
Community Development	14,712,712	3,244,642	730,256	10,737,814
Construction and Rental Housing	14,883,322	8,632,231	0	6,251,091
Library Local Option Levy	3,759,252	2,417,582	0	1,341,670
Library, Parks and Recreation	5,448,367	377,000	731,036	4,340,331
Parks and Rec Local Option Levy	2,977,000	2,430,000	0	547,000
Public Safety Communications	3,904,309	2,219,619	0	1,684,690
Road	18,586,874	14,694,473	0	3,892,401
Solid Waste and Recycling	1,731,863	1,111,696	0	620,167
Special Assessment Management	1,254,989	104,728	0	1,150,261
Telecom Registration/Licensing	7,767,171	3,308,520	0	4,458,651
Debt Service Funds				
General Obligation Debt Service	13,687,225	0	0	13,687,225
Special Assessment Bond Debt	296,995	0	0	296,995
Capital Projects Funds				
General Capital Projects	40,103,198	20,000	35,297,817	4,785,381
Special Assessments Capital Projects	1,326,886	0	0	1,326,886
Systems Development Capital Projects	35,946,674	673,332	24,075,272	11,198,070
Transportation Capital Projects	51,906,702	0	50,589,857	1,316,845
Enterprise Funds				
Ambulance Transport	11,441,135	9,603,371	0	1,837,764
Municipal Airport	39,035,225	10,767,368	16,417,223	11,850,634
Parking Services	10,803,505	6,779,143	1,720,633	2,303,729
Stormwater Utility	31,059,510	16,574,573	8,217,835	6,267,102
Wastewater Utility	62,264,375	24,932,977	7,457,812	29,873,586
Internal Service Funds				
Facilities Services	15,285,939	10,847,566	752,567	3,685,806
Fleet Services	32,273,007	16,401,757	0	15,871,250
Information Systems and Services	16,120,047	13,015,741	0	3,104,306
Professional Services	7,773,069	6,747,126	0	1,025,943
Risk and Benefits	62,149,664	39,378,122	0	22,771,542
Total	**$722,233,517**	**$351,589,565**	**$145,990,308**	**$224,653,644**

Total General Fund Resources — $215.7 Million
All Subfunds

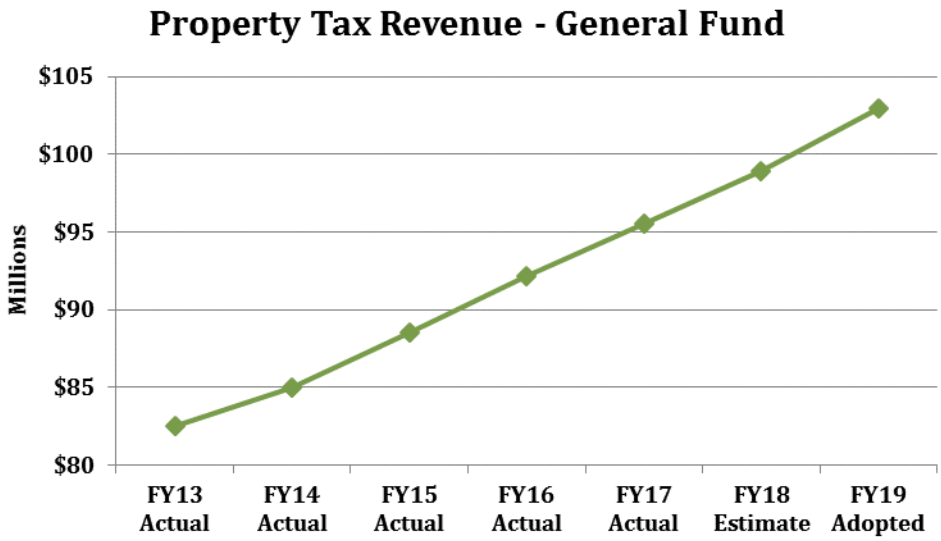


General Fund

	FY18 Adopted Budget	FY19 Adopted Budget	$ Change	% Change
Taxes				
Property Taxes	$98,508,000	$102,909,000	$4,401,000	4.5%
Other Taxes	16,159,000	16,440,000	281,000	1.7%
Subtotal Taxes	114,667,000	119,349,000	4,682,000	4.1%
Licenses/Permits	7,339,144	8,723,816	1,384,672	18.9%
Intergovernmental	5,136,876	5,277,000	140,124	2.7%
Rental	507,830	562,830	55,000	10.8%
Charges for Services	16,117,207	15,232,123	(885,084)	-5.5%
Fines/Forfeitures	2,090,000	1,894,575	(195,425)	-9.4%
Miscellaneous	841,734	1,756,914	915,180	108.7%
Interfund Transfers	10,225,107	10,850,023	624,916	6.1%
Beginning Working Capital	53,876,942	52,088,221	(1,788,721)	-3.3%
Total Resources	**$210,801,840**	**$215,734,502**	**$4,932,662**	**2.3%**

Property Taxes

Property taxes are the largest source of revenue in the General Fund, representing approximately 63% of the General Fund's annual operating revenues. The total FY19 estimated property tax collection (current and delinquent taxes) is $102.9 million.



Oregon Property Tax Limitation Measure 50, passed by the voters in May 1997, determines the methodology by which properties are assessed and taxed. The City of Eugene has a permanent tax rate of $7.0058 per $1,000 of assessed property value. However, the effective tax rate is lower than the permanent rate due to the impact of the Urban Renewal Agency division of tax calculations. Additionally, growth in the assessed value of a property may not exceed 3% from the previous year, unless there are significant improvements to the property. Tables with historical and current property tax levies and rates can be found at the end of this section.

Property taxes are dependent primarily on two other factors besides rates: total taxable assessed value and property tax collection rate. The FY18 Adopted Budget assumed a 94.5% collection rate (applied against the gross tax levy) and a 3.8% growth in total taxable assessed value. However, the certified taxable assessed value grew at a rate of 4.4% in FY18, which was higher than anticipated. The FY19 Adopted Budget assumes no change in the tax collection rate at 94.5% and a moderate taxable assessed value growth of 4.0%.

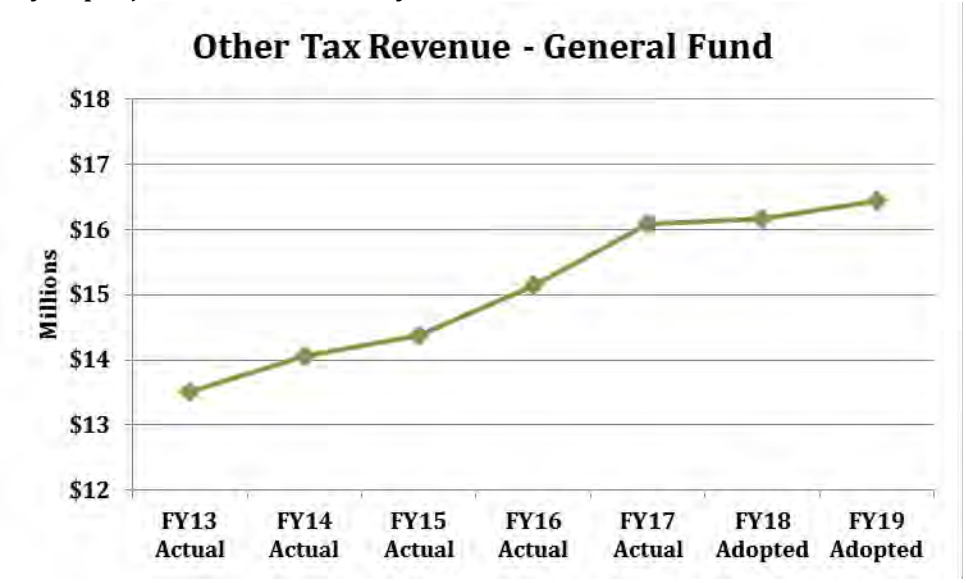
Delinquent property tax payments are returning to pre-recessionary levels and are projected to decrease slightly to $1.7 million in the FY19 Adopted Budget, compared to an estimated $1.8 million in FY18.

Methodology

The current property tax revenue projection for the upcoming fiscal year is produced by a model that combines a number of qualitative and quantitative components. The model's independent variables include the City's permanent tax levy rate, prior year's certified taxable assessed property value, trends in real market values, application of constitutional property tax limitations, prior years' property tax collection experience, expert opinions of state and local economists regarding employment, inflation and building activity, and experienced judgment of taxpayers' ability to pay given economic conditions and total tax load.

Other Taxes

Other taxes are the second largest category of operating revenue in the General Fund. This revenue category is projected to increase by 1.7%, or $0.3 million, over the FY18 Adopted Budget.



The primary revenue source in this category is the Contribution in Lieu of Taxes (CILT) from the Eugene Water & Electric Board (EWEB). EWEB pays the City a CILT on electric utility revenues according to a memorandum of understanding signed in 2014. This agreement can only be changed by mutual consent between the EWEB Board and the Eugene City Council. The methodology removes the volatility in wholesale CILT revenues experienced in years prior to FY15. The FY19 Adopted Budget assumes CILT revenues will remain unchanged with projected revenues at $13.3 million.

The transient room tax supports the Cultural Services subfund of the General Fund and is a 4.5% room tax collected from any person occupying lodging within Eugene for 30 days or less. For FY19, Eugene's share of the transient room tax is projected to increase 8.0% from the FY18 Adopted Budget to $2.7 million.

In November 2016, Eugene voters approved a local 3% tax on the retail sales of marijuana. The FY19 budget includes an estimated $425,000 from this revenue source, an increase of $105,000, or 32.8% from FY18 Adopted Budget.

Methodology

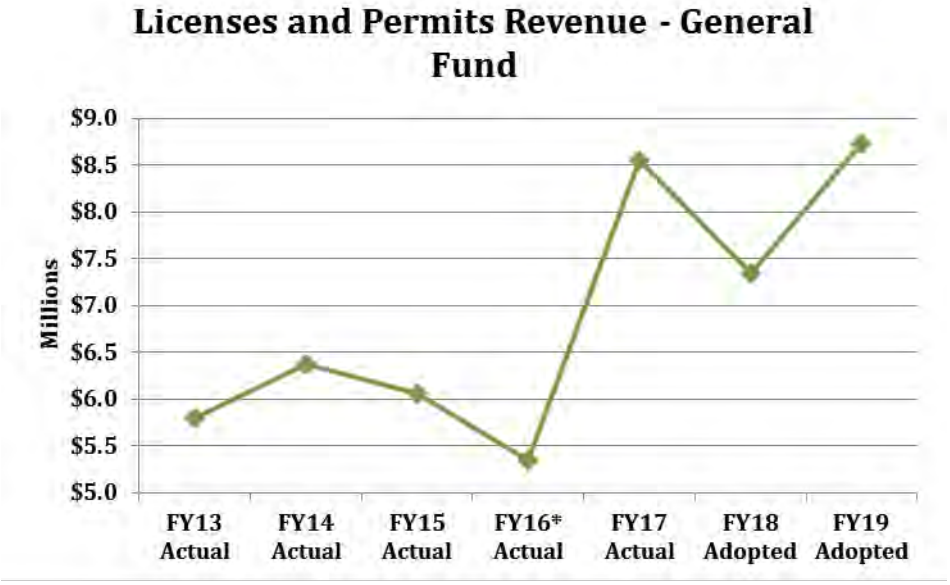
CILT revenues are projected by EWEB and City staff using a quantitative/qualitative model based on trends in electricity sales, adjusted for expected retail electricity rate changes, expected change in local industrial demand, and overall community growth. Beginning in FY15, CILT revenues are determined based on a revised methodology that was approved by the City Council and the EWEB Board.

Transient room tax revenue is estimated based on a number of variables, including trends experienced over the last several fiscal years, any large events that have been booked in the immediate area that are likely to attract out-of-town visitors, increases in the number of available rooms and the overall state of the economy.

Local marijuana tax revenue estimate is preliminary due to limited availability of historical data. Staff will continue to revise the revenue estimate methodology as more data becomes available.

Licenses and Permits

Licenses and permits revenue in the General Fund is projected to reach $8.7 million in FY19, an increase of $1.4 million compared to the FY18 Adopted Budget. Overall, public right-of-way use/license fees account for 94% of the revenue in this category and are assessed to companies such as natural gas and telecommunication providers that distribute products and services using the City's right-of-way.



*FY16 amount does not include the $18.75 million Comcast settlement amount for comparison purposes. FY16 only includes three-quarters of License and Permit payments due to an accelerated accrual schedule for a more timely production of the Comprehensive Annual Financial Report.

Licenses and permits revenue is projected to increase by 18.9% in FY19, compared to the FY18 Adopted Budget. The anticipated increase in FY19 is due primarily to the legal settlement with Comcast regarding ongoing payments for use of the City's right-of-way. The FY19 budget includes $2.2 million of ongoing annual revenue from Comcast related to the legal settlement.

Due to the legal settlement, telecommunications right-of-way use fees are projected to account for a larger share of the Licenses and Permits revenue category in future years. The Telecommunications Ordinance #20083 was enacted in 1997, and revenue is directed into the General Fund and the Telecommunications Registration and Licensing (Telecom) special revenue fund. The General Fund receives 7% of gross revenues earned in the City for use of the right-of-way, and the Telecom Fund receives funds from a 2% tax on gross revenues from telecommunications activity in the City (see Non-General Fund Revenue Assumptions).

Methodology
Franchise fees for use of the City's right-of-way and licenses and permits revenue are based on a time series trend of actual revenue collections, expected growth rates and any relevant rate changes.

Intergovernmental Revenues

In FY19, intergovernmental revenue is projected to be $5.3 million, an increase of 2.7%, or approximately $140,000, compared to the FY18 Adopted Budget. The projected increase in FY19 is primarily due to revenue sharing from state marijuana tax. The FY19 figures do not include new grants that may be received throughout the fiscal year.

State Shared Revenues represent aproximately 99% of the budgeted intergovernmental revenues. These revenues are received as tax distributions from the State of Oregon as governed by the provisions of Oregon Revised Statues (ORS) 471.810, ORS 221.770, ORS 323.455 and Section 44, Chapter 1 of Oregon Laws 2015. They include liquor taxes distributed to cities on a per capita basis; liquor taxes distributed on a formula basis which compares a city's consolidated property tax rate, per capita income and population against a statewide average (often referred to as State Revenue Sharing); and $0.02 of the cigarette tax distributed on a per capita basis.

The City began receiving revenues from recreational marijuana sales in FY18 per the revenue sharing formula described in statute, which allocates 10% of tax revenues from recreational sales to cities. Legislation passed in the 2017 legislative session changed the distribution of this revenue to be 75% based on population and 25% on licensure numbers in the city compared to the total licenses in all cities.

Due to complexities inherent to projecting marijuana program costs, the implications of the distribution formula and the newness of the revenue source, it remains difficult to accurately project revenues from state marijuana taxes. As more data becomes available, the estimates for this revenue source will be revised.

Intergovernmental grant revenues are typically not included in the adopted budget because the exact amounts of future grant revenues are not known during the budget preparation process. Instead, grant revenues and corresponding expenditure increases are recognized via the supplemental budget process, after the grants are awarded and the exact revenue amounts are known.

Methodology
The League of Oregon Cities provides per capita liquor and cigarette revenue estimates for cities. State Revenue Sharing is based on five years of historical data and legislative appropriations, subsequently adjusted up or down based on the state fiscal outlook. A conservative estimate for state marijuana tax was used as there is currently limited historical data.

Rental Revenues

General Fund rental revenues are largely generated by fees paid for exclusive use of picnic shelters or other park, recreation and library facilities. The FY19 budgeted rental revenue is $0.6 million, an increase of 10.8%, or $55,000, from the FY18 Adopted Budget. The primary reason for the increase in FY19 is a projected increase for building and land rental.

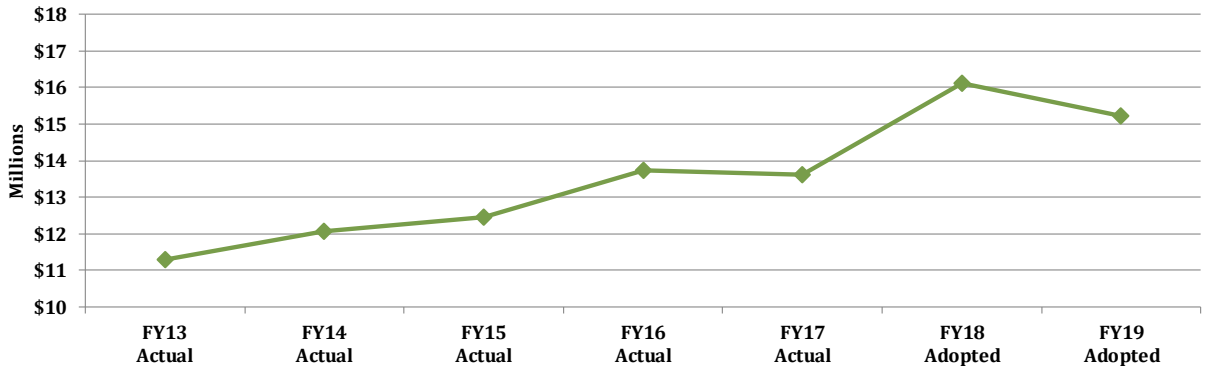
Methodology
Rental revenue is based on a time-series trend of the past five years and anticipated rental fee increases.

Charges for Services

Charges for services is the third largest operating revenue category in the General Fund and is projected to total $15.2 million in FY19, which reflects a decrease of $0.9 million, or 5.5%, less than the FY18 Adopted Budget. The decrease is the result of a reduction in projected Ground Emergency Medical Transport (GEMT) reimbursement revenues the City anticipates receiving in FY19. The Oregon Health Authority is currently in the process of developing the fee-for-service element of the GEMT program.

Many activities provided by the City of Eugene charge a user fee to offset some or all of the cost of providing the service. Nearly all of the revenue in this category comes from program operations. Examples are recreation classes, fire dispatching contracts, spay/neuter services and zoning and vacation charges.

Charges for Services Revenue - General Fund



Charges for services also includes some non-operating revenues. For example, Municipal Court is required to impose and collect a unitary assessment that is distributed to the state and county for cases of conviction for the commission of a crime or violation.

Methodology
Charges for services revenue is based on a time-series trend of the past five years and is adjusted for changes in user fee schedules, inflation, population growth, police staffing levels, land use application activity, court filings and other program-specific variables.

Fines and Forfeitures

Municipal Court generates approximately 79% of fines and forfeitures revenue. This revenue category also includes animal control fines, library fines, civil penalties associated with nuisance abatement, and police confiscations and towing charges. For FY19, fines and forfeitures revenue is expected to decrease by 9.4%, or approximately $195,000, to $1.9 million. This decrease is due primarily to a projected drop in court fines.

Most of the Municipal Court fine revenues for specific offenses fall into a range established by the State of Oregon and defined in the Oregon Revised Statutes (ORS). fines pertaining to ordinance violations are set by City Council. The judge is given the authority, per Eugene Code 2.755, to establish a bail/base fine schedule within the limit set by the offense and state law. The judge has the discretion to impose a fine based on various factors including severity of the offense and previous offenses.

Methodology
Fines and forfeiture revenues are based on a time-series trend of the past five years and adjusted for any increase in the fines schedule.

Miscellaneous

Overall revenues in this category are projected to increase $915,000 from FY18 to FY19. The primary reason for the increase in miscellaneous revenues is due to a $693,000 increase in recovery revenues from the City of Springfield for merged fire operations costs. The remaining increase in revenues is due to a $214,000 projected increase in interest on investments from the City's portfolio. For budgeting purposes, Finance staff estimate that the City's budgeted portfolio rate will increase to 1.50% in FY19 from the projection used for FY18 of 1.35%.

Methodology
Interest earnings are projected based on a combination of expected future interest rates and projected cash balances in each City fund. Interest rates are expected to trend upward in FY19 compared to the estimated 1.35% rate in the FY18 Adopted Budget. As a result, the City's portfolio interest rate is projected to average 1.50% in this fiscal year. Cash balances in each fund are estimated based on historic trends and any extraordinary activity expected during the year.

Interfund Transfers

Most interfund transfers are payments to the General Fund for central business support services used by other funds. For efficiency purposes, the City budgets central business support services, such as Finance and Human Resources, in the General Fund and then charges other funds for these services. The Central Services Allocation (CSA) is based on a modified version of the approved Federal Cost Allocation Plan. The FY19 CSA that will be charged to all funds is approximately $9.2 million, which is an increase of 8.5% or $715,000 over the FY18 Adopted Budget. This increase is primarily due to personnel and M&S cost increases from inflation.

The FY19 Adopted Budget also includes other transfers, such as $450,000 from the Telecommunications Fund. The Ambulance Transport Fund will transfer approximately $0.4 million to the General Fund for reimbursement of dispatch services. The Parking Fund will transfer $0.8 million to the General Fund to provide funding for downtown public safety.

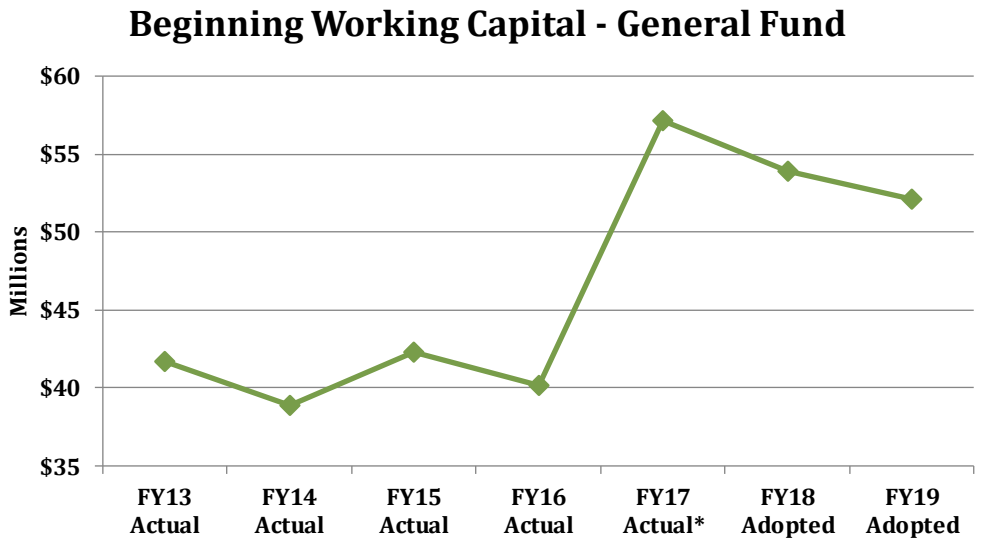
Methodology
The City allocates certain indirect costs incurred by the central services function of the General Fund to General Fund direct programs (Police, Fire, etc.) and Non-General Fund programs to recover expenditures made on behalf of those programs. The methodology for this approach is to allocate the costs of central business functions and department/division administration based on use statistics and other metrics and then divide that allocation by personnel costs (direct wages and benefits) for a particular service. The allocation basis is the same for the General Fund and Non-General Funds; General Fund programs do not budget a CSA transfer because their expenses are already accounted for in the General Fund.

Beginning Working Capital

The total budgeted FY19 Beginning Working Capital (BWC) in the General Fund is $52.1 million, a decrease of 3.3% or $1.8 million from the FY18 actual BWC level. Most of this decline is in the main subfund of the General Fund and is a result of City Council budget decisions that result in operating expenditures exceeding operating revenues. The large increase in FY17 BWC was due to

the legal settlement with Comcast in the fall of 2016 and was recorded in FY16, thus increasing FY17's BWC.

Methodology
The Adopted Budget's Beginning Working Capital estimate is equal to the previous year's ending working capital estimate. This is determined by taking the previous year's audited Beginning Working Capital value and adjusting it up or down based on year-end revenue and expenditure estimates.



*Includes $18.75 million from Comcast legal settlement received in September 2016.

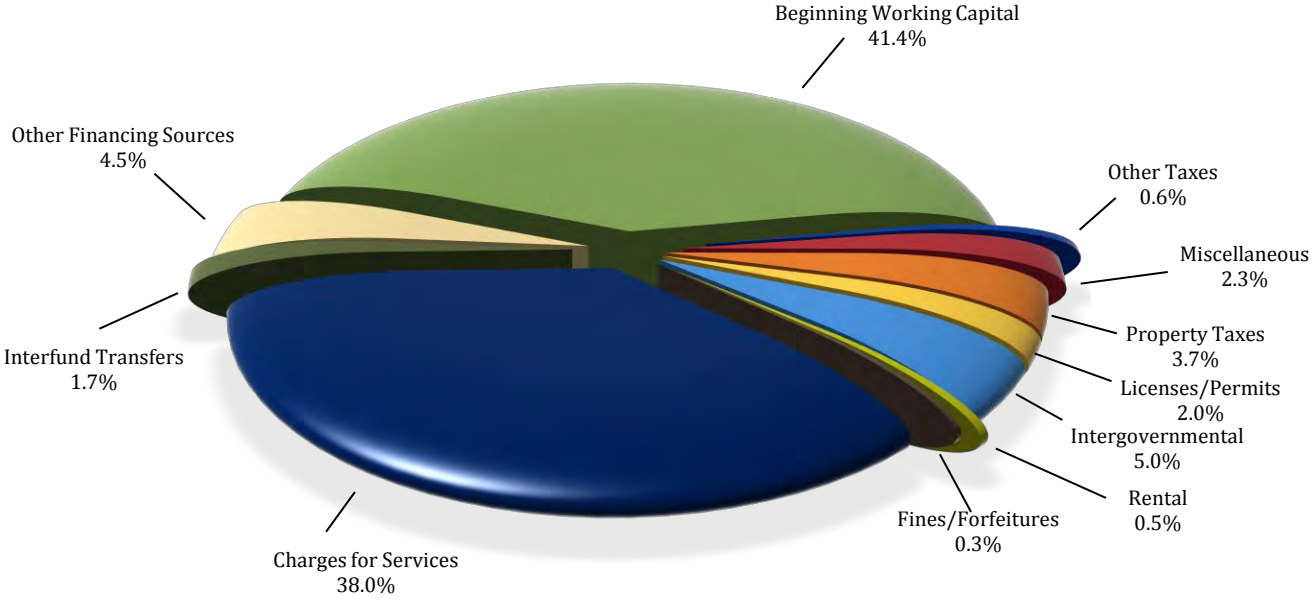
General Fund Resources Ten-Year Trends

Fiscal Year	Taxes[1]	Licenses and Permits[2]	Inter-governmental	Rental	Charges for Services	Fines and Forfeitures	Misc.	Interfund Transfers	Beginning Working Capital	Total
FY10	$93,555,106	$5,820,404	$4,094,217	$96,641	$10,962,825	$2,950,245	$828,858	$10,688,615	$31,959,457	$160,956,368
FY11	94,477,143	5,664,386	4,492,415	96,942	11,300,032	2,864,390	791,835	10,957,741	39,066,297	169,711,181
FY12	95,408,813	5,882,739	5,728,876	114,379	11,020,946	2,631,021	653,589	8,966,512	44,902,016	175,308,891
FY13	96,049,499	5,800,117	5,438,925	118,269	11,291,868	2,251,846	1,566,053	9,320,241	41,673,438	173,510,256
FY14	99,063,832	6,827,650	5,072,898	121,745	12,070,614	2,286,976	1,396,136	9,767,993	38,845,192	175,453,036
FY15	102,866,020	6,091,361	4,945,367	114,574	12,443,858	2,386,546	588,688	9,654,131	42,332,747	181,423,292
FY16	107,289,570	24,210,284	4,744,171	533,763	13,099,290	2,378,237	943,149	9,519,145	40,179,466	202,897,075
FY17	111,631,344	8,543,746	5,496,396	669,989	13,624,368	1,934,141	1,286,504	9,803,423	57,191,384	210,181,295
FY18 - Estimate	115,411,697	8,601,480	6,249,985	614,302	15,430,656	1,853,000	1,170,954	10,225,107	59,290,763	218,847,944
FY19 - Adopted	119,349,000	8,723,816	5,277,000	562,830	15,232,123	1,894,575	1,756,914	10,850,023	52,088,221	215,734,502

Data Source: City of Eugene, Finance Division.

(1) Includes property taxes, contributions in lieu of tax, the local marijuana tax (starting in FY18) and the transient room tax.
(2) FY16 includes $18.75 million for the Comcast settlement.

Total Non-General Fund Resources — $506.5 Million
All Subfunds



Non-General Funds

	FY18 Adopted Budget	FY19 Adopted Budget	$ Change	% Change
Taxes				
Property Taxes	$15,667,331	$18,941,556	$3,274,225	20.9%
Other Taxes	3,000,000	3,000,000	0	0.0%
Subtotal Taxes	18,667,331	21,941,556	3,274,225	17.5%
Licenses/Permits	9,915,414	10,352,200	436,786	4.4%
Intergovernmental	28,384,809	25,134,170	(3,250,639)	-11.5%
Rental	2,632,969	2,370,149	(262,820)	-10.0%
Charges for Services	186,575,767	192,541,940	5,966,173	3.2%
Fines/Forfeitures	1,286,100	1,384,700	98,600	7.7%
Miscellaneous	4,497,915	11,506,534	7,008,619	155.8%
Interfund Transfers	6,241,055	8,545,300	2,304,245	36.9%
Other Financing Sources	14,145,650	22,860,770	8,715,120	61.6%
Beginning Working Capital	194,091,398	209,861,696	15,770,298	8.1%
Total Resources	**$466,438,408**	**$506,499,015**	**$40,060,607**	**8.6%**

Property Taxes

Aside from General Fund services, property taxes support General Obligation (G.O.) bonds, Library services are supported by the Library Local Option Levy, and Parks and Recreation services are supported by the Parks and Recreation Operations and Maintenance Levy passed in May 2018. Property tax revenues supporting G.O. bonds are projected to increase by 2.6%, or approximately $0.3 million, from the FY18 Adopted Budget level. The property tax collection rate for FY19 is anticipated to remain unchanged from FY18 at 94.5%. With the improved health of the local economy, the City expects property tax collection rates to remain steady. See the Impact on Taxpayers section within the Budget Summary for more information.

Methodology
The property tax revenue projections for bonds and levies for the upcoming fiscal year are calculated using voter-approved amounts, prior years' property tax collection experience, expert opinions of state and local economists regarding employment, inflation, and experienced judgment of taxpayers' ability to pay given economic conditions and total tax load.

Other Taxes (Motor Vehicle Fuel Tax)

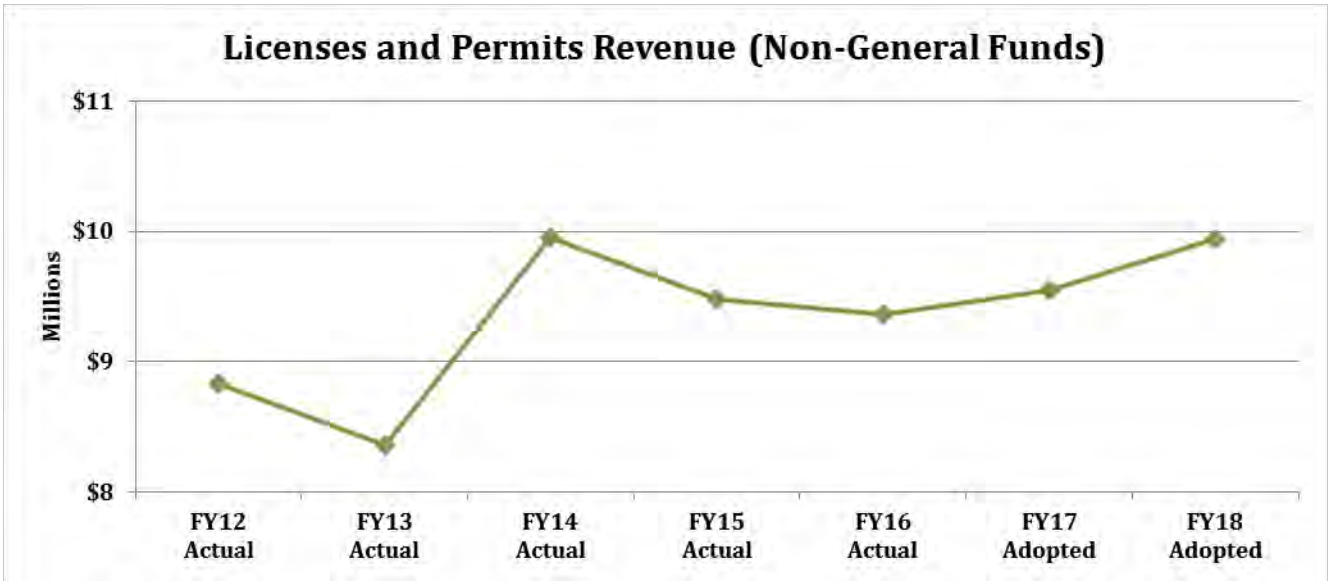
Other tax revenue refers to the local Motor Vehicle Fuel Tax (MVFT). The MVFT is authorized by Eugene City Council Ordinance 20278, which contains provisions for administration, enforcement and collection of the tax. The MVFT is a business license tax on motor vehicle fuel dealers. In January 2005, the City Council adopted an ordinance increasing the current local motor vehicle fuel tax from $0.03 per gallon to $0.05 per gallon. Fuel dealers pay a license tax computed on the basis of $0.05 per gallon of motor vehicle fuel sold. Payments are made to the State of Oregon tax administrator and are then transferred to the City.

The FY19 Adopted Budget for MVFT revenue is $3.0 million, which is the same amount that was in the FY18 Adopted Budget.

Methodology
The forecast for local Motor Vehicle Fuel Tax revenue is based on the historical trends for monthly revenue yield per penny of tax. In the last decade, the average monthly yield per penny of tax has declined due to a combination of lower vehicle miles traveled, high fuel prices and greater use of alternative transportation modes, as well as wider use of fuel efficient vehicles. The slow decline in local MVFT collections has stabilized with FY19 projections for average monthly yield per penny of tax at $50,000, yielding $3.0 million in total for the fiscal year.

Licenses and Permits

Non-General Fund licenses and permits revenue is projected to increase by 4.4%, or $0.4 million, in FY19 compared to the FY18 Adopted Budget. This increase is primarily due to the projected increase in construction activity, as well as telecom right-of-way fees. Increased commercial and residential construction activity is expected to result in additional building permit revenues in the Construction and Rental Housing Fund, while the right-of-way fees contribute to the Road Fund. The largest components in this category are building permits and telecommunications registration fees.



Construction and Rental Housing Fund license and permit revenue projections for FY19 are based on revenue trends over the last several years and anticipated increases in commercial and residential construction activity. Staff in this service area review site and structural plans, issue construction permits, and inspect construction activities within the City of Eugene and the Urban Growth Boundary. Forecasts are based on State of Oregon economic indicators for new housing starts, current land-use applications that could result in developable land (new subdivisions, planned unit developments, etc.), Eugene building permit activity trends, local economic conditions, and project proposal discussions being held in the community and with individual designers and architects. All building permit services are paid through fees assessed to each project. The Construction and Rental Housing Fund represents 41.5% of the Non-General Fund license and permit revenues.

Telecommunications 2% registration fee is essentially a business privilege tax recognized as revenue in the Telecommunications Fund. Telecommunications Ordinance (20083) was enacted in 1997 and revenue was deferred through 2003 until four legal challenges were resolved. The Telecommunications Fund receives a 2% business privilege tax on gross revenues from all telecommunications activity in the city (see General Fund Revenue Assumptions). The FY19 Adopted Budget assumes that this revenue will increase $0.1 million from the FY18 Adopted Budget level of $2.7 million. The projected increase was based on actual revenue collections during FY18. This represents 27.0% of the Non-General Fund license and permit revenues.

Forecast Methodology

Construction permit revenue forecasts are produced by a model that considers past trends in building activity combined with several economic and local development factors. These variables include permit activity level assumptions based on current and proposed land use and economic development data, local supply of buildable land and vacant buildings, and the expert opinions of state and local economists regarding population growth, inflation and building activity.

The revenue stream for the Telecommunications Fund is 2% of registrants' gross revenues derived from their telecommunication activities within the city. Generally, the top ten providers account for approximately 95% of the revenue collected. The forecast is based on current year revenues collected.

Intergovernmental

Non-General Fund intergovernmental revenues include funds received for any City project or program from federal, state and local governments. In FY19, intergovernmental revenues are projected to decrease by 11.5% from $28.4 million to $25.1 million. The decrease is the result of a $7.7 million reduction in transportation capital project grant funding within the Transportation Capital Projects Fund. At the same time, the Road Fund and Municipal Airport Fund both anticipate an increase in intergovernmental revenues in FY19 compared to the FY18 Adopted Budget.

The Road Fund is generally the largest recipient of Non-General Fund intergovernmental revenues, mostly from two sources: the State Highway Fund and Oregon Transportation Investment Act (OTIA) III distributions from the State of Oregon. The forecast for Highway Fund and OTIA III revenue is based on the most recently published growth forecast from the Oregon Department of Transportation, with Eugene's share estimated at approximately 5.9% of the amount allocated to incorporated Oregon cities. The budgeted intergovernmental revenue in FY19 for the Road Fund is anticipated to increase 20.9% from the FY18 Adopted Budget level, or approximately $2.1 million, due to a projected growth in motor vehicle tax revenue as a result of passage of House Bill 2017.

The City anticipates receiving approximately $5.2 million in Community Development Block Grant (CDBG) and Home Investment Partnerships Program (HOME) revenue in FY19 from the U.S. Department of Housing and Urban Development (HUD). The allocation of CDBG and HOME funds is guided by a Consolidated Plan, a five-year, interjurisdictional strategic plan that addresses the needs for housing, homelessness and community development throughout the Lane County area. FY19 is the third year of the Consolidated Plan. Intergovernmental revenues in the Community Development fund are projected to decrease by 0.2%, or $10,000 in FY19. The Community Development Fund represents 21.7% of the Non-General Fund intergovernmental revenues.

The Municipal Airport Fund receives Airport Improvement Program (AIP) funds from the Federal Aviation Administration (FAA) for capital improvement projects. The fund also imposes Passenger Facility Charges (PFC) on passengers using the Airport. The proceeds are restricted for use in financing eligible projects. FY19 intergovernmental revenue in this fund is estimated at $2.9 million and represents 11.6% of all Non-General Fund intergovernmental revenue. FY19 intergovernmental revenues increased $2.0 million from the FY18 Adopted Budget, due to an increase in capital grant funding.

> Forecast Methodology
> Intergovernmental revenues are estimated based on existing intergovernmental agreements and state and federal appropriations.

The FY19 Adopted Budget does not include any potential grant revenues that have not been secured yet. Additional grant revenues received in FY19 will be recognized through the supplemental budget process.

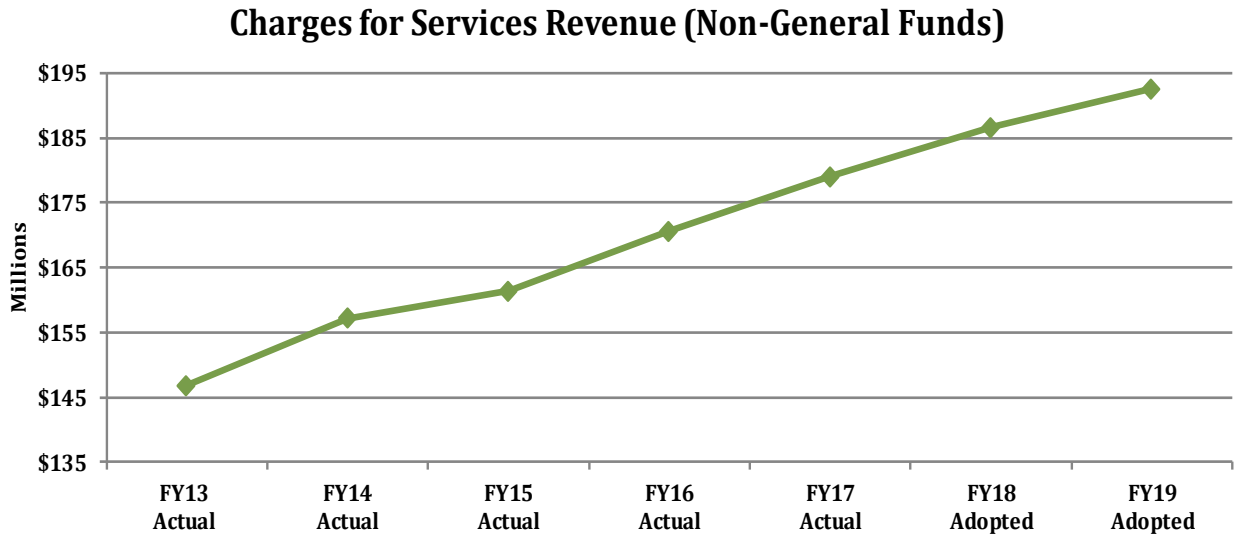
Rental

FY19 rental revenues are estimated to be $2.4 million, which is 10.0%, or $0.3 million, lower than the FY18 Adopted Budget level. Various rental revenues from car rental agencies, airlines, advertisers, concessionaires and tenants at the Eugene Airport (Municipal Airport Fund) account for 41.7% of the total rental revenue. Tenants in the Atrium building, both private and public, account for 24.7% of Non-General Fund rental revenue contained in the Facilities Services Fund. Rental space in the downtown parking structures represents another 22.0% of Non-General Fund rental revenue and is accounted for in the Parking Services Fund.

Forecast Methodology
Rental revenue is based on time-series trend of the past several years, adjusted for changes in lease agreements and projected occupancy rates.

Charges for Services

Charges for services is the largest revenue category in the Non-General Funds at $192.5 million. The FY19 Adopted Budget estimates a 3.2% increase, or $6.0 million, in charges for services revenue over the FY18 Adopted Budget.



The System Development Charges (SDC) Capital Projects Fund revenue is primarily related to construction of capacity-enhancing capital projects. Financing is provided via SDCs levied against developing properties. The City of Eugene currently has SDC charges for transportation, wastewater, stormwater and parks systems. The FY19 SDC charges for services is budgeted at $4.6 million, which is $0.2 million, or 5.6%, higher than the FY18 Adopted Budget due to projected increases in construction activity. SDC revenue represents 2.4% of all Non-General Fund charges for services.

Wastewater user fees represent the majority of charges for services in the Wastewater Utility Fund, which accounts for wastewater operations, maintenance and capital improvements for the local collection and regional treatment infrastructure. User fees are based on the use of water by individual customers. The budgeted FY19 wastewater user fee revenue is $10.7 million in local

revenue and $24.9 million in regional revenue. Total Wastewater charges for services represents 28.9% of all Non-General Fund charges for services, although the majority of these revenues are passed-through to the Metropolitan Wastewater Management Commission (MWMC).

Stormwater user fees represent the majority of charges for services in the Stormwater Utility Fund. User fees are based on a property's impervious surface area. The budgeted FY19 stormwater charges for services revenue is $19.3 million, which represents 10.0% of all Non-General Fund charges for services. Stormwater Charges, for Services revenue is projected to increase by 1.8% in FY19, or approximately $0.3 million, from the FY18 Adopted Budget level. The FY19 budgeted increase is primarily due to a 4% increase to stormwater rates beginning July 2018. The rate increase is needed to maintain current service levels, restore and rehabilitate the existing stormwater system, manage the growing inventory of green infrastructure and meet the other objectives of the City's stormwater program.

The Risk and Benefits Fund is an internal service fund which, among other resources, accounts for costs of the City's self-insurance program. The City of Eugene is self-insured for workers' compensation, unemployment compensation, general liability and employee medical and dental insurance. Actuarial valuations are the basis for recording the claims liability. User charges are based on actual experience or an estimate, depending on the nature of the insurance. This fund also accounts for the City's pension bonds. Charges are collected from each department based on the number of employees and the amount needed to pay the debt service on the pension bonds.

The FY19 charges for services in the Risk and Benefits Fund total $44.3 million, representing 23.0% of all Non-General Fund charges for services and are projected to increase 0.8%, or $0.3 million, in FY19. As a result of positive claims experience, the projected FY19 health insurance premiums are expected to remain relatively unchanged from the FY18 Adopted Budget.

The City has four other Internal Service Funds (ISF) that charge other City funds for their services. These funds represent 18.3% of all Non-General Fund charges for services, in addition to the Risk and Benefits Fund discussed above. These funds include Fleet Services, Information Systems and Services, Facilities Services and Professional Services Funds. As a group, the FY19 charges for services in these four funds will increase by 4.8%, or $1.6 million, from the FY18 Adopted Budget level to $35.2 million.

The Fleet Services Fund accounts for the purchase of vehicles, equipment, radio infrastructure and corresponding maintenance. Fleet user charges cover vehicle and equipment maintenance expenditures, as well as the purchase of new vehicles and equipment. Radio user charges cover radio equipment maintenance expenses. Total FY19 charges for services in this fund are projected to increase by 2.8%, or $0.3 million, from the FY18 Adopted Budget.

The Information Systems and Services Fund accounts for the information system implementation and services provided to other City funds and, to a limited extent, outside agencies for printing services. The fund also allocates resources for the purpose of purchasing and implementing enterprise software applications. Information Services charges for services are expected to increase by 7.4%, or $0.5 million, from the FY18 Adopted Budget. The increase is a result $0.4 million increase in funding for the City's central business software application.

The Facility Maintenance Fund accounts for general facility operations and maintenance services in City buildings. Activities supported by this fund ensure that City buildings provide a safe, functional and pleasant environment for the public and employees. Facility preservation and maintenance of public building assets reflect sound fiscal policy. FY19 charges for services in this fund are projected to increase by $0.3 million, or 2.8%, from the FY18 Adopted Budget.
The Professional Services Fund accounts for the financing, construction and preservation of capital facilities not financed by proprietary or other capital projects funds. The architectural and project management services are performed by Facilities Management Division staff. This fund has a direct relationship to City capital funds that support building construction projects, primarily the General Capital Projects Fund. FY19 charges for services in this fund is projected to increase by $0.6 million, or 8.1%, from the FY18 Adopted Budget level based on anticipated project activity.

Forecast Methodology
Charges for Services revenue in SDC, Stormwater and Wastewater Funds are projected based on a time series trend of the past five years, adjusted for construction activity, population, rate changes and projected usage.

Internal Service Fund rates are typically set at the start of the budget building process. Each model incorporates different variables and estimation methods.

- *Facilities Maintenance* rates are based on two components: maintenance services based on building type, intensity of usage, and mix of services provided to the occupying departments; and historic utility usage, as well as projected changes in utility rates.

- *Fleet Services* rates are based on three components: 1) the cost of fuel, operations, insurance, maintenance and administration calculated using the actual expenditures from the prior fiscal year; and 2) projected City and Fleet administration and risk insurance costs for the upcoming year; and 3) the estimated vehicle replacement charges.

- *Professional Services* rates are a flat rate per job classification that recovers the direct cost of that employee's time and a share of the budgeted fund and City-wide administration.

- *Risk* rates are based on actuarial projections of the City's loss experience for workers' compensation and liability claims, insurance broker projections of insurance premiums for other lines of coverage and administrative costs. The City uses a cost allocation methodology which allocates the costs based on experience and exposure. The allocation methodology varies by insurance program and is described in detail in the annual Risk Report, available on the Risk Services website.

- *Health* rates are based on actuarial projections of health insurance claims and administrative costs.

- *Information Systems and Services* rates include a monthly infrastructure rate covering services provided by the division and a monthly hardware rate covering the cost of replacement of City computing hardware. Other rates or charges are based upon a usage of the service including printing services, multi-function printing and special order technology purchases.

Fines and Forfeitures

Fines and forfeiture revenues in Non-General Funds are projected to increase by $0.1 million from the FY18 Adopted Budget to $1.4 million, a increase of 7.7%. The increase in FY19 is due to a projected increase in parking tickets. Parking ticket revenues represent 97.8% of this revenue category.

Miscellaneous

Miscellaneous revenues are budgeted to increase $7.0 million from the FY18 Adopted Budget. The reason for the increase is the FY19 Adopted Budget includes $7.1 million in miscellaneous revenues from Oregon Department of Transportation for the jurisdictional transfer of 5.4 miles of Highway 99 between I-5 and Beltline Highway. The remaining portion of miscellaneous revenue is comprised of a variety of smaller revenue sources including interest income. At the time of budget development, Finance Division staff estimated that the City's budgeted portfolio rate will increase to 1.50% in FY19 from the projection used for FY18 of 1.35%.

Methodology
Interest earnings are projected based on a combination of expected future interest rates and projected cash balances in each City fund. Interest rates are expected to trend upward in FY19 compared to the estimated 1.35% rate in the FY18 Adopted Budget. As a result, the City's portfolio interest rate is projected to average 1.50% in this fiscal year. Cash balances in each fund are estimated based on historic trends and any extraordinary activity expected during the year.

Interfund Transfers

Interfund transfers in the Non-General Funds are projected to increase by $2.3 million from FY18, to $8.5 million in FY19. This increase is primarily attributable to a $1.3 million transfer from the Road Fund to the Road General Capital Fund for the railroad quiet zones in the Downtown and Riverfront areas.

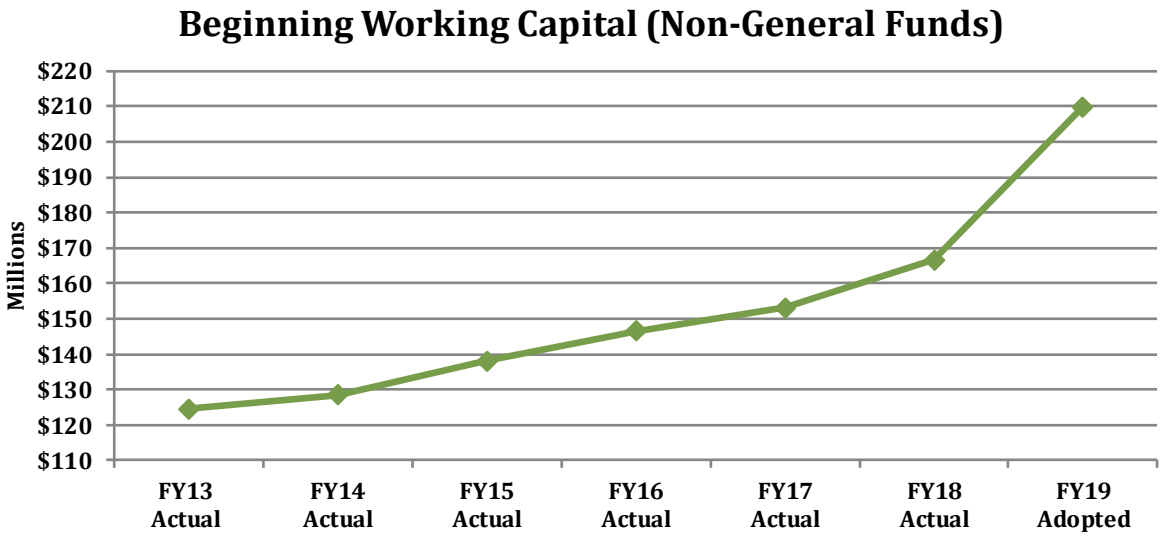
Other Financing Sources

Other financing sources are transactions such as loans between funds or bonded debt proceeds. The FY19 Adopted Budget for these revenues is 61.6%, or approximately $8.7 million, higher than the FY18 Adopted Budget for this revenue category. The increase in FY19 is primarily due to a budgeted $10 million in bonded debt proceeds in the 2018 Parks and Recreation Bond Project SubFund.

Methodology
Other Financing Sources revenue is primarily determined by anticipated capital project activity in each fiscal year.

Beginning Working Capital

There is a 25.9%, or $43.2 million, increase in the BWC from the FY18 actual level to the FY19 Adopted Budget. The FY19 increase in BWC indicates that Non-General Fund revenues and carryover balance are projected to exceed expenditures in the preceding fiscal year. The large increase in the BWC for the FY19 Adopted Budget is primarily due to the Reserve for Encumbrance (RFE) and a larger than normal capital carryover. These amounts will be reconciled on the December Supplemental Budget in FY19.



Methodology

The adopted budget's BWC estimate is equal to the previous year's ending working capital estimate. This is determined by taking the previous year's audited BWC value and adjusting it up or down based on the year-end revenue and expenditure estimates. BWC in the Adopted Budget includes a factor for RFE plus Capital Carryover Reserve.

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
0	0	Five-Year Local Option Levy for Parks and Recreation	3,150,000	173,000	2,977,000
96,102,901	99,836,000	TOTAL OPERATING LEVY	112,949,471	6,211,471	106,738,000
		DEBT SERVICE LEVY			
13,145,413	13,030,000	General Obligation Bonds	14,157,202	778,646	13,378,556
$109,248,314	$112,866,000	**GRAND TOTAL PROPERTY TAX**	$127,106,673	$6,990,117	$120,116,556

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 Budget	127,106,673	120,116,556	94.5%	1,734,000	121,850,556	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	Parks and Rec.	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 Budget[9]	6.86	0.17	0.20	0.92	8.15	127,106,673	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, 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 library four-year local option levy 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, a five-year local option levy for library operations was approved, 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) In May 2018, a five-year local option levy for parks and recreation was approved, in the amount of $3.15 million annually, to increase park safety and maintenance from FY19 through FY23. 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. Also in May 2018, $39.35 million was approved for the development and renovation of parks, trails, pools, community centers, and sports fields.

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Fund Summary

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This section contains information for all funds. The first schedule provides an overview of the City's financial structure. The next two schedules in this section show the fund structure for the City and the different fund types, followed by the Combined Statement of Revenues, Expenditures and Changes in Fund Balance by fund type. After a summary of the City's recent Chart of Account Changes, the final schedule before the fund summaries shows how to read a fund schedule.

Fund Summaries

Following the schedules described above are individual fund summaries organized by fund type. Included in these summaries are Fund Overviews, Schedules and Long-Range Forecasts. Fund Overviews and Fund Schedules are provided for a majority of the funds. There is also a Six-Year Fund Forecast presented for selected funds. The Fund Overviews describe the purpose of the fund and provide general information about the fund, both in the upcoming budget year and longer term. The Six-Year Fund Forecasts present a long-range financial picture of the fund. Each forecast is based on a common set of assumptions for interest rates, population growth and inflation, as well as the unique factors that may influence the financial status of each fund. Specific program information is provided in the Service View; information by organization and unit is contained in the Department View.

Policy Direction

The Financial Management Goals and Policies provide the framework and direction for financial planning and decision-making by the City Council and City staff. They are designed to ensure the financial integrity of the City and facilitate a service delivery system that addresses the needs and desires of citizens.

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.

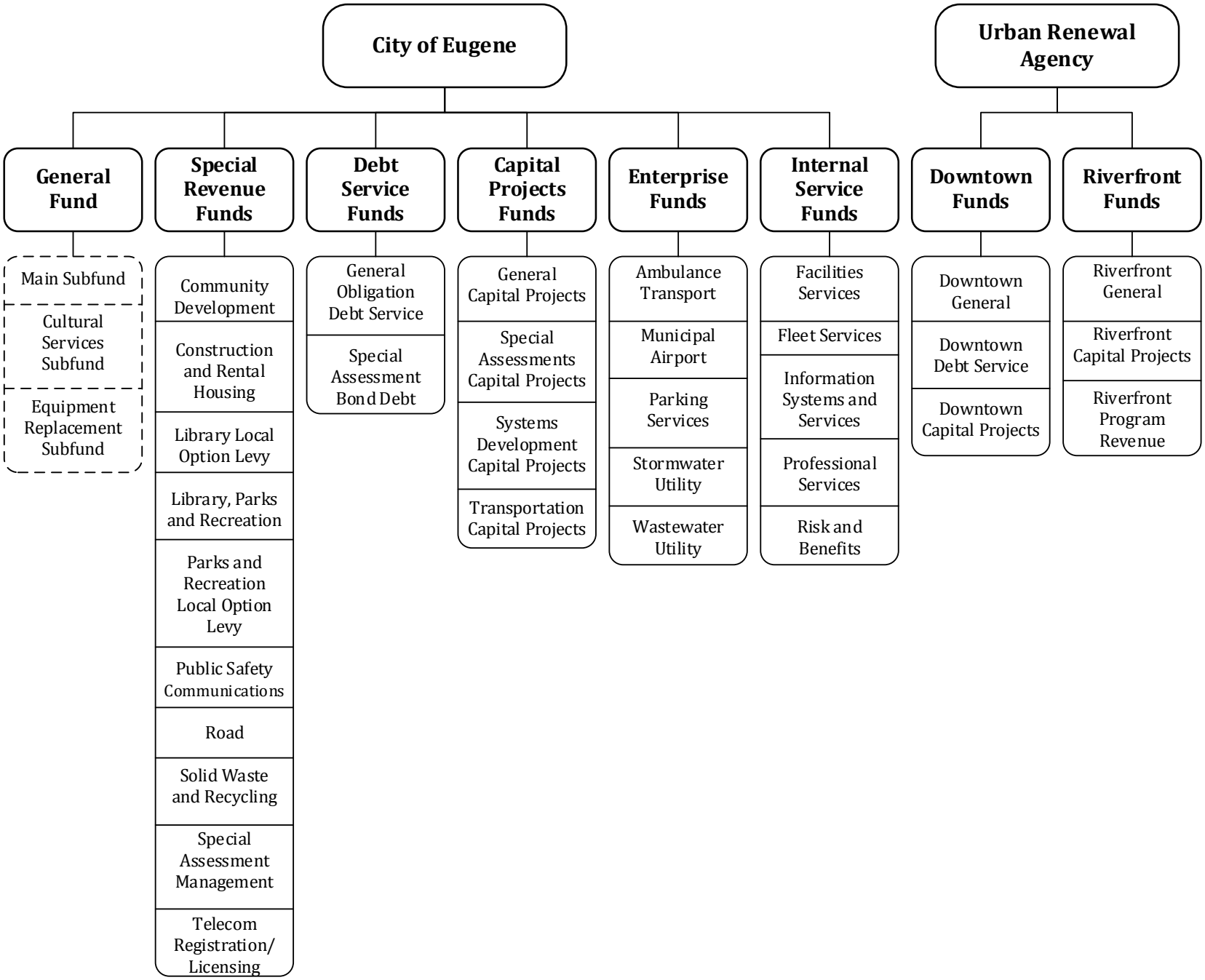
Since there are legal, administrative and political constraints on the use of resources, they are grouped into respective funds for the purpose of monitoring and controlling expenditures. The reports generated from the fund accounting system present information according to Oregon Local Budget Law and 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 provide financial accounting for most functions of the City including the General Fund, special revenue funds, capital projects funds and debt service 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.


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
Parks and Recreation Local Option Levy
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 provide financial accounting for most functions of the City. 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, cultural/recreation 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.

Fund Summary

Combined Statement of Revenues, Expenditures and Changes in Fund Balance

All Governmental Fund Types, Three-Year Comparison

	General Fund			(a)	Special Revenue Funds			(a)
	FY17 Actual	FY18 Projections	FY19 Adopted		FY17 Actual	FY18 Projections	FY19 Adopted	
Fund Balance, Beginning of Year	**$57,191,384**	**$59,290,763**	**$52,088,221**		**$26,231,558**	**$30,100,842**	**$29,268,096**	
Revenues								
Taxes	111,631,344	115,411,697	119,349,000		2,558,461	2,576,000	5,553,000	(b)
Licenses and Permits	8,543,746	8,601,480	8,723,816		9,558,688	9,719,339	10,137,500	
Intergovernmental	5,496,396	6,249,985	5,277,000		15,978,679	15,178,924	19,024,912	(c)
Rental	669,989	614,302	562,830		153,852	140,945	138,920	
Charges for Services	13,624,368	15,430,656	15,232,123		4,752,914	5,632,739	(d) 5,985,345	
Fine and Forfeitures	1,934,141	1,853,000	1,894,575		23,403	20,000	25,000	
Miscellaneous	1,286,504	1,170,954	1,756,914		2,293,333	1,522,474	1,549,176	
Interfund Transfers	9,803,423	10,225,107	10,850,023		0	435,000	336,000	
Other Financing Sources	0	0	0		1,894,992	3,546,889	3,007,910	
Total	**152,989,911**	**159,557,181**	**163,646,281**		**37,214,322**	**38,772,310**	**45,757,763**	
Operating Expenditures								
Central Services	23,996,990	28,541,186	(e) 26,047,835		1,689,674	3,887,253	3,413,248	
Fire and EMS	28,818,000	31,436,237	30,777,064		296,696	333,961	340,239	
Planning and Development	6,389,376	9,189,044	7,723,477		8,706,313	10,661,275	(g) 12,167,256	
Police	51,649,187	53,945,701	55,144,120		1,797,694	2,158,200	2,649,619	
Library, Rec. and Cultural Svcs.	28,162,351	32,529,501	(f) 31,123,351		2,082,103	2,814,896	2,794,582	
Public Works	5,953,669	6,947,941	6,492,151		12,180,119	13,448,709	17,175,547	(h)
Total	**144,969,573**	**162,589,610**	**157,307,998**		**26,752,600**	**33,304,294**	**38,540,491**	
Capital Projects	**0**	**0**	**0**		**476,205**	**2,703,505**	**1,461,292**	
Non-Departmental Expenditures								
Debt Service	0	0	0		364,966	364,649	415,395	
Interfund Transfers	5,580,280	6,571,055	5,865,300		2,653,000	2,736,000	5,114,000	
Special Payments	340,679	700,000	700,000		3,098,268	3,491,009	10,098,691	(i)
Total	**5,920,959**	**7,271,055**	**6,565,300**		**6,116,234**	**6,591,658**	**15,628,086**	
Total Expenditures	**150,890,533**	**169,860,665**	**163,873,298**		**33,345,038**	**42,599,457**	**55,629,869**	
Revenues Over (Under) Expenditures	**2,099,379**	**(10,303,484)**	(j) **(227,017)**	(j)	**3,869,284**	**(3,827,147)**	(j) **(9,872,106)**	(j)
Fund Balance, End of Year	**$59,290,763**	**$48,987,279**	**$51,861,204**		**$30,100,842**	**$26,273,695**	**$19,395,990**	

Notes:

(a) For individual fund budgets, see Fund Summary Section.

(b) The increase in FY19 tax collections for special revenue funds is due to the Parks and Recreation Levy approved by voters in May 2018.

(c) The increase in FY19 intergovernment revenue for special revenue funds is primarily due an increase in revenues in the Road Fund from motor vehicle payments from the Oregon Department of Transportation.

(d) The increase in FY18 charges for service revenue for special revenue funds is primarily due an increase in building permit revenues in the Construction Permits Fund.

(e) The projected increase in Central Services general fund operating expenditures in FY18 was due to the reappropriation of funds from the prior year.

(f) The projected increase in Library, Rec. and Cultural Svcs. general fund operating expenditures in FY18 is a result of one time costs to the Cultural Services Subufnd to remodel the Hult Center's kitchen.

(g) The projected increase in Planning and Development special revenue funds operating expenditures in FY18 is due primarily to an increase in Community Development Block Grant (CDBG) Fund expenditures.

(h) The projected increase in Public Works special revenue funds operating expenditures in FY18 is primarily due the Parks and Recreation Levy approved by voters in May 2018.

(i) The increase in special payments in FY19 is due to an increase in CDBG and HOME Consortium Loan Program disbursements.

(j) Annual deficits result when expenditures exceed current revenues and are covered by revenues accumulated in prior fiscal years (fund balance).

Fund Summary

Combined Statement of Revenues, Expenditures and Changes in Fund Balance

All Governmental Fund Types, Three-Year Comparison

	Debt Service Funds			(k)	Capital Projects Funds			(k)
	FY17 Actual	FY18 Projections	FY19 Adopted		FY17 Actual	FY18 Projections	FY19 Adopted	
Fund Balance, Beginning of Year	**$363,455**	**$649,364**	**$307,234**		**$48,004,012**	**$53,590,664**	**$86,147,043**	**(l)**
Revenues								
Taxes	13,462,800	13,266,000	13,388,556		3,081,192	3,083,000	3,000,000	
Intergovernmental	0	0	0		2,660,267	20,842,279 **(m)**	2,954,000	
Rental	0	0	0		224,380	127,228	107,740	
Charges for Services	0	0	0		6,545,435	5,329,298 **(n)**	4,769,231	
Miscellaneous	58,617	53,930	88,270		523,459	1,099,086	7,573,446	**(p)**
Interfund Transfers	0	0	0		4,689,300	4,999,759	5,949,300	**(q)**
Other Financing Sources	29,222	11,940	200,160		9,265,510	14,379,616 **(o)**	18,782,700	**(o)**
Total	**13,550,638**	**13,331,870**	**13,676,986**		**26,989,541**	**49,860,266**	**43,136,417**	
Operating Expenditures								
Library, Rec. and Cultural Svcs.	0	0	0		1,626	20,000	20,000	
Planning and Development	0	0	0		90,010	119,171	166,511	
Public Works	0	0	0		373,897	450,470	506,821	
Total	**0**	**0**	**0**		**465,532**	**589,641**	**693,332**	
Capital Projects	**0**	**0**	**0**		**20,896,357**	**84,054,545 (r)**	**109,962,946**	**(r)**
Non-Departmental Expenditures								
Debt Service	13,264,729	13,664,000	13,912,225		0	40,000	410,000	
Interfund Transfers	0	10,000	10,000		41,000	64,000	78,000	
Total	**13,264,729**	**13,674,000**	**13,922,225**		**41,000**	**104,000**	**488,000**	
Total Expenditures	**13,264,729**	**13,674,000**	**13,922,225**		**21,402,889**	**84,748,186**	**111,144,278**	
Revenues Over (Under) Expenditures	**285,909**	**(342,130) (s)**	**(245,239)**	**(s)**	**5,586,652**	**(34,887,920) (s)**	**(68,007,861)**	**(s)**
Fund Balance, End of Year	**$649,364**	**$307,234**	**$61,995**		**$53,590,664**	**$18,702,744**	**$18,139,182**	

Notes:

(k) For individual fund budgets, see Fund Summary Section.

(l) The increase in FY19 Beginning Working Capital for Capital Projects Funds is primarily due to the capital carryover for ongoing capital projects.

(m) The increase in Intergovernmental revenues in FY18 is due to a projected increase in grant revenues in the Road General Capital Fund.

(n) The decrease in Charges for Services revenues in FY18 is due to a projected decrease in System Development Charges revenues in the Parks System Development Capital Projects Fund.

(o) Changes in other financing sources are due to General Obligation bond budget amounts versus the timing of draws on the General Obligation line of credit.

(p) The increase in Miscellaneous revenues in FY19 is due to an increase in revenues from the Oregon Department of Transportation in the Road General Capital Fund.

(q) The increase in Interfund Transfers revenues in FY19 is due to a $1.3 million transfer from the Road Fund to the Road General Capital fund for the railroad quiet zones in the Downtown and Riverfront areas.

(r) Capital projects are typically budgeted in their entirety in their first fiscal year of the project, and unspent appropriation balances are carried forward from year to year for those projects that required multiple years to complete.

(s) Annual deficits result when expenditures exceed current revenues and are covered by revenues accumulated in prior fiscal years (fund balance).

Fund Summary

Combined Statement of Revenues, Expenditures and Changes in Fund Balance

All Governmental Fund Types, Three-Year Comparison

	Enterprise Funds (t)			Internal Service Funds (t)		
	FY17 Actual	FY18 Projections	FY19 Adopted	FY17 Actual	FY18 Projections	FY19 Adopted
Fund Balance, Beginning of Year	**$26,255,315**	**$27,701,610**	**$43,840,893**	**$52,281,501**	**$54,605,478**	**$50,298,430**
Revenues						
Licenses and Permits	263,903	236,250	214,700	0	0	0
Intergovernmental	2,306,238	8,016,621	2,935,258	279,238	200,000	220,000
Rental	1,807,652	1,776,904	1,509,889	610,361	585,516	613,600
Charges for Services	92,963,478	109,685,339 **(u)**	102,265,878	74,716,831	75,492,732	79,521,486
Fine and Forfeitures	1,233,562	1,161,600	1,359,700	0	0	0
Miscellaneous	866,688	1,789,469	977,432	2,661,902	2,272,007	1,318,210
Interfund Transfers	0	1,000,000	750,000	1,430,980	1,466,755	1,510,000
Other Financing Sources	0	0	750,000	0	0	120,000
Total	**99,441,520**	**123,666,183**	**110,762,857**	**79,699,311**	**80,017,010**	**83,303,296**
Operating Expenditures						
Central Services	356,716	374,641	395,512	51,170,909	60,186,177 **(w)**	62,723,311
Fire and EMS	8,994,840	10,609,750	10,838,956	0	0	0
Planning and Development	4,623,053	5,770,673	6,293,570	260,360	521,674	518,118
Police	576,555	634,276	709,000	0	0	0
Public Works	42,559,837	49,619,270 **(v)**	50,420,394	16,637,795	16,432,231	23,148,883 **(x)**
Total	**57,111,001**	**67,008,610**	**68,657,432**	**68,069,064**	**77,140,082**	**86,390,312**
Capital Projects	**9,869,090**	**33,115,288 (y)**	**33,813,503 (y)**	**520,168**	**185,551**	**752,567**
Non-Departmental Expenditures						
Debt Service	0	0	26,250	6,576,103	6,885,665	6,999,400
Interfund Transfers	5,439,423	5,568,107	6,157,023	2,210,000	3,177,459	2,171,000
Special Payments	25,575,711	27,361,014	27,860,000	0	1,200,000	750,000
Total	**31,015,134**	**32,929,121**	**34,043,273**	**8,786,103**	**11,263,124**	**9,920,400**
Total Expenditures	**97,995,225**	**133,053,019**	**136,514,208**	**77,375,335**	**88,588,757**	**97,063,279**
Revenues Over (Under) Expenditures	**1,446,295**	**(9,386,836) (z)**	**(25,751,351) (z)**	**2,323,977**	**(8,571,747) (z)**	**(13,759,983) (z)**
Fund Balance, End of Year	**$27,701,610**	**$18,314,774**	**$18,089,542**	**$54,605,478**	**$46,033,731**	**$36,538,447**

Notes:

(t) For individual fund budgets, see Fund Summary Section.

(u) The increase in Charges for Services Revenues in FY18 is primarily due to an increase in airport fee revenues in the Airport Fund.

(v) The projected increase in Public Works expenditures in FY18 is primarily due to additional spending in the Airport Fund, Stormwater Utility Fund, and the Wastewater Utility Fund.

(w) The projected increase in Central Services expenditures in FY18 is primarily due to additional spending in the Employee Health and Benefits Fund and the Central Business Software Fund.

(x) The projected increase in Public Works expenditures in FY18 is primarily due to additional spending in the Fleet Replacement and Acquisition Fund.

(y) Capital projects are budgeted in their entirety in their first year, and unspent appropriation balances are carried forward from year to year for those projects that require multiple years to complete. Increased spending in FY17 is primarily due to capital projects at the airport funded by grant revenues and user fees.

(z) Annual deficits result when expenditures exceed current revenues and are covered by revenues accumulated in prior fiscal years (fund balance).

How to Read a Fund Schedule

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 Adopted 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 surplus/deficit and available working capital.
- The difference between FY18 Adopted Budget and FY18 Budget 12/31/2017 is that the latter includes the September and December Supplemental Budgets (SBs). SBs are used to keep the budget reflective of the current service environment and to ensure that appropriations are as current as possible. These two SBs occurred 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. In the Fund Summary section of the FY19 Adopted Budget, the variances that resulted from the data mapping process primarily impact Revenues presented on the fund schedules. In the Department View, expenditures between divisions within a department may be impacted. In the Service View, expenditures and FTE in the individual services may be impacted.

As part of the data mapping and review process, some divisions and programs took the opportunity to update their structure to more closely reflect their operating environment. On the fund schedules, the Total Revenues line on the fund schedule for prior fiscal years remains the same as what was published the in FY18 Adopted Budget document, but you may notice different amounts in the categories of revenues. Within the Department View and Service View, aggregated total expenditures for the department or the service area for prior fiscal years remain the same as published in FY18, while expenditures and FTE may vary at the division or individual service level.

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 Adopted

	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 (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 Adopted 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 160
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. Local marijuana tax revenue is restricted to parks security, community justice and human services as directed by the City Council.	Page 161
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 162
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 163

General Fund (010) Reporting Fund

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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	26,047,835
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	31,123,351
Planning and Development	5,860,617	6,389,376	7,203,900	9,261,083	9,189,044	7,723,477
Police	50,050,092	51,649,187	53,279,325	54,477,919	53,945,701	55,144,120
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	163,873,298
Excess (deficiency) of revenues over expenditures	**17,011,918**	**2,099,379**	**(3,576,809)**	**(12,043,306)**	**(10,303,484)**	**(227,017)**
Beginning Working Capital (Fund Balance), July 1	40,179,466	57,191,384	53,876,942	59,290,763	59,290,763	52,088,221
Ending Working Capital (Fund Balance), June 30	57,191,384	59,290,763	50,300,133	47,247,457	48,987,279	51,861,204

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	52,088,221
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	215,734,502
Requirements						
Total Expenditures	145,705,692	150,890,533	160,501,707	171,321,749	169,860,665	163,873,298
Ending Working Capital (Fund Balance)	57,191,384	59,290,763	50,300,133	47,247,457	48,987,279	51,861,204
Total Requirements	202,897,076	210,181,295	210,801,840	218,569,206	218,847,944	215,734,502

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	25,859,204
UEFB**	23,040,000	23,930,000	25,330,000	25,330,000	25,330,000	25,990,000
Total Reserves	34,981,473	50,368,989	50,300,133	47,247,457	47,247,457	51,861,204

* 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 Adopted 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	25,897,835
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	23,447,992
Planning and Development	5,860,617	6,389,376	7,203,900	9,261,083	9,189,044	7,723,477
Police	50,002,149	51,604,501	53,221,825	54,420,419	53,888,201	55,077,020
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	155,955,839
Excess (deficiency) of revenues over expenditures	**17,108,792**	**1,750,524**	**(3,296,464)**	**(10,364,996)**	**(8,074,174)**	**(263,558)**
Beginning Working Capital (Fund Balance), July 1	36,559,410	53,668,202	50,387,523	55,418,726	55,418,726	50,329,927
Ending Working Capital (Fund Balance), June 30	53,668,202	55,418,726	47,091,059	45,053,730	47,344,552	50,066,369

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	50,329,927
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	206,022,208
Requirements						
Total Expenditures	139,338,379	144,472,740	152,479,462	161,901,539	160,440,455	155,955,839
Ending Working Capital (Fund Balance)	53,668,202	55,418,726	47,091,059	45,053,730	47,344,552	50,066,369
Total Requirements	193,006,581	199,891,466	199,570,521	206,955,269	207,785,007	206,022,208

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	24,064,369
UEFB**	23,040,000	23,930,000	25,330,000	25,330,000	25,330,000	25,990,000
Total Reserves	32,286,371	47,531,554	47,091,059	45,053,730	45,053,730	50,066,369

* 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

The purpose of this subfund of the General Fund is to account for the operation of the Hult Center, Community Events, Public Art and Cuthbert Amphitheater.

Service Categories: Cultural Services

Legal Limitations on use of Fund resources: Approximately one-third of revenues in this fund is derived from the City's 4.5% Transient Room Tax. State law requires that 100% of the revenue from the City's current Transient Room Tax must go to tourism promotion and tourism-related facilities. Use of other revenue is directed by Council policy.

Facts, decisions or conditions that are expected to have a significant effect on fund revenues or expenditures:

For FY19: Cultural Policy Review Goals continue to be driven by the 2007 policy review priority strategies, by information gathered from the public in the Eugene Counts process, and by creative innovations to all service areas which meet or exceed industry standards. Cultural Services operates the Hult Center for the Performing Arts, Community Events and Public Art and leases the management of Cuthbert Amphitheater. Cuthbert Amphitheater in Alton Baker Park is expected to schedule up to 23 events with a total of over 77,000 in attendance in FY19. The current management contract of Cuthbert Amphitheater runs through FY21.

For fiscal years beyond FY19: The current long-range forecast shows target reserves above two months' of operating expenses. Rates and fees are analyzed annually and may be adjusted based on projected cost increases from data provided by the City Finance Division. The Transient Room Tax revenue forecast indicates small increases from this revenue source are likely in future years.

Important fund accomplishments, opportunities or challenges: Accomplishments include an increased level of engagement and activity from all areas (Hult, Community Events, Public Art), including an additional 36 ticketed Hult Presents performances, expanded education programming, an increase in EUGfun activities, downtown activation, the inaugural year of the 20x21 mural festival and local Urban Canvas program. We expect 2021 to serve as a city-wide catalyst for the new opportunities to emerge, including planned improvements to the Hult Center, as well as programming adjustments, increased partnerships with outside programming organizations, and increased instances of cooperation on a city-wide basis. The fund continues to face challenges relating to stewardship of the Hult Center and Cuthbert Amphitheater facilities including maintenance, renovation and updates.

Relationships with other funds: The number of events at the Hult Center impacts revenue to the City's Parking Funds. Vehicle event parking revenue, after expenses, is split 50/50 between the Parking Fund (520) and the Cultural Services Fund. The Cultural Services Fund is also helping the Public Art Fund (319) by providing $10,000 for maintenance expenses attributable to public art.

Revenue sources and forecast methodology (top 75% of revenues): Transient Room Tax revenue (34%) is based on prior three-year averages and current-year trends. Hult Reimbursable Fees (26%) and Rental Fees/Ticket Office Fees/Patron User Fees (21%) are primarily based on anticipated activity.

Equipment Replacement Subfund (041) General Fund

The purpose of this subfund of the General Fund is to set aside resources associated with future replacement of General Fund equipment other than vehicles.

Service Categories: Varies each year depending on activity.

Legal limitations on use of Fund resources: There are no legal restrictions on the use of the resources in this fund.

Facts, decisions or conditions that are expected to have a significant effect on fund revenues or expenditures:

> **For FY19:** Funding for equipment was allocated to Central Services, LRCS, Police and Fire. The FY19 allocation to the Central Services Department is an annual contribution for replacement of core business software that is planned through FY20. Other items include aquatic fitness and resistance equipment, a counterweight system for a Hult Center stage, library smart bins for book sorting, fire hydrant funding, night vision monocular systems and rifles.
>
> **For fiscal years beyond FY19:** Based on the Equipment Replacement Subfund inventory, the fund will not be able to provide resources for all equipment replacement needs beginning in FY20. Large equipment purchases scheduled to occur include: a Hult Center street marquee; self-contained breathing apparatus for the Fire Department; call-dispatch work stations and an explosive containment vehicle for the Police Department.

Important fund accomplishments, opportunities or challenges: Departments are required to contribute half of the cost of the equipment from their operating budgets to receive the remaining funding from the Equipment Replacement Subfund. In additional to departmental spending, over the last five fiscal years, $2.6 million in Equipment Replacement funds have been utilized to replace equipment needed by the City. The fund remains challenged due to equipment replacement needs that are projected to outpace annual revenues, which may require additional prioritization or additional spending from departmental operating budgets in order to meet equipment needs.

Relationships with other funds: There is an annual transfer of $400,000 from the General Fund Main Subfund (011) to the Equipment Replacement Subfund.

Revenue sources and forecast methodology (top 75% of revenues): The Equipment Replacement Subfund receives an annual allocation of $400,000 from the General Fund Main Subfund (011).

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 Adopted 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 166
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 172
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 176
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 178
Parks and Recreation Local Option Levy (112)	To account for local option levy property taxes for Parks and Recreation Operations and Maintenance.	Local option property tax levy from FY19 through FY23.	Parks and Recreation Operations and Maintenance described in Ballot Measure 20-288 including public safety presence in parks, improved general maintenance in developed parks and natural areas, new park development, and renovations to recreation facilities.	Can only be used for purposes identified in the ballot measure. The measure requires an annual report on spending to be reviewed by a Citizen Advisory Board and made available to the City Council and the public.	Page 180
Public Safety Communications Fund (130)	To account for the operation of 911 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.	911 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 182

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 Adopted Budget Document Reference**
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 186
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 189
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 192
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 194

This reporting fund accounts for Federal grants received under the provisions of Title I of the Community Development Act of 1974 and Title II of the Cranston-Gonzalez National Affordable Housing Act. The fund includes seven subfunds (171-178). Program activities are primarily for the benefit of low-income persons. It also accounts for General Fund low-income housing development and the historic preservation, downtown revitalization and arts loan programs administered by the Community Development Division.

Service Categories: Affordable Housing and Job Creation; Social Services; Financial Services; Greater Downtown Services

Legal limitations on use of Fund resources: Funds 171 and 177 are restricted by limitations placed on their use by the rules and regulations of the U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG).

Fund 172, the HUD 108 Loan/BEDI Grant Fund, is restricted to the uses identified by the CDBG HUD Section 108 Loan and Brownfield Economic Development Initiative (BEDI) grant rules and regulations.

Fund 174, the Historic Preservation Loan Fund, is a loan program established for rehabilitation of historic properties; it is restricted to properties which meet eligibility criteria. Projects must match loan funding with other sources.

Fund 175, the Low-Income Housing Fund, is restricted to public interest housing loans, operating and capital expenditures.

Fund 176, the Commercial Revitalization Loan Fund, was originally created with HUD Urban Renewal funds to use for commercial revitalization loans to businesses located in the Urban Renewal Area. The ERA Early Financial Settlement Agreement between the City of Eugene and HUD provides guidance for managing these funds and restricts these funds for perpetuity to be used only for the purposes of the initial grant for development in the identified Urban Renewal area.

Fund 178, the HOME Fund, is restricted to the uses identified in the rules and regulations of the HUD HOME Investment Partnership Program for the development and provision of low income housing.

Facts, decisions or conditions that are expected to have a significant effect on fund revenues or expenditures:

> **For FY19:** CDBG and HOME Programs (171, 177 and 178): The City receives annual CDBG and HOME Investment Partnership Program entitlements from HUD, along with program income derived from the repayment of loans. The amount of funding allocated is determined at the federal level and has been diminishing over time. The future of this funding stream is uncertain and may be significantly reduced or eliminated. The HOME grant is awarded to the Eugene-Springfield HOME Consortium with Eugene acting as the lead entity. Acting as the lead entity, Eugene manages implementation of the HOME program and use of HOME funds in both Eugene and Springfield. Springfield participates in the selection of projects and allocation of HOME funds.

The allocation of CDBG and HOME funds are guided by the Consolidated Plan, a five-year, inter-jurisdictional strategic plan that addresses the needs for housing, homelessness and community development in Eugene and Springfield. FY19 is the fourth year of the 2015 Consolidated Plan. The allocation of HOME funds is overseen by the HOME Consortium Governing Board, and community input is incorporated into CDBG allocation decisions through the CDBG Advisory Committee and City Council.

For further details on the 2015 Consolidated Plan, annual action plans and annual progress reports visit: www.eugene-or.gov/HudConPlan

CDBG-HUD 108 Loan/BEDI Grant Fund (172): Fund 172 will continue to receive repayments in FY19 and into the future.

Historic Preservation Loan Fund (174): Loan activity fluctuates based on applications received and balance available. In FY17, $10,000 was set aside for small Historic Property Restoration Grants ($1,000 maximum per grant). Any balance of these funds will be carried forward for use in FY19.

Low-Income Housing Fund (175): Available resources in this fund consist mainly of principal and interest from housing loans and are used for operating and capital expenditures, as well as loan disbursements related to low-income housing development.

Commercial Revitalization Loan Fund (176): Loan activity fluctuates based on applications received and balance available.

For fiscal years beyond FY19:

CDBG Operating and Loan Programs (171, 177): The CDBG entitlement award changes annually and affects the City's ability to fund projects such as human services, non-profit capital projects, neighborhood improvements and citywide accessibility enhancements.

HOME Operating and Loan Programs (178): The HOME entitlement award changes annually and affects the funding available for low-income housing development.

Commercial Revitalization Loan Fund (176): PDD will continue to operate this loan program to benefit downtown improvements.

Important fund accomplishments, opportunities or challenges:

CDBG and HOME Programs (171, 177 and 178):

Affordable Housing

The City of Eugene has increased the supply of affordable housing through construction and acquisition of new affordable housing and taken steps to creating future affordable housing through site acquisition. The following notable projects are underway.

- **Market District Commons** – Homes for Good (previously known as HACSA) was awarded $700,000 in HOME funds to build 50 new affordable housing units above first floor

commercial on the northwest corner of 6th Avenue and Oak Street in the Downtown neighborhood. Ten units would be targeted to homeless veterans. Construction is anticipated to begin in 2019

- **Delta Court Village** – Cornerstone Community Housing was awarded $549,022 to build 22 new affordable housing units at 850 and 870 Hunsaker Lane in the Santa Clara neighborhood. This site is already owned by Cornerstone. Cornerstone received HOME funds in December 2015 for purchase of the site that is partially developed with eight units. Construction is anticipated to begin in 2019.

Land Acquisition for Affordable Housing

The City of Eugene acquired vacant land on River Road using CDBG funds for the future development of 50-60 units of affordable housing. The site will be offered through the 2018 Request for Proposal along with HOME funds and local resources. Construction is expected to begin within two years. The City is currently seeking a second property for affordable rental and/or homeownership development.

Rehabilitation of Existing Affordable Housing Stock

Over two-thirds of Eugene's housing stock is more than 40 years old and many homes occupied by homeowners as well as renters are in need of repairs and modernization. The City's Housing Rehabilitation program offers low-interest loans for the rehabilitation of affordable rental housing. Homeowners with low-incomes may access deferred no-interest loans up to $5,000 through the City's Emergency Home Repair and Accessibility Improvement Program. Lastly, owners of manufactured homes in manufactured home parks may access grants up to $5,000 through the City's Emergency Home Repair and Accessibility Improvement Program.

- **Emergency Home Repair and Accessibility Improvements -** Fifteen individual households have received assistance through Eugene's emergency home repair and accessibility improvements thus far in FY18. Of these, four homes are occupied by people with disabilities.

- **Ya-Po-Ah Terrace Apartments -** The City will provide a $1,500,000 CDBG loan to help support the substantial rehabilitation and preservation of 222 units of housing affordable to low-income seniors. Construction will start in 2019.

Removal of Barriers to Affordable and Supportive Housing

Intergovernmental Housing Policy Board (HPB) - The mission of the HPB is to increase the availability of decent, affordable housing, for low and very low-income families and individuals in Lane County through collaboration and policy recommendations.

Fair Housing - The City of Eugene engages in fair housing work in collaboration with the Fair Housing Council of Oregon. This includes services for Eugene residents with complaints of illegal discrimination, coordinated outreach with community agencies and Fair Housing trainings for staff, non-profits and community members.

Human Services Operations
In FY18, Eugene provided $350,000 in CDBG funds, in collaboration with the Lane County Human Services Commission to help support over 27,000 low-income persons with critical social services. A significant proportion of persons served by these agencies are homeless or at-risk of homelessness. Partnering agencies include: Food for Lane County, The Relief Nursery, Catholic Community Services, St. Vincent de Paul and Womenspace.

Human Services Capital Facilities
In 2016, Eugene selected four human service capital facility projects through a Request for Proposal process which were approved for funding by City Council. These facilities serve over 11,000 low and moderate income people and people experiencing homelessness each year. The specific facilities selected to receive capital improvements include: Looking Glass – McKay Lodge, Head Start – Whiteaker School, ShelterCare – Homeless Medical Respite, and Catholic Community Services - Eugene Service Center. In FY17, preparatory work such as site visits, final scopes of work and several environmental reviews commenced. In FY18, three environmental reviews were completed, further investigative work was done, partnership opportunities were explored and finalized, and more detailed work progressed on project specifications. Additional funds were allocated through the HUD 2018 Action Plan for three of the four projects, and the City is currently in the final stages of preparing bid documents. Construction will begin in FY19.

Job Creation and Business Development
In FY18, the Business Development Fund/Emerging Business Loan Program continued to operate its Business Development Fund and provided three loans projected to result in the creation of 27 jobs for low-income people to the following local businesses: Elegant Elephant Baking Company, Fire & Rod, LLC, and Wildcraft Cider Works, Inc.

Strategic Investments in Low-Income Neighborhoods

Historic Preservation Loan Fund (174): Several historic properties have been rehabilitated in past years. Loan activity slowed in FY16.

Low-Income Housing Fund (175): Income from this fund has been used to repay HUD for the Willow Creek Landbank purchased with federal grant funds and which the City has been unable to develop or sell due to loss of a large employer in the area and the downturn in the economy. It is anticipated that the fund will receive repayment in full in FY19 from the sale of the Willow Creek Landbank site.

Commercial Revitalization Loan Fund (176): In FY16, this fund began the Arts and Business Loan Program as a match to Fund 183, which holds the Arts and Business Alliance portion of the loan program contributed by Eugene.

Relationships with other funds:
CDBG and HOME Programs (171, 177 and 178): CDBG and HOME allocations may be combined with other General Fund resources from subfund 175 (Low-Income Housing) and subfund 314 (Housing Capital Projects) to provide assistance to affordable housing development projects.

CDBG – HUD 108 Loan/BEDI Grant Fund (172): The BEDI grant and 108 Loan funds were combined with Urban Renewal District resources to support Beam Development's rehabilitation

of the Broadway Commerce Center at Willamette and Broadway. HUD funding was transferred from the City's Fund 172 to the Urban Renewal Agency's funds as necessary for each project.

Historic Preservation Loan Fund (174): No specific relationship with any other fund. However, projects may use a wide variety of other City funding sources for rehabilitation of property.

Low-Income Housing Fund (175): These monies could be combined with other funding, (i.e. CDBG subfunds 171 and 177, HOME subfund 178, the General Capital Projects subfund 314) for affordable housing development.

Commercial Revitalization Loan Fund (176): The Downtown Revitalization Loan Program also uses non-tax increment monies in Fund 817 (URA-Downtown General Fund); however, there is no co-mingling of subfund 176 and Fund 817 resources. FY16 was the first year of the Arts and Business Loan Program.

Revenue sources and forecast methodology (top 75% of revenues): Fund revenues depend primarily on federal HUD appropriations and local loan repayments. For budgeting purposes, the City tracks loan repayments and estimates revenue to be received the following year. The City is also in continual communication with the local HUD office to obtain information about future federal funding levels. By May of each year, the City submits its Annual Action Plan to HUD for approval, which includes anticipated loan repayments and grant revenues. The action plan includes details about planned expenditure of these resources. The plan must be approved by HUD prior to expenditures.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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	3,244,642
Capital	143,259	200,000	551,200	488,642	0	730,256
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	13,271,140
Excess (deficiency) of revenues over expenditures	**(423,424)**	**921,564**	**(3,601,594)**	**(2,356,910)**	**865,804**	**(4,108,908)**
Beginning Working Capital (Fund Balance), July 1	3,650,660	3,227,236	4,788,252	4,148,800	4,148,800	5,550,480
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	5,550,480
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	14,712,712
Requirements						
Total Expenditures	5,117,742	4,472,342	12,550,767	13,512,851	5,723,241	13,271,140
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	14,712,712

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

* 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.

This reporting fund includes two subfunds. The Construction Permits Fund (151) is fully supported through assessed fees and accounts for all activities in the construction process from the review of proposed construction plans and permit issuance, to final inspections and occupancy. The Rental Housing Fund (152) is also fully supported through program-generated revenue and accounts for the collection of annual rental unit fees. Staff provides assistance with habitability issues in rental units and helps facilitate the completion of health and life safety improvements with rental owners and tenants.

Service Categories: Infrastructure and Planning Services; Construction Permits

Legal limitations on use of Fund resources: Fees collected for the administration of the Building Inspection Program assumed under agreement with the state can only be used to fund that program. City Code 7.300 and 8.440 authorizes rental housing fees for the purpose of offsetting rental housing code enforcement costs.

Facts, decisions or conditions that are expected to have a significant effect on fund revenues or expenditures:

For FY19: Significant commercial development is expected this year with large expansions to the University and other areas. Residential construction has remained steady and is expected to continue through FY19. Also starting in FY19 is the redevelopment of the City's Permit Tracking Software system. With a total estimated project cost of $1.8 million over a three year period, this redevelopment will take advantage of changes in computing over the last 20 years and allow the division to more effectively integrate its software service delivery spanning everything from digital plan review to building inspections.

Continuing its FY18 outreach initiative, the Rental Housing program will enter its second year of targeted public education and outreach practices.

For fiscal years beyond FY19:
Assumptions for this fund include an increase in building permit valuation of 1% in FY18 through FY23. A 3.0% fee increase is proposed in the Construction Permits Fund for FY19, with 3% increases forecast for FY20 through FY23.

Important fund accomplishments, opportunities or challenges: The much awaited redevelopment of the City's permit tracking software is starting in FY19. $400,000 of an estimated $1.8 million project has been allocated to start a limited-duration software development team that will work on scoping and designing a new business process that will significantly improve the operating core of the division.

Relationships with other funds: Development activity has a direct impact on System Development Charge (SDC) fee revenue and growth of the property tax base, which would impact the SDC Capital Development Fund and the General Fund, respectively.

Revenue sources and forecast methodology (top 75% of revenues): State of Oregon economic indicators are considered when forecasting local building permit activity for new housing starts, land use activity, building permit activity, local economic conditions and project proposal discussions. Rental housing activity forecasts are based on growth rates equal to 25% of the estimated population increase for Eugene.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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	7,810,918
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	10,666,231
Excess (deficiency) of revenues over expenditures	**190,172**	**(685,732)**	**(1,252,436)**	**(1,202,859)**	**(276,711)**	**(805,481)**
Beginning Working Capital (Fund Balance), July 1	5,697,714	5,887,886	5,568,004	5,202,154	5,202,154	5,022,572
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	5,022,572
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	14,883,322
Requirements						
Total Expenditures	7,753,070	8,703,218	10,340,089	10,290,512	9,451,756	10,666,231
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	14,883,322

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

* 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.

Construction Permit and Rental Housing (Fund 150) Six-Year Financial Forecast, FY19 - FY24
Executive Summary

Major Issues for this Fund

Construction activity is constantly changing and remains highly variable. New home construction increased throughout FY18 and is expected to continue into FY19. Significant new commercial and public building construction in Eugene is expected throughout FY19 and FY20, specifically the development associated with the Knight Science Campus and Riverfront District. Building and Permit Services is undertaking a redevelopment of the City of Eugene Permit Tracking Software which has $400,000 in one-time costs for FY19 and the potential for more over the following two fiscal years. This forecast recognizes that future positions and fee levels may need to be adjusted to maintain the desired balance available.

		Actual FY16	Actual FY17	Estimate FY18	Proposed FY19	Forecast* FY20	FY21	FY22	FY23	FY24
Resources										
Beginning Working Capital		$5,697,714	$5,887,886	$4,861,521	$4,584,810	$3,873,458	$3,934,045	$3,981,618	$3,814,046	$3,738,594
Revenues										
Operating	(1-3)									
PDD Total		6,379,302	6,080,949	7,125,200	7,295,400	7,574,338	7,864,338	8,164,730	8,477,136	8,446,491
PW Total		295,227	352,607	307,000	280,000	291,200	302,848	314,962	327,560	340,663
Fire Total		54,996	42,741	124,000	127,000	132,080	137,363	142,858	148,572	154,515
Other Revenue Total		601,182	662,981	730,200	1,042,350	1,084,044	1,127,406	1,172,502	1,219,402	1,268,178
Operating Total		7,330,707	7,139,278	8,286,400	8,744,750	9,081,662	9,431,955	9,795,052	10,172,671	10,209,847
Non-Departmental										
Interest on Investment	(8)	35,245	58,145	28,645	63,000	65,000	65,000	65,000	65,000	63,000
Interfund Loan Liquidated		-	65,000	-	-	-	-	-	-	-
Pass-Thru										
Bethel Const Tax Pass Thru	(4)	114,147	294,442	310,000	350,000	350,000	350,000	350,000	350,000	350,000
State Surcharge Pass Thru	(5)	463,144	460,661	550,000	700,000	700,000	700,000	700,000	700,000	700,000
Pass-Thru Total		577,291	610,000	860,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000
Total Revenue		7,943,243	7,872,423	9,175,045	9,857,750	10,196,662	10,546,955	10,910,052	11,287,671	11,322,847
Total Resources		13,640,957	13,760,309	14,036,566	14,442,560	14,070,119	14,481,000	14,891,670	15,101,717	15,061,441
Requirements										
Department Operating										
PDD Total	(6)	5,589,032	6,502,904	6,873,432	7,713,789	7,190,284	7,470,275	7,953,023	8,179,040	8,029,466
PW Total		411,801	449,877	465,363	481,074	506,745	534,635	573,238	590,837	608,969
Fire Total		289,947	306,904	333,961	340,239	370,606	390,386	410,384	414,083	417,923
Total Operating		6,290,780	7,259,685	7,672,756	8,535,102	8,067,635	8,395,296	8,936,645	9,183,961	9,056,358
Non-Departmental										
Central Service Allocation		820,000	884,000	919,000	984,000	1,018,440	1,054,085	1,090,978	1,129,163	1,108,111
Bethel Const Tax Pass Thru	(4)	114,147	294,442	310,000	350,000	350,000	350,000	350,000	350,000	350,000
State Surcharge Pass Thru	(5)	463,144	460,661	550,000	700,000	700,000	700,000	700,000	700,000	700,000
Interfund Loan		65,000	-	-	-	-	-	-	-	-
Total Non-Departmental		1,462,291	1,639,103	1,779,000	2,034,000	2,068,440	2,104,085	2,140,978	2,179,163	2,158,111
Total Expenditures		7,753,071	8,898,788	9,451,756	10,569,102	10,136,075	10,499,382	11,077,624	11,363,123	11,214,469
Annual Surplus/(Deficit)		190,172	(1,026,365)	(276,711)	(711,352)	60,587	47,573	(167,572)	(75,452)	108,378
Balance Available		5,887,886	4,861,521	4,584,810	3,873,458	3,934,045	3,981,618	3,814,046	3,738,594	3,846,971
Total Requirements		13,640,957	13,760,309	14,036,566	14,442,560	14,070,119	14,481,000	14,891,670	15,101,717	15,061,441
Target Balance Available**	(7)	3,230,446	3,707,828	3,938,232	4,403,793	4,223,364	4,374,742	4,615,677	4,734,635	4,672,696
Amount Above/(Below) Target		2,657,440	1,153,692	646,578	(530,335)	(289,320)	(393,125)	(801,631)	(996,041)	(825,724)

Notes:

*Forecast was prepared prior to adoption of FY19 Budget. FY19 Proposed amounts do not include adjustments for encumbrances or changes to proposed budget.

** The methodology for this calculation was modified in FY19 to include Non-Departmental expenditures, excluding reserves and contingency.

(1) The rental housing subfund is included in this forecast since FY13, with rental permit fees remaining at $10/unit. Revenue growth is projected with population growth.

(2) Assumes building permit valuation increase of 1% for FY18 through 23.

(3) This projection assumes construction permit fees increase 3.0% for FY19 and 3% per year throughout the forecast (FY19-FY24).

(4) This construction excise tax did not sunset as expected and is considered to be expanded indefinitely. Associated administrative revenue (4%) is recognized in PDD Operating.

(5) The state levies a surcharge(12% of permit cost) on specific building activity in Eugene. This is recognized as pass through income and matching non-departmental expense.

(6) 1.0 FTE added in FY19: 1.0 Limited Duration Commercial Plans Reviewer. This represents a three year increase to operating costs of $119,131 in FY19.
The Construction Permit Fund budget contains contingency allocation to allow for a more timely response to large projects.
The Construction Permits Fund is expecting some vacancy savings and the ending of some limited duration work in FY19 resulting in lower than expected personnel cost projections.
One-Time funding of $400,000 is dedicated in FY19 to fund initial scoping and recruitment of a development team for a rebuild of the City of Eugene's Permit Tracking Software.

(7) Due to the volatility of the Construction Permits Fund, the Balance Available target is five to seven months.

(8) FY18 estimated interest earnings were errantly entered as half of their actual values.

Ballot Measure 20-235, approved by voters in November 2015, is a five-year Property Tax levy to fund expanded Eugene Public Library services. The levy adds an additional $2.6 million (net) annually to the Library's budget for fiscal years 2017-2021. The expanded services supported by revenues from the levy include additional hours and access, more programs for all ages, and improvements in materials and technology offered

Service Category: Library

Legal limitations of use of Fund resources:

- Levy funds are budgeted and accounted for in a separate fund that is easily identifiable by members of the public, in accordance with state law.
- Staff will prepare an annual summary of levy spending and performance measures. The report will clearly lay out the Library's budget and the split between the General Fund and the Library Local Option Levy Fund. The Library Advisory Board will review the report annually to determine whether spending complies with the intention of the ballot measure.
- The City Manager will provide an annual memorandum to the City Council about library levy spending and key performance measures for the services. The memorandum will include the staff report and comments from the Library Advisory Board following their review.

Facts, decisions or conditions that are expected to have a significant effect on fund revenues or expenditures:

For FY19: FY19 will be the third year of the new five-year local option levy. All promised expanded services were implemented in the first year of the levy and include increased open hours, increase in programs offered, improved materials and new technological developments.

For fiscal years beyond FY19: The levy funds will continue to contribute on average $2.6 million (net) every year to Library Services through FY21.

Relationships with other funds:
Library services are funded both in the General Fund and the Library Local Option Levy Fund.

Revenue sources and forecast methodology (top 75% of revenues):
Revenue is derived from a property tax set at the levy amount approved by voters.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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	2,417,582
Total Expenditures	0	1,627,640	2,415,896	2,415,896	2,415,896	2,417,582
Excess (deficiency) of revenues over expenditures	**0**	**938,440**	**208,372**	**208,372**	**174,104**	**172,418**
Beginning Working Capital (Fund Balance), July 1	0	0	168,000	938,440	938,440	1,169,252
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	1,169,252
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	3,759,252
Requirements						
Total Expenditures	0	1,627,640	2,415,896	2,415,896	2,415,896	2,417,582
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	3,759,252

Reserves (Budgeted amounts only)						
Reserve	0	168,000	376,372	376,372	376,372	1,341,670
Balance Available	0	0	0	770,440	770,440	0
Total Reserves	0	168,000	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.

***** 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 purpose of this reporting fund is to account for contributions from private donors in support of the Library, and parks and recreation facilities. It includes five subfunds (181, 183, 185, 186, and 187). Revenues come from contributions, private donors, grants, interest payments, reimbursable services, bequests and memorials.

Service Categories: Library; Adaptive Recreation; Aquatics; Adult and Senior Services; Athletics; Youth and Family Recreation Services; and Capital

Legal limitations on use of Fund resources: No legal limitations. Fund resources are restricted to honor the intent of the donors or requirements of the granting agencies.

Facts, decisions or conditions that are expected to have a significant effect on fund revenues or expenditures:

For FY19:
Library Misc. Trust Fund (181): Includes the Friends of the Eugene Public Library annual gift, which supports programming like Summer Reading, and the Eugene Public Library Foundation annual gift, which supports Library enhancements, including early literacy and new technology.

Arts and Business Loan Program (183): Fund 183 was created in FY16 with a donation from the Arts and Business Alliance of Eugene to start the revolving loan program. Loans from this fund support individual artists and organizations with bridge, opportunity, and creative capital loans.

Parks and Recreation Trust Fund (185): Includes donation and grant revenue for recreation equipment, activities or scholarship purposes. Resources are appropriated to honor the intent of the granting agencies or the donor request. No substantial changes are expected.

Hayes Trust Fund (186): Revenues are expected to stay at a level consistent with the past two years.

Parks Maintenance Fund (187): Includes donation and grant revenue for capital projects specific for park maintenance and development. Revenues are expected to stay at a level consistent with the past two years.

For fiscal years beyond FY19: No substantial changes are expected.

Important fund accomplishments, opportunities or challenges: The fund is restricted to honor the intent of the donors, requirements of the granting agencies or terms of the loan program. Some of these restrictions result in the funds being held and spent in future years. This is the reason for the fund reserve.

Relationships with other funds: The primary purpose of this fund is to enhance services to the public that cannot be provided within the core services funded by the City's General Fund.

Revenue sources and forecast methodology (top 75% of revenues): Revenue is forecasted based on historic trends.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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	731,036
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	1,210,880
Excess (deficiency) of revenues over expenditures	**581,350**	**188,867**	**(790,946)**	**(712,679)**	**(633,290)**	**(689,134)**
Beginning Working Capital (Fund Balance), July 1	4,115,337	4,696,687	4,595,305	4,885,554	4,885,554	4,926,621
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	4,926,621
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	5,448,367
Requirements						
Total Expenditures	474,301	790,667	1,289,167	1,272,763	1,212,840	1,210,880
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	5,448,367

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

* 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.

Ballot Measure 20-288, approved by voters in May 2018, is a five-year property tax levy to fund Parks and Recreation Operations and Maintenance (O&M). The levy provides $3 million (net) in funds to support services budgeted for fiscal years 2019–2023. The services funded by the levy include public safety presence in parks, improved general maintenance in developed parks and natural areas, new park development and renovations to recreation facilities.

Service Categories: Parks and Open Space; Patrol; Aquatics

Legal limitations on use of Fund resources: The funds are limited to use as described in the voter approved ballot measure passed May 2018.

- Levy funds are budgeted and accounted for in a separate fund that is easily identifiable by members of the public, in accordance with state law.
- Staff will prepare an annual summary of levy spending and performance measures. The report will clearly review the budget and relationship to other funds. A Citizen Advisory Board will review the report annually to determine whether spending complied with the intention of the ballot measure.
- An annual report will be provided to the City Council detailing levy spending and key performance measures for the services. The report will include the staff report and any comments from the Citizen Advisory Board.

Facts, decisions or conditions that are expected to have a significant effect on fund revenues or expenditures.

For FY19: Implementation of the new levy will include the hiring of five Park Specialists for maintenance of existing parks within the City. The Parks Ambassadors Program will hire two police officers and two parks ambassadors to improve public safety in parks.

For fiscal years beyond FY19: Continued use of levy funds to provide the services described in the voter approved measure.

Important fund accomplishments, opportunities or challenges:
This fund provides the opportunity to improve maintenance to the existing parks and renewing services that were cut or decreased over the last decade.

Relationships with other funds:
The operations and maintenance and safety of parks will have a close relationship to the General Fund (011), Parks and Recreation Capital Bond Fund (325), and Parks SDC Fund (336).

Revenue sources and forecast methodology (top 75% of revenues): The revenue for this fund is from property taxes set at the levy amount passed by voters in May 2018.

Parks and Rec Local Option Levy Fund (112)

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted Budget
Revenues						
Taxes	0	0	0	0	0	2,977,000
Total Revenues	0	0	0	0	0	2,977,000
Expenditures						
Police	0	0	0	0	0	430,000
Public Works	0	0	0	0	0	2,000,000
Total Expenditures	0	0	0	0	0	2,430,000
Excess (deficiency) of revenues over expenditures	**0**	**0**	**0**	**0**	**0**	**547,000**
Beginning Working Capital (Fund Balance), July 1	0	0	0	0	0	0
Ending Working Capital (Fund Balance), June 30	0	0	0	0	0	547,000

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	0	0	0	0	0	0
Total Revenues	0	0	0	0	0	2,977,000
Total Resources	0	0	0	0	0	2,977,000
Requirements						
Total Expenditures	0	0	0	0	0	2,430,000
Ending Working Capital (Fund Balance)	0	0	0	0	0	547,000
Total Requirements	0	0	0	0	0	2,977,000

Reserves (Budgeted amounts only)						
Balance Available	0	0	0	0	0	547,000
Total Reserves	0	0	0	0	0	547,000

Note: This is a new fund in FY19 following voter approval of a five-year local option property tax levy for parks and recreation.

This reporting fund includes two management funds. The Public Safety Answering Point (PSAP) Fund (132) accounts for the operation of 911 call taking in the emergency dispatch center. Resources come from telephone excise taxes collected and distributed by the State of Oregon Office of Emergency Management. The Regional Radio System Fund (134) accounts for the operations, maintenance and equipment replacement reserves of the Regional Radio Systems owned by and/or managed through the Eugene Police Department's Central Lane Communications Center (CLCC). Resources are primarily derived from revenue collected from other authorized government agencies, which subscribe to the communication systems or have executed service contracts for use of the systems.

Service Categories: CallTaking and Dispatch

Legal Limitations on use of Fund Resources:

Public Safety Answering Point Fund (132): Oregon law (ORS Chapter 403) restricts the use of the 911 tax revenues to be used for 911 call taking and processing and maintenance, development or enhancement of the emergency network system.

Regional Radio System Fund (134): Use of fire dispatch user fees is restricted to the purposes detailed in the intergovernmental agreements between the agencies.

Facts, decisions or conditions that are expected to have a significant effect on fund revenues or expenditures:

For FY19:

Public Safety Answering Point Fund (132): In FY19, City Council approved a one-time transfer from the General Fund of $300,000 to balance the fund in accordance with Oregon Local Budget Law (ORS 294). The City of Eugene anticipates distribution from a projected $91 million in collected taxes that is shown in the State of Oregon budget document. The tax distribution is impacted by the timing of the tax revenues collected by the State and the other items those revenues are expected to cover. In recent years, decreased telephone landline subscribers and prepaid cellphone devices have had a negative impact on the ability to have a stable base of tax revenue for use by this fund.

Regional Radio System Fund (134): The resources in the Regional Radio System Fund are designated for system management and equipment replacement and upgrades. Intergovernmental agreements (IGA) dictate the fee collection and distribution methods. For example, this fund includes City of Eugene managed radio system reserves provided by regional fire agencies who contract with the City of Eugene to provide dispatch services. Also, the City of Eugene receives contractual revenue to maintain equipment for the Lane Radio Interoperability Group (LRIG) Regional Radio System. This system is owned and insured by the City of Eugene, but Lane County holds fiduciary responsibilities including the collection of maintenance fees that pay primarily for maintenance of this equipment. In addition, members of the Southwest Seven Counties (SW7) consortium pay maintenance/ subscriber fees to Lane County to maintain master site equipment which also supports radio communications. A portion of those fees is provided to the City of Eugene to maintain the master site equipment housed at CLCC and used by all agencies.

For fiscal years beyond FY19:

Public Safety Answering Point Fund (132): A fund shortfall, projected to begin in FY19, is included in the City's Unfunded Needs Assessment.

Regional Radio System Fund (134): Additional system users, including those on the master site equipment (equipment used by the SW7), could impact rates applied to infrastructure upgrades, replacement and operations.

Important fund accomplishments, opportunities or challenges:

Public Safety Answering Point Fund (132): Costs continue to outpace revenue growth, and operations are further challenged by state and federal legislation. PSAP Board members and City of Eugene staff will continue to assess long-term strategies to rebuild reserves and respond to legislative changes. The NET 911 Improvement Act of 2008 includes national level plans to ensure the 911 network is capable of responding to all types of citizen contact and improves information sharing among all emergency response entities. This network capability includes receiving text messages and sending photos or video content through 911 initial call routing. Technical challenges to receive these calls from non-traditional sources will require new equipment, standard operating procedures, additional technical staff, as well as significant training for call taking and dispatch staff. The Oregon Office of Emergency Management 911 Program estimates Next Generation technology could be in place statewide within the next few years.

Regional Radio System Fund (134): The LRIG system is challenged by state and federal legislation and infrastructure costs that outpace revenue. Governance groups and the City of Eugene will continue to assess long-term strategies to respond to these challenges.

Relationships with other funds:

Public Safety Answering Point Fund (132): This fund supplements the City of Eugene General Fund for 911 call taking and dispatching operations, providing the majority of funds for staffing and required equipment for these operations.

Regional Radio System Fund (134): This fund is the primary source for maintaining required radio communications equipment both locally and regionally. Other local governments and agencies contribute to this fund on a proportionate usage basis. In addition, the City of Eugene provides its share of these funds for equipment maintenance and replacement. Cost sharing strategies for the regional systems expand critical communications capabilities beyond the limits of a single jurisdiction's budget.

Revenue sources and forecast methodology (top 75% of revenues):

Public Safety Answering Point Fund (132): Telephone excise taxes are collected and distributed by the State of Oregon to Public Safety Answering Points throughout Oregon, with 35% funding networks and 60.5% directly distributed to local entities for 911 call taking and processing. The remaining 4.5% is distributed to the Office of Emergency Management, state 911 Program for administrative costs (4%) and to the Department of Revenue for the collection of the tax (0.5%). The Legislature approves a distribution budget based on a two-year cycle. The PSAP Board approves the local budget annually.

Regional Radio System Fund (134): Dispatch fee revenues are collected and support the maintenance and management of the Regional Radio system and the master site equipment. The Lane Fire Defense Board (LFDB), LRIG and SW7 Governance Committees approve annual budgets and establish equitable annual subscriber rates.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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

* 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 purpose of this fund is to account for the operations and maintenance (O&M) of the City's street transportation system. Activities include street surface repair, street lighting, signing and striping, traffic signal maintenance, transportation planning and engineering, and street tree maintenance. Resources are provided from Eugene's share of State Highway Trust Fund allocations, revenues from the utility systems for the use and occupancy of the City's right-of-way, and other miscellaneous grants, fees and permits.

Service Categories: Transportation; Parks and Open Space; Urban Forestry

Legal limitations on use of Fund resources: Revenues from the State Highway Trust Fund are legally restricted by ORS 366.785-366.820, 366.514, and Article IX Section 3a of the Oregon Constitution to use for public roads, streets and bridges. Use of other revenue is limited by terms of grants, ordinance or Council policy.

Facts, decisions or conditions that are expected to have a significant effect on fund revenues or expenditures.

> **For FY19:** The legislative funding from the Oregon House Bill 2017 *Keep Oregon Moving* will increase revenues to the fund. Services have been added related to the repair and maintenance of the transportation system and Vision Zero implementation. Transfers to General Road Capital Fund include funding for the railroad quiet zone, traffic calming and traffic operations improvements.
>
> **For fiscal years beyond FY19:** The State Highway Trust Fund and utility fund payments for use of the right-of-way are the two major sources of revenue for this fund (95%). A future challenge for this fund is verifying that revenues from *Keep Oregon Moving* come in as predicted from the State of Oregon.

Important fund accomplishments, opportunities or challenges:
The fund forecast remains positive but the fund does not maintain a balance available equal to two months of operating expenses by the end of the six-year forecast period. Fund balances are expected to continue to decline. The most significant challenges for this fund are an increase in the fuel efficiency of vehicles and the gain in market share of non-gasoline vehicles. A broad range of economic and demographic variables also has an impact on fuel demand. The forecast limits growth in future years to the State Highway Trust Fund projections.

Relationships with other funds:
The O&M activities for the City's transportation system conducted out of the Road Fund have a close relationship with the Pavement Preservation Program. This program addresses the road repair backlog and is accounted for in the Pavement Preservation Capital Fund (subfund 342), which is part of the Transportation Capital Projects Fund (340). An adequately funded program in either of these areas reduces costs in the other program area. While the O&M program in the Road Fund is currently stable and over time reduces capital preservation costs, the City still faces considerable capital challenges with the Pavement Preservation Program.

Revenue sources and forecast methodology (top 75% of revenues): The State Highway Trust Fund is approximately 81% of Eugene's Road Fund revenues. Future State forecasts will continue to be refined based on the changes made through the 2017 legislation *Keep Oregon Moving*.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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	14,694,473
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	17,924,473
Excess (deficiency) of revenues over expenditures	**(988,854)**	**1,040,911**	**(1,174,338)**	**(1,629,461)**	**(1,557,014)**	**(3,259,173)**
Beginning Working Capital (Fund Balance), July 1	4,336,816	3,347,962	3,738,674	4,388,873	4,388,873	3,921,574
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	3,921,574
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	18,586,874
Requirements						
Total Expenditures	13,324,833	12,714,456	13,541,888	13,997,011	13,997,011	17,924,473
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	18,586,874

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

* 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.

Road Fund (Fund 131) Six-Year Financial Forecast, FY19 - FY24
Executive Summary

Major Issues for this Fund

The fund forecast remains positive but does not maintain a two-month balance available at the end of the six-year period. Fund balances are expected to continue to decline. The most significant challenges for this fund are an increase in the fuel efficiency of vehicles and the gain in market share of non-gasoline vehicles. A broad range of economic and demographic variables also have an impact on fuel demand. The forecast limits growth in future years to the State Highway Trust Fund projections.

	Actual FY16	Actual FY17	Estimate FY18	Proposed FY19	Forecast* FY20	FY21	FY22	FY23	FY24
Resources									
Beginning Working Capital	4,336,816	3,347,962	4,388,873	3,156,473	987,015	494,814	439,995	870,312	1,068,259
Revenues									
State Highway Fund	9,601,331	9,859,586	10,074,061	9,919,000	10,167,000	10,431,000	10,681,000	10,948,000	11,222,000
HB 2017-10 estimate			1,000,000	2,000,000	3,100,000	3,100,000	4,000,000	4,000,000	4,000,000
City Utilities- Right-of-Way	1,509,322	1,603,803	2,002,000	2,053,000	1,893,000	1,968,000	2,047,000	2,047,000	2,047,000
Other	1,225,326	2,291,978	688,550	693,300	516,800	516,800	516,800	516,800	516,800
Total Revenue	12,335,979	13,755,367	13,764,611	14,665,300	15,676,800	16,015,800	17,244,800	17,511,800	17,785,800
Total Resources	16,672,795	17,103,329	18,153,484	17,821,773	16,663,815	16,510,614	17,684,795	18,382,112	18,854,059
Requirements									
Expenditures									
Operations	12,461,833	11,749,456	12,973,011	13,604,758	14,180,880	14,116,205	14,791,322	15,252,971	15,729,805
Non-Departmental	863,000	965,000	2,024,000	3,230,000	1,988,121	1,954,414	2,023,161	2,060,882	2,099,752
Total Expenditures	13,324,833	12,714,456	14,997,011	16,834,758	16,169,001	16,070,619	16,814,483	17,313,853	17,829,557
Annual Surplus/(Deficit)	(988,854)	1,040,911	(1,232,400)	(2,169,458)	(492,201)	(54,819)	430,317	197,947	(43,757)
Balance Available	3,347,962	4,388,873	3,156,473	987,015	494,814	439,995	870,312	1,068,259	1,024,502
Total Requirements	16,672,795	17,103,329	18,153,484	17,821,773	16,663,815	16,510,614	17,684,795	18,382,112	18,854,059
Target Balance Available**	2,220,806	2,119,076	2,499,502	2,805,793	2,694,834	2,678,437	2,802,414	2,885,642	2,971,593
Amount Above/(Below) Target	1,127,156	2,269,797	656,971	(1,818,778)	(2,200,020)	(2,238,442)	(1,932,102)	(1,817,383)	(1,947,091)

Notes:

*Forecast was prepared prior to adoption of FY19 Budget. FY19 Proposed amounts do not include adjustments for encumbrances or changes to proposed budget.

**Target balance available per City policy is two months of operating expenditures, where operating expenditures exclude balance available, reserves, contingency and capital.

The purpose of this fund is to account for revenue and expenditures associated with regulating solid waste collection services and promoting waste prevention and green building efforts in Eugene. The principal source of revenue is hauler license fees.

Service Categories: Waste Prevention/Green Building (WPGB) and Business Licensing; Governmental Services

Legal limitations on use of Fund resources: City of Eugene Code 3.250(1)(g) authorizes solid waste hauler license fees for the purpose of defraying, at a minimum, the City's regulatory and compliance expenses and providing educational and business assistance programs to the public.

Facts, decisions or conditions that are expected to have a significant effect on fund revenues or expenditures.

For FY19: Implementation of a citywide residential Food Waste Collection Program based on results and findings of the two-year pilot program. This program advances City waste reduction goals, as outlined in the Climate Action Plan, and pairs with the food waste prevention education program that the group implements. Staff continue to work with Lane County to update the regional Solid Waste Master Plan, which will include a municipal solid waste action plan. Additional activities within this fund include education and training activities for green building strategies, repair and reuse program technical assistance, collaboration with EWEB on energy efficiency in buildings, and continued evaluation of cost-effective strategies related to materials and consumption as identified in the Climate Action Plan.

For fiscal years beyond FY19: Staff will continue to implement waste reduction and green building programs in an effort to reduce our community's carbon footprint, provide integrated waste management services and support our local economy. Program activities will continue to integrate with other City of Eugene departments and the private sector as opportunities arise. Due to the robust work plan and list of projects, staff will be evaluating the need for future staffing increases.

Important fund accomplishments, opportunities or challenges: WPGB received $87,000 in grant funds for waste diversion and repair projects. WPGB applied for and received $17,000 from Lane County Waste Management to purchase refillable water stations which have been used at a variety of community events, eliminating the need for single-use plastic water bottles. An additional $70,000 in grant funding was received to test, implement, and assess the concept of "Fix It Fairs" in the community, where residents were able to attend community events that allowed them to get their household goods repaired for free.

Through 2015, the recycling recovery rate for the Lane wasteshed remained consistent with countywide recovery goals. Due to state legislation passed in 2015, Oregon wastesheds are adjusting their recovery rate percentages to ensure the new state goals are met by 2020 and 2025, respectively. Lane County wasteshed had a 2015 recovery rate of 50.4% and is on track to achieve the statewide 55% recovery rate by 2025. Eugene constitutes approximately 52% of the material generated and diverted within the Lane wasteshed.

Relationships with other funds: None.

Revenue sources and forecast methodology (top 75% of revenues): Revenue projections are based on population growth and historical trend analysis for tonnage of materials hauled by the licensees.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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	1,111,696
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	1,219,696
Excess (deficiency) of revenues over expenditures	**104,891**	**87,806**	**(176,802)**	**(313,414)**	**(167,432)**	**(224,696)**
Beginning Working Capital (Fund Balance), July 1	600,895	705,786	799,443	793,592	793,592	736,863
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	736,863
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	1,731,863
Requirements						
Total Expenditures	780,915	902,347	1,188,198	1,324,810	1,196,260	1,219,696
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	1,731,863

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

* 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 purpose of this reporting fund is to account for activities related to support of the special assessment program, specifically: receivables work (legal notifications, billings, account servicing), collections (delinquencies and foreclosure sales), and treasury (debt management), as well as a loan program to pay for assessments on behalf of property owners when they meet some qualifying criteria. The fund includes three subfunds (114, 115 and 117).

Service Category: Financial Services

Legal limitations of use of Fund resources: There are no legal restrictions on the use of the resources in this fund. Use is directed by Council policy. The City has contracts with property owners to provide services through this fund.

Facts, decisions or conditions that are expected to have a significant effect on fund revenues or expenditures:

For FY19: Following are brief descriptions of the various subfunds used by the City for its special assessment program.

- Fund 114 – Low-Income Senior Deferral Fund
- Fund 115 – Special Assessment Management Fund
- Fund 117 – Low-Income Sewer Deferral Fund

The major types of revenue recognized in the deferral funds are principal and interest payments on deferred assessments which have been released from their deferred status, as well as interest on investments. The Special Assessment Management Fund is used to administer these programs. The major revenue source is a 5% finance administration charge that is charged to all property owners at the time of assessment. Effective with Local Improvement Districts formed after October 2005, an additional finance fee (for those wishing to finance with the City) made up of a flat fee of $420 plus 1.5% of the assessment to help cover the costs of financing these accounts over time, as well as bond issuance costs. Due to the decreased assessment activity in the last few years, as well as the low interest rates and accounts paying off early, these accounts have decreased substantially in number. There are no projects scheduled for FY19.

For fiscal years beyond FY19: There are no projects scheduled.

Relationships with other funds: When property owners qualify for some type of low income or age deferral, accounts are transferred from the construction fund (before bonding) or bond fund (after bonding) and are deferred. When property owners no longer qualify for these deferrals, the accounts are transferred back to their originating fund.

Revenue sources and forecast methodology (top 75% of revenues): Revenues are forecasted based upon the projected project list supplied by Public Works.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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.

The purpose of this fund is to account for revenues and expenditures associated with the City's 2% registration fee/business privilege tax imposed on providers of telecommunications services in Eugene.

Service Categories: Information Technology Services; Capital

Legal limitations on use of Fund resources: As established in 1997 by Ordinance 20083 and by City Code 3.415, the 2% registration fee/business privilege tax is to be used in development and implementation of telecommunications policies, programs and projects that protect and advance the citizen's health, safety and welfare.

Facts, decisions or conditions that are expected to have a significant effect on revenues or expenditures.

For FY19: Telecom tax revenues will be used for City telecommunications-related projects and activities that benefit the community. Approximately $2.1 million will be spent in FY19 on new City telecommunications technology projects, equipment replacement including Police radios, and public safety systems.

For fiscal years beyond FY19: Both telecommunications technology and the regulatory environment are rapidly evolving. Major telecommunications providers are active at state and federal levels, seeking to influence the degree to which the industry may be taxed, and these activities continue to be a significant threat to this source of revenue.

Important fund accomplishments, opportunities or challenges: In addition to establishing a telecommunications technology equipment replacement program, this fund has supported over 170 new City telecommunication technology projects to date, which are listed at www.eugene-or.gov/telecom. Several of the projects funded through the City's telecom program have won innovation awards. In FY17, Eugene was named a Gigabit City by Mozilla, a nationwide technology nonprofit, a designation awarded for the downtown high speed fiber network. Telecom Fund projects have introduced technology advancements to the City organization and community that would otherwise leave functional deficits, especially in the area of public safety. The Telecom Fund was the primary funding source for a $1.9 million upgrade to the Police Department's radios made in FY18.

Relationships with other funds: A dedicated portion of the fund is utilized for telecommunications equipment supporting General Fund services. The Telecom Fund also helps support the Public Safety Information Systems Fund.

Revenue sources and forecast methodology (top 75% of revenues): The revenue stream for this fund is 2% of registrants' gross revenues derived from their telecommunication activities within the city. While over 165 wireline, wireless and cable communications providers are registered in the program, generally, the top ten providers account for 95% or more of the revenue collected. The forecast is based on a projection of current yearly revenues collected.

Telecom Registration/Licensing Fund (135)

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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	3,308,520
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	3,946,520
Excess (deficiency) of revenues over expenditures	**(667,280)**	**792,284**	**(494,204)**	**(2,544,098)**	**(1,722,098)**	**(1,086,520)**
Beginning Working Capital (Fund Balance), July 1	6,074,352	5,407,072	2,674,007	6,199,356	6,199,356	4,907,171
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	4,907,171
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	7,767,171
Requirements						
Total Expenditures	3,290,756	2,079,668	3,234,204	8,803,204	6,172,098	3,946,520
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	7,767,171

Reserves (Budgeted amounts only)						
Reserve	340,907	302,847	592,847	592,847	592,847	496,847
Balance Available	3,093,687	2,549,160	1,586,956	3,062,411	3,062,411	3,323,804
Total Reserves	3,434,594	2,852,007	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.

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 Adopted 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 197
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 198

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted Budget
Revenues*						
Taxes	14,507,420	13,462,800	13,045,331	13,045,331	13,266,000	13,388,556
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	13,448,556
Expenditures						
Debt Service	23,532,715	13,225,048	13,447,025	13,645,400	13,645,400	13,687,225
Total Expenditures	23,532,715	13,225,048	13,447,025	13,645,400	13,645,400	13,687,225
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	13,448,556
Total Resources	23,822,879	13,800,117	13,447,025	13,645,400	13,884,069	13,687,225
Requirements						
Total Expenditures	23,532,715	13,225,048	13,447,025	13,645,400	13,645,400	13,687,225
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	13,687,225

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 Adopted 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.

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 Adopted 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, park and open space land acquisitions, and parks and recreation capital 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. 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 200
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 205
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 207
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 209

The purpose of this reporting fund is to account for the financing, construction and preservation of capital facilities not financed by proprietary or other capital projects funds. This fund has six subfunds, each dedicated to a particular project type.

Service Categories: Capital; Housing; Parks and Open Space; Cultural Services

Legal limitations on use of Fund resources:
General Capital Projects Fund (311): No legal limitations. Council policy determines use.

Housing Capital Projects Fund (314): No legal limitations. Council policy directs this fund to provide capital funding affordable housing projects. The revenue generated from loan repayment is designated for future affordable housing projects.

Public Art Fund (319): Use of funds is outlined in sections 2.638 to 2.648 of the Eugene Municipal Code. Resources can only be used for expenses related to public art projects.

Parks and Open Space Capital Projects Fund (321): Funds are restricted by the bond measure approved by the voters in 1998 to purchase parkland, build parks and youth sports fields and replace Amazon Pool.

City Hall Replacement Fund (323): No legal limitations. Council policy determines use.

2006 PROS Bond Fund (324): Funds are restricted by the bond measure approved by the voters to purchase land for parks and open space and construct and improve park facilities.

2018 Parks and Recreation Bond Fund (325): Funds are restricted by the bond measure approved by the voters for parks and open space new park development and park facilities improvements.

Facts, decisions or conditions that are expected to have a significant effect on fund revenues or expenditures:

For FY19:
General Capital Projects Fund (311): Supports preservation and major repairs of over 100 General Fund buildings valued at nearly $400 million. This subfund is a critical component of the Capital Improvement Program for addressing critical seismic deficiencies, exterior preservation to prevent additional damage to structures, and mechanical systems which affect the continued operation of City programs.

Housing Capital Projects Fund (314): Revenues include proceeds from sales of properties previously purchased or developed with General Fund monies. Expenditures are determined by the balance available and certain landbank acquisitions/development sites that are not eligible for federal grant use.

Public Art Fund (319): The Public Art Program oversees acquisitions, donations, maintenance, budgeting and planning for Eugene's public art. Revenue relies on eligible capital projects.

City Hall Replacement Fund (323): The current appropriation is being used to fund the City Hall Phase 1 project.

2006 PROS Bond Fund (324): Park and open space land acquisitions are outlined in the bond measure.

2018 Parks and Recreation Bond Fund (325): Park and open space capital projects are outlined in the bond measure.

For fiscal years beyond FY19:
General Capital Projects Fund (311): The projected funding will continue to be below minimum standards for adequate preservation of the City's General Fund building assets.

Housing Capital Projects Fund (314): Revenues include proceeds from sales of properties previously purchased or developed with General Fund monies. Expenditures are determined by the balance available and certain landbank acquisitions/development sites that are not eligible for federal grant use.

Public Art Fund (319): Routine and preventative maintenance for Eugene's public art is underfunded. This includes maintenance for art in parks, art in the right-of-way, and art in and around City-owned buildings. A small routine maintenance fund has been established via Cultural Services as a stopgap to ongoing maintenance needs. In the interest of protecting the investment in Eugene's public art, major public art repairs need an additional funding source.

City Hall Replacement Fund (323): Fund will continue to be utilized for construction as directed by Council.

2006 PROS Bond Fund (324): Additional parks and open space land acquisitions are projected to complete the bond.

2018 Parks and Recreation Bond Fund (325): Development, restoration and improvement projects are scheduled to complete the bond.

Important fund accomplishments, opportunities or challenges:
General Capital Projects Fund (311): Industry standards call for reinvesting 2 to 4% of the total asset value in ongoing preservation and maintenance. However, the addition of new facilities without a proportionate increase in building preservation funding has lowered the City's level of reinvestment to well below 2% of asset value. Without increased funding, the backlog of deficiencies will grow at an accelerated pace as buildings age, and the overall condition of General Fund facilities deteriorates. For example, the "new" Eugene Public Library is now 15 years old, the 2nd and Chambers public safety campus is approaching 20 years old, and the Police Headquarters is a 35-year-old building that was only partially updated when remodeled in 2012. These facilities and others will require major capital reinvestment in the coming years in order to continue operating safely, efficiently, and appropriately. Rising construction costs, organizational priorities such as the Climate Recovery Ordinance and enhanced seismic stabilization of buildings presents further financial challenges for the fund.

Housing Capital Projects Fund (314): In previous years, funds have been used to purchase landbank properties for low-income housing development. During FY14, this fund was used to repay the U.S. Department of Housing and Urban Development for a portion of the Willow Creek landbank site which has not been developed or sold due to economic conditions. In FY16, the fund received partial repayment from the initial down payment made on the sale of the Willow Creek land bank site. Full repayment is yet to be completed.

Public Art Fund (319): This fund was established with the intent to dedicate a portion of funds used for the construction of City facilities to purchase public art. Within certain guidelines, an equivalent of 1% of the funds to construct or purchase public buildings is to be deposited in the fund. Fewer capital projects means less revenue for this fund. The 2010 Public Art Plan calls for Eugene to follow national trends and increase its percentage art formula from 1% to 2% or base revenue on a per capita formula. Currently, the City is responsible for ongoing inventory management and maintenance without a sustainable funding mechanism.

Parks and Open Space Fund (321): Almost all categories of projects making up a voter-approved $25 million park bond are completed and in use by the community.

2006 PROS Bond Fund (324): Six synthetic surface athletics fields have been successfully constructed within the 4J and 52 school districts. Improvements at Golden Gardens Park have been completed, including a new trail system circumnavigating the ponds. More than 680 acres of ridgeline properties for the Ridgeline Trail system have been purchased that provide key linkages along the Ridgeline corridor. Over 300 acres have been successfully purchased for neighborhood and community parks.

2018 Parks and Recreation Bond Fund (325): Some of the initial projects that will be funded with the new bond include the Delta Ponds Loop Trail completion, Amazon Park Running Trail renovation, habitat restoration activities at Ridgeline Park properties and lighting improvements in Alton Baker Park.

Relationships with other funds:

General Capital Projects Fund (311): This fund relies primarily on the General Fund to support ongoing preservation of the City's General Fund building assets. Inadequate fund resources could impact the Facility Maintenance Fund's (Fund 618) ability to maintain General Fund buildings. In addition, the 1998 Parks and Open Space bond measure funded construction of a number of new parks, sports fields and open space recreation areas, including some buildings that will require investment in capital preservation.

Housing Capital Projects Fund (314): In the future, these resources may be combined with CDBG (Fund 171 and 177) and HOME (Fund 178) allocations and Low-Income Housing Trust (Fund 175) monies to acquire and develop additional landbank sites.

Public Art Fund (319): Revenues are derived primarily from the Capital Project Fund and support from the Cultural Services Subfund (Subfund 031) and donations.

Parks and Open Space Fund (321): Stormwater acquisition funds, Parks SDC funds, and Park Maintenance fund donations and grants are used in conjunction with Parks and Open Space Bond funds to maximize the use of available resources.

City Hall Replacement Fund (323): This fund relies on revenues from other funds to provide the resources to fund capital expenditures.

2006 PROS Bond Fund (324): Where appropriate, stormwater acquisition funds, Parks SDC and Park Maintenance fund donations, and grants are planned to be used in conjunction with the 2006 PROS Bond funds to maximize the use of available resources.

2018 Parks and Recreation Bond Fund (325): Where appropriate, Parks SDC funds, and Park Maintenance fund donations and grants are planned to be used in conjunction with the 2018 Bond funds to maximize the use of available resources.

Revenue sources and forecast methodology (top 75% of revenues): Fund revenues have typically changed from year to year and may be derived from interfund transfers, bond measures, property sales and interest earned on fund balances.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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	10,000,000
Total Revenues	8,957,190	5,512,490	5,761,714	8,866,330	9,008,459	15,896,627
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	35,297,817
Debt Service	22,375	0	40,000	40,000	40,000	380,000
Total Expenditures	8,599,074	3,710,561	26,091,254	26,953,255	27,333,109	35,697,817
Excess (deficiency) of revenues over expenditures	**358,116**	**1,801,929**	**(20,329,540)**	**(18,086,925)**	**(18,324,650)**	**(19,801,190)**
Beginning Working Capital (Fund Balance), July 1	17,138,128	17,496,244	23,704,117	19,298,173	19,298,173	24,206,571
Ending Working Capital (Fund Balance), June 30	17,496,244	19,298,173	3,374,577	1,211,248	973,523	4,405,381

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	24,206,571
Total Revenues	8,957,190	5,512,490	5,761,714	8,866,330	9,008,459	15,896,627
Total Resources	26,095,318	23,008,734	29,465,831	28,164,503	28,306,632	40,103,198
Requirements						
Total Expenditures	8,599,074	3,710,561	26,091,254	26,953,255	27,333,109	35,697,817
Ending Working Capital (Fund Balance)	17,496,244	19,298,173	3,374,577	1,211,248	973,523	4,405,381
Total Requirements	26,095,318	23,008,734	29,465,831	28,164,503	28,306,632	40,103,198

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	4,378,821
Total Reserves	713,550	872,290	3,374,577	1,211,248	1,211,248	4,405,381

* 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 Assessments Capital Projects Fund (350) Capital Projects Funds

The purpose of this reporting fund is to account for the interim financing and related costs of construction for public improvements which primarily benefit the property owners against whose properties special assessments are levied. It is made up of two subfunds: the Special Assessments Capital Fund (351) and the Delayed Assessments Fund (352). Construction period financing is obtained through draws on a line of credit, and the debt service thereon is financed through special assessment collections, proceeds of long-term bonded debt and interest on investments.

Service Category: Capital

Legal limitations on use of Fund resources: There are contractual and fiduciary limitations on the use of this fund's resources. Per City Code, developers are required to pay their share of an arterial/collector street improvement before the project takes place. These advance payments are held in a liability account and accrue interest.

Facts, decisions or conditions that are expected to have a significant effect on fund revenues or expenditures:

> **For FY19:** There are no new assessment projects scheduled in FY19.
>
> **For fiscal years beyond FY19:** At this time, there are no projects scheduled to be assessed. A delayed assessment may be granted for assessment costs in excess of 100 feet until further development for partially-developed lots which are greater than ½ acre. All assessment costs may be delayed until development for vacant parcels. Assessable projects are either identified by Council or initiated by property owner petition.

Important fund accomplishments, opportunities or challenges: None identified.

Relationships with other funds: The assessment fund receives City reimbursement from SDC funds or other City funds that contribute to the non-assessable portions of an assessment project.

Revenue sources and forecast methodology (top 75% of revenues): Revenues are based upon the projected list of projects supplied by Public Works.

Special Assessments Capital Projects Fund (350) Capital Projects Funds

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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

* 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.

System Development Capital Projects Fund (330) Capital Projects Funds

The purpose of this reporting fund is to account for System Development Charge (SDC) revenues and expenditures in four major infrastructure systems. SDCs are fees paid at the time of issuance of development permits to cover a property's fair share of the infrastructure benefitting the property. Eugene's SDCs combine improvement and reimbursement components for transportation, wastewater, stormwater and the parks system. Expenditures of the improvement component of SDCs are restricted by state law to capacity-enhancing projects for the system for which the fee is imposed. The reimbursement portion of SDCs may be used to rehabilitate existing systems. This fund includes five subfunds: one operating fund for administration (332) and four capital system funds (333, 334, 335 and 336).

Service Categories: Capital; Construction Permits; Parks and Open Space

Legal limitations on use of Fund resources: Oregon statutes (ORS 223.297-223.314) require that local system development charge revenue be used only to fund capital improvements or for repayment of indebtedness for capital improvements associated with the systems for which the fees were assessed.

Facts, decisions or conditions that are expected to have a significant effect on fund revenues or expenditures:

> **For FY19:** Oregon state law (ORS 223.297-223.314) provides the statewide framework for guiding SDCs and constrains local government's flexibility in establishing the methodologies and criteria for setting SDC rates. Future changes to the City's SDC methodologies, adopted by Council resolution, must comply with revisions to state law. The level of SDC activity is highly dependent on construction activity in the community. Due to the unpredictability of development activity, revenues are budgeted at a conservative level based upon recent trends. When activity from development increases, SDC revenues typically increase. Public Works will increase expenditures in future years for revenues received above the budgeted amount.

For fiscal years beyond FY19: The expenditures for the years beyond FY19 will be responsive to development activity in each capital system.

Important fund accomplishments, opportunities or challenges: In the current economy, revenue has increased from historical lows but has not yet reached the highs before the last recession.

Relationships with other funds: SDC revenues help fund the City's share of costs for assessable system improvement projects. The reimbursement fee component of applicable SDC funds provides an additional resource to the Pavement Preservation, Stormwater and Wastewater Capital Funds in the form of preservation dollars for existing systems. Parks SDC funds are being used in conjunction with Parks bond funds to ensure that park capital projects provide adequate capacity for both existing and future park users. Additionally, Parks SDC reimbursement funds are used in conjunction with general capital funds to rehabilitate existing park system components.

Revenue sources and forecast methodology (top 75% of revenues): The forecast of SDC revenue is based on building permit activity in combination with historical revenue collections.

Systems Development Capital Projects Fund (330) Capital Projects Funds

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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	506,821
Capital	2,780,933	2,453,279	16,486,369	17,164,723	17,164,723	24,075,272
Interfund Transfers	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	24,806,604
Excess (deficiency) of revenues over expenditures	**3,003,063**	**3,816,877**	**(12,433,391)**	**(13,107,469)**	**(12,296,602)**	**(19,790,814)**
Beginning Working Capital (Fund Balance), July 1	20,877,152	23,880,215	28,235,956	27,697,092	27,697,092	30,930,884
Ending Working Capital (Fund Balance), June 30	23,880,215	27,697,092	15,802,565	14,589,623	15,400,490	11,140,070

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	30,930,884
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	35,946,674
Requirements						
Total Expenditures	3,151,708	2,958,186	17,193,946	17,868,024	17,778,364	24,806,604
Ending Working Capital (Fund Balance)	23,880,215	27,697,092	15,802,565	14,589,623	15,400,490	11,140,070
Total Requirements	27,031,923	30,655,278	32,996,511	32,457,647	33,178,854	35,946,674

Reserves (Budgeted amounts only)						
Balance Available	15,146,122	14,847,960	15,802,565	14,589,623	14,589,623	11,140,070
Total Reserves	15,146,122	14,847,960	15,802,565	14,589,623	14,589,623	11,140,070

* 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 purpose of this reporting fund is to account for revenues from dedicated sources and related non-development transportation capital project expenditures. This fund includes four subfunds: the Road General Capital Projects Fund (341), the Pavement Preservation Capital Fund (342), the 2012 Street Bond Fund (344), and the 2017 Street Bond Fund (345). Revenues are generated primarily from state and federal transportation grants, a $0.05 per gallon local motor vehicle fuel tax, and the 2012 and 2017 Street Repair Bond.

Service Category: Capital

Legal limitations on use of Fund resources: Revenues from the motor vehicle fuel taxes are restricted by the Oregon Constitution Article 9 Section 3a, ORS 366 and 367, and by City Code 3.489(2) to preservation and maintenance of the street system. Capital bond revenue is restricted under the terms of the bond measure approved by the voters. Capital grant resources are restricted to the purposes of each grant.

Facts, decisions or conditions that are expected to have a significant effect on fund revenues or expenditures:

For FY19: The $0.05 per gallon local motor vehicle fuel tax is a significant ongoing revenue stream for funding the Pavement Preservation Program. The fuel tax is projected to generate approximately $3 million in FY18. In November 2012, Eugene voters passed a five-year, $43 million General Obligation (G.O.) Bond measure to fix the streets and fund bicycle and pedestrian projects. The last set of the 76 projects that comprise the bond measure will be constructed in FY19 along with the new projects authorized by the City Council in March 2018. Public Works will start planning for the projects approved in the 2017 Street Bond for construction in FY20.

For fiscal years beyond FY19: The local motor vehicle fuel tax is expected to generate about $3 million annually for the pavement preservation program. In November 2017, voters passed a third bond measure to fix roads.

Important fund accomplishments, opportunities or challenges: The 2018 Pavement Management Report calculated a decrease in the backlog of improved asphalt streets. Although costs have increased due to inflation, the number of backlog projects has remained steady. The projected level of funding beyond the 2017 bond measure is insufficient to stabilize this backlog. Each year a number of City streets continue to fall into a more costly reconstruction category.

Relationships with other funds: The transportation capital funds have a close relationship with the operations and maintenance (O&M) activities for the City's transportation system accounted for in the Road Fund (131). An adequately funded O&M program reduces capital preservation costs. Similarly, repairing more streets through capital preservation over time reduces street O&M costs. When either ongoing O&M or capital preservation activities are underfunded, the deferred work increases overall system costs. Resources from this fund are often combined with resources from the Transportation SDC Capital Fund to complete projects.

Revenue sources and forecast methodology (top 75% of revenues): The top two revenues are the local motor vehicle fuel tax and the 2012 G.O. Bond. The forecast for local motor vehicle fuel

tax revenue is based on the historical trend. The G.O. Bond is based upon the voter-approved measure. Federal and state grants are utilized as they are awarded.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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	50,589,857
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	50,619,857
Excess (deficiency) of revenues over expenditures	**1,234,251**	**(145,358)**	**(18,879,955)**	**(2,474,045)**	**(4,314,608)**	**(28,434,357)**
Beginning Working Capital (Fund Balance), July 1	4,266,060	5,500,311	19,740,258	5,354,953	5,354,953	29,721,202
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	29,721,202
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	51,906,702
Requirements						
Total Expenditures	10,013,930	14,734,142	41,529,426	39,476,713	39,616,713	50,619,857
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	51,906,702

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.

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 Adopted 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 213
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 216
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 218
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 221
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 223

The purpose of this fund is to account for the operations of ambulance transportation services and associated pre-hospital life support care provided to the public. Revenues are provided through user fees, Medicare and Medicaid reimbursements, and subscription program membership fees.

Service Categories: Fire and Emergency Medical Services; Fire and Emergency Medical Services Department Administration

Legal limitations of use of Fund resources: There are no legal limitations on the use of fund resources. Use is directed by Council policy.

Facts, decisions, or conditions that are expected to have a significant effect on fund revenues or expenditures:

For FY19: The department implemented a Basic Life Support (BLS) System in FY17 to ensure the appropriate response is dispatched based on service needs. The BLS system is intended to allow the City to respond to all calls in a timely manner, while reserving vital Advanced Life Support (ALS) ambulances for the most critical calls for service when needed. In FY18, the City added two 12-hour BLS ambulances to better target services based on need and to enhance overall system capacity. Additionally, the City added one 24-hour Advanced Life Support (ALS) ambulance starting in January 2018. For FY19, the ALS ambulance is funded using a general fund transfer and projected revenues. Of the two BLS units, one will remain in service. City of Eugene staff and equipment costs for this unit will be billed to the City of Springfield.

The fund continues to serve those that are either under-insured or have no other ability to pay, often resulting in uncollectible accounts. Additionally, the fund continues to provide services that are unbillable. For billable transports, the U.S. Centers for Medicare and Medicaid Services continue to incrementally reduce ambulance transport reimbursement rates and implement new billing regulations, both resulting in reduced net revenue per call for the fund. Based on current transport projections, the fund is balanced through the end of FY20. However, the fund does not have reserves equal to two months' of operating expenditures, which is City policy.

For fiscal years beyond FY19: The fund will not have adequate resources under current projections according to the latest six-year forecast. 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 department is working to complete a preliminary ambulance capacity analysis based on call volume and service needs, develop implementation options for the system and present findings to Council.

Important fund accomplishments, opportunities, or challenges: The department has implemented a multi-phased redesign plan with a number of operational and business modifications designed to bring system costs closer to revenues. The two major challenges the fund continues to face are the balance between financial stability and capacity needs.

Relationships with other funds: The fund pays dispatching fees to the General Fund. The General Fund provides funding support in FY19.

Revenue sources and forecast methodology (top 75% of revenues): The forecast is based on a historical trend analysis of gross revenues, write-downs, write-offs and FireMed memberships.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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	9,603,371
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	10,793,044
Excess (deficiency) of revenues over expenditures	**(101,277)**	**(597,544)**	**(555,301)**	**(555,301)**	**298,396**	**(273,257)**
Beginning Working Capital (Fund Balance), July 1	1,298,773	1,197,496	559,106	599,952	599,952	921,348
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	921,348
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	11,441,135
Requirements						
Total Expenditures	8,367,557	9,030,256	10,319,834	10,669,854	10,669,854	10,793,044
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	11,441,135

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.

Ambulance Transport (Fund 592) Six-Year Financial Forecast, FY19 - FY24
Executive Summary

Major Issues for This Fund

For the first year of this forecast period, gross charges are expected to increase due to an increase in ambulance resources. For years two through six, gross charges are projected to drop commensurate to the reduction in ambulances. To address capacity issues, the department temporarily received funding for additional ambulances. In additions, the department has contracted with a private provider for non-emergency transports. For forecast years FY20-FY24, call volume is projected to stay relatively static due to these same capacity constraints. For this same period, the U.S. Centers for Medicare and Medicaid Services have been incrementally reducing ambulance transport reimbursement rates and implementing new billing regulations, resulting in increased writedowns, and the fund continues to serve those that are either under-insured or not insured and have no other ability to pay, causing an increase in uncollectible accounts. In addition, the fund continues to experience increased operating costs. Combined, these issues result in operating costs outpacing revenues for the fund.

	Actual FY16	Actual FY17	Estimate FY18	Proposed FY19	Forecast* FY20	FY21	FY22	FY23	FY24
Resources									
Beginning Working Capital	$1,298,773	$1,197,496	$599,952	$898,347	$648,091	$2,678	($802,556)	($1,784,209)	($2,953,333)
Revenues	8,266,280	8,432,712	10,968,250	10,519,787	9,243,176	9,351,616	9,462,313	9,574,597	9,688,490
Total Resources	9,565,053	9,630,208	11,568,202	11,418,134	9,891,267	9,354,295	8,659,757	7,790,388	6,735,157
Requirements									
Expenditures									
Operation	7,515,556	8,278,255	9,825,582	9,647,444	8,724,450	8,949,614	9,192,012	9,445,365	9,710,426
Capital (Medic Units)	300,000	240,000	260,272	336,600	346,698	357,099	367,812	378,846	390,212
Non-Departmental	552,000	512,000	584,000	786,000	817,440	850,138	884,143	919,509	956,289
Total Expenditures	8,367,556	9,030,255	10,669,854	10,770,044	9,888,588	10,156,850	10,443,967	10,743,720	11,056,927
Annual Surplus/(Deficit)	(101,276)	(597,543)	298,395	(250,256)	(645,412)	(805,234)	(981,653)	(1,169,123)	(1,368,437)
Balance Available	1,197,496	599,952	898,347	648,091	2,678	(802,556)	(1,784,209)	(2,953,333)	(4,321,769)
Total Requirements	9,565,052	9,630,207	11,568,202	11,418,134	9,891,267	9,354,295	8,659,757	7,790,388	6,735,157
Target Balance Available**	1,344,593	1,465,043	1,734,930	1,738,907	1,590,315	1,633,292	1,679,359	1,727,479	1,777,786
Amount Above/(Below) Target	(147,096)	(865,091)	(836,583)	(1,090,817)	(1,587,637)	(2,435,848)	(3,463,568)	(4,680,812)	(6,099,555)

Notes:

*Forecast was prepared prior to adoption of FY19 Budget. FY19 Proposed amounts do not include adjustments for encumbrances or changes to proposed budget.

**Target balance available per City policy is two months of operating expenditures, where operating expenditures exclude balance available, reserves, contingency and capital.

The purpose of this reporting fund is to account for operation of the municipal airport. It includes two subfunds: the Airport Operations Fund (511) and the Airport Construction Fund (512). Principal sources of funding are airline, parking and concession revenues. The fund receives Airport Improvement Program (AIP) monies and imposes Airport passenger charges and charges on car rentals originating at the Airport with proceeds restricted for use in financing eligible projects.

Service Categories: Airport; Capital

Legal limitations on use of Fund resources: Use of resources is restricted to financing airport operations and eligible airport projects as determined by Federal Aviation Administration (FAA) regulations.

Facts, decisions or conditions that are expected to have a significant effect on fund revenues or expenditures:

For FY19: The Airport's contract with the signatory airlines was renegotiated in FY16 for a five-year period. The Airport is proposing a modest increase to airline rates and charges in FY19. The Airport Master Plan update outlines short, medium and long-term capital planning projects and proposed funding for each project. Projects in FY19 will be completed through the use of revenues from FAA Airport Improvement grants, fund reserves and passenger charges.

For fiscal years beyond FY19: The federal government has not yet reauthorized FAA funding through FY19. In order to protect existing levels of entitlement grant funding for the Eugene Airport at approximately $3 million per year, it is projected that Federal Airport Improvement funding is maintained at current levels. Federal FAA funding legislation remains critical to maintain uninterrupted grant funding for the City.

Important fund accomplishments, opportunities or challenges: The Airport and area businesses are devoted to air service retention and expansion of existing markets. The Airport has seen record levels of passengers over the last seven years. The Airport is striving to maintain rates and charges comparable to other airports competing for the same commercial air service. Air service to San Diego, California began in FY18 bringing the total number of nonstop routes to 11 destinations. Additional service was added to Seattle and Phoenix increasing overall capacity. Airlines are operating larger aircraft on most routes increasing the number of available seats

Relationships with other funds: The Airport Fund currently utilizes the services of the Eugene Fire Department, the Eugene Police Department, Public Works Administration and the Public Works Maintenance Division. These services are charged to the Municipal Airport Fund.

Revenue sources and forecast methodology (top 75% of revenues): Airline revenue is calculated using the airline rate model, and costs are reimbursed based on the number of enplanements, landed weight and rentable square footage. Major non-airline revenues include parking fees and rental car concessions, which are in direct correlation with passenger activity.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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	8,822,783
Capital	11,893,449	7,608,238	18,166,302	19,628,232	19,628,232	16,417,223
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	27,816,591
Excess (deficiency) of revenues over expenditures	**(3,498,744)**	**(2,500,801)**	**(14,802,795)**	**(3,419,251)**	**(300,732)**	**(11,039,883)**
Beginning Working Capital (Fund Balance), July 1	15,634,193	12,135,449	20,065,134	9,634,648	9,634,648	22,258,517
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	22,258,517
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	39,035,225
Requirements						
Total Expenditures	20,444,940	17,152,365	29,359,062	30,384,286	30,384,286	27,816,591
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	39,035,225

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.

This reporting fund provides for the operations of the City's municipal parking program. It has two subfunds: On-Street Parking Operations (525) and Off-Street Parking Operations (527). The program's vision is to enhance neighborhood livability, facilitate economic activity and reinvest parking revenue where it is collected. The parking program directs resources to projects that meet its reinvestment areas of (1) Economic Prosperity, (2) Enhancing Neighborhoods, (3) Safe and Inviting, (4) Arts and Identity, and (5) Future Ready. The Future Ready category includes capital maintenance and preservation projects. While the program's primary service delivery area is downtown to campus, parking also enforces parking code and manages parking issues throughout the City of Eugene.

Service Categories: Parking; Capital; Public Buildings and Facilities

Legal limitations on use of Fund resources: None. Council policy determines use.

Facts, decisions or conditions that are expected to have a significant effect on fund revenues or expenditures:

For FY19: The FY19 budget has three significant additions: (1) borrowing $750,000 from the Atrium Building Fund to front load parking structure capital project work; (2) modernizing all elevators in the Hult Center Garage, Parcade Garage and Pearl Street Garage; and (3) replacing the deck coating on the first levels of the Overpark Garage, Parcade Garage and Pearl Street Garage. The Parking Fund will continue investing in downtown police services with a transfer of $838,350 to the General Fund. The Parking Fund is also looking for long-term transportation strategies that will mitigate parking capacity issues at downtown parking garages.

For fiscal years beyond FY19: The Parking Fund transfer for downtown police services is projected to remain at $838,350 per year in FY19 and beyond. The fund is expected to rebuild its reserves and strategically address an estimated $10 million backlog of parking structure capital maintenance, elevator modernization, equipment replacement, wayfinding and seismic upgrades.

Important fund accomplishments, opportunities or challenges: This fund is self-sufficient with no outside subsidies and is unique among municipal parking programs in supporting public safety services. Since 2010, financial stability challenges for the fund have been attributable in part to investments in downtown (foregoing $350,000 of annual meter revenue), increased transfers to the General Fund and ongoing capital needs. As a result, the fund's Beginning Working Capital declined from $3 million in FY09 to $13,000 by FY15. The fund is able to rebuild reserves and address capital backlog now that transfers to the General Fund have been phased out with the exception of resources for downtown public safety services.

Relationships with other funds: The Parking Fund helps to financially support staff in other funds including the General Fund, Road Fund, Community Development Block Grant Fund and Facilities Fund.

Revenue sources and forecast methodology (top 75% of revenues): The forecast methodology for major revenue sources includes reviewing historical trends and projecting changes to parking rates and occupancy.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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	6,293,570
Public Works	76,401	61,509	78,727	78,727	78,727	90,061
Capital	0	12,790	298,200	287,210	200,210	1,720,633
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	9,645,376
Excess (deficiency) of revenues over expenditures	**969,363**	**787,330**	**(1,333,881)**	**(1,185,860)**	**(886,866)**	**(1,458,131)**
Beginning Working Capital (Fund Balance), July 1	961,552	1,930,915	1,852,524	2,718,245	2,718,245	2,616,260
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	2,616,260
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	10,803,505
Requirements						
Total Expenditures	5,703,132	6,118,491	8,133,951	7,985,930	7,511,601	9,645,376
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	10,803,505

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.

Parking Services (Fund 520) Six-Year Financial Forecast, FY19 - FY24
Executive Summary

Major Issues for this Fund

The Parking Fund is able to cover its operating costs and highest priority capital maintenance needs. This increased fund stability from prior years is also a result of ending one of the General Fund transfers. High priority capital investments in the downtown parking structures are reflected in the forecast along with gradual increased parking rates.

		Actual FY16	Actual FY17	Estimate FY18	Proposed FY19	Forecast FY20	FY21	FY22	FY23	FY24
Resources										
Beginning Working Capital	(1)	$961,552	$1,930,915	$2,718,245	1,831,379	$1,158,129	$630,729	$131,179	$110,179	$118,429
Revenue	(2)									
On-Street	(3)	2,661,479	2,817,569	2,736,540	3,010,140	3,100,400	3,193,400	3,289,200	3,387,900	3,489,500
Off-Street		1,788,135	2,014,285	1,929,000	2,343,000	2,413,300	2,485,700	2,560,300	2,637,100	2,716,200
Citations		1,473,179	1,220,453	1,151,500	1,351,500	1,392,000	1,433,800	1,476,800	1,521,100	1,566,700
Commercial Space Rentals		540,672	570,140	555,230	520,605	536,200	552,300	568,900	586,000	603,600
Event Parking	(4)	199,518	204,492	190,000	190,000	190,000	190,000	190,000	190,000	190,000
Other Revenue	(5)	9,512	78,883	62,465	772,000	25,000	25,000	25,000	25,000	25,000
Total Revenue		6,672,495	6,905,822	6,624,735	8,187,245	7,656,900	7,880,200	8,110,200	8,347,100	8,591,000
Total Resources		7,634,047	8,836,737	9,342,980	10,018,624	8,815,029	8,510,929	8,241,379	8,457,279	8,709,429
Requirements										
Expenditures	(2)									
Department Operating	(6)	4,200,377	5,041,277	6,224,041	6,214,895	6,401,300	6,593,300	6,791,100	6,994,800	7,204,600
Capital	(6)	-	12,790	200,210	1,500,000	500,000	500,000	50,000	50,000	50,000
Non-Departmental										
General Fund Transfer (Police)		806,755	817,425	838,350	838,350	838,350	838,350	838,350	838,350	838,350
General Fund Transfer (Gen. Ops)	(7)	444,000	-	-	-	-	-	-	-	-
General Fund Other Transfer (CSA)		252,000	247,000	249,000	281,000	289,400	298,100	307,000	316,200	325,700
Debt Service	(8)	-	-	-	26,250	155,250	150,000	144,750	139,500	134,250
Total Non-Departmental		1,502,755	1,064,425	1,087,350	1,145,600	1,283,000	1,286,450	1,290,100	1,294,050	1,298,300
Total Expenditures		5,703,132	6,118,492	7,511,601	8,860,495	8,184,300	8,379,750	8,131,200	8,338,850	8,552,900
Annual Surplus/(Deficit)		969,363	787,330	(886,866)	(673,250)	(527,400)	(499,550)	(21,000)	8,250	38,100
Ending Fund Balance		1,930,915	2,718,245	1,831,379	1,158,129	630,729	131,179	110,179	118,429	156,529
Total Requirements		7,634,047	8,836,737	9,342,980	10,018,624	8,815,029	8,510,929	8,241,379	8,457,279	8,709,429
Target Balance Available*	(9)	950,522	1,017,617	1,218,565	1,226,749	1,280,717	1,313,292	1,346,867	1,381,475	1,417,150
Amount Above/(Below) Target		980,393	1,700,628	612,814	(68,620)	(649,988)	(1,182,113)	(1,236,688)	(1,263,046)	(1,260,621)

Notes:

*The methodology for this calculation was modified in FY19 to include Non-Departmental expenditures, excluding reserves and contingency.

(1) Fund is stabilized over forecast horizon for operations due to in part to a reduction in the General Fund transfer and the re-installation of downtown parking meters.

(2) Revenues and expenses are projected to grow by 3.0% annually over the forecast horizon.

(3) Re-installation of downtown parking meters reflected with $350,000 in additional revenue in budget and forecast.

(4) Event parking includes downtown parking garage event fees and annual Arena Parking District agreement revenue.

(5) FY19 Proposed budget includes a five-year, $750,000 loan from the Atrium Fund to jump start major capital projects, including modernizing five elevators and deck overlays (first floor only) in three garages.

(6) Parking Structure Facility Report (2016) identifies $10 million in deferred maintenance. Some projects are operating expenses and others are capital.

(7) The General Fund transfer for general operations was eliminated in FY17.

(8) Debt Service payment for Atrium Fund Loan. Load paid off in FY24

(9) Target balance available is two months' of operating expenditures, where operating expenditures exclude balance available, reserves and capital expenditures.

The purpose of this fund is to account for the construction, restoration, operation and maintenance of the stormwater system and the restoration and maintenance of wetlands. It includes three subfunds: Stormwater Utility Fund – Capital (531), Stormwater Utility Fund – Operating (535) and Wetlands Mitigation Bank (536). Primary revenues are stormwater user fees and the sale of wetland mitigation credits.

Service Categories: Capital; Construction Permits; Stormwater; Urban Forestry; Transportation; Parks and Open Space

Legal limits on use of Fund resources: City Code 6.4111 provides that stormwater user fee revenue be primarily based upon and used for costs of stormwater services. Use of wetland mitigation revenue is restricted to appropriate projects within the wetland bank service area.

Facts, decisions or conditions that are expected to have a significant effect on fund revenues or expenditures:

For FY19: The FY19 budget assumes a 4% increase in stormwater user fees to cover ongoing operations and maintenance, capital costs and an increasing inventory of green infrastructure.

For fiscal years beyond FY19: Maintaining sufficient resources to support the program, while maintaining reasonable user fees, will continue to be a priority. Staff will continue to seek efficiencies and optimize interagency collaborations.

Important fund accomplishments, opportunities or challenges: Program objectives include clean water, healthy habitat for fish and wildlife, and reduced risk of flooding. Significant accomplishments over the years include the restoration of 3,000 acres of wetlands and 39 miles of waterways. Despite improving trends, water quality issues persist. The City's National Pollutant Discharge Elimination System (NPDES) permit continues to emphasize stormwater system retrofits, low-impact development and green infrastructure approaches for developing areas, erosion prevention, elimination of illicit discharges to the system, and evaluation of overall program effectiveness to address problem pollutants. Program challenges include: managing the aging underground stormwater system, maintaining a growing inventory of green infrastructure, and stabilizing stream banks on Amazon Creek and the Willamette River.

Relationships with other funds: This fund supports non-growth related capital projects. The Systems Development and Special Assessment funds support the growth-related projects.

Forecast methodology for major revenue sources (top 75% of revenues): The user fee forecast is a function of anticipated rate increases and assumptions regarding system growth.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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	16,574,573
Capital	2,070,440	1,441,107	8,193,347	7,785,327	7,434,208	8,217,835
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	26,158,408
Excess (deficiency) of revenues over expenditures	**804,976**	**2,299,260**	**(5,951,827)**	**(4,554,629)**	**(3,895,123)**	**(6,603,044)**
Beginning Working Capital (Fund Balance), July 1	6,152,220	6,957,196	9,210,358	9,256,456	9,256,456	11,504,146
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	11,504,146
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	31,059,510
Requirements						
Total Expenditures	16,448,096	16,371,551	25,136,552	24,716,145	24,293,926	26,158,408
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	31,059,510

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

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The purpose of this reporting fund is to account for the construction, operation and maintenance of the wastewater collection and treatment system. The fund is comprised of three subfunds: Wastewater Capital Fund (532), Regional Wastewater Fund (533), and Wastewater Operations Fund (534). Primary sources of revenues are local and regional wastewater user fees. The regional treatment operation accounted in Fund 533 is part of a separate intergovernmental entity managed by the Metropolitan Wastewater Management Commission. Wastewater user fees support planning, construction and operation of the wastewater system.

Service Categories: Wastewater Collection and Treatment; Capital; Construction Permits

Legal limitations on Fund resources: Partial restriction for outstanding regional wastewater system debt payments. City Code 6.411(1) provides that wastewater user fee revenue be primarily based upon and used for costs of operation of the wastewater services. Per the intergovernmental agreement, all regional revenues are required to be passed through to Metropolitan Wastewater Management Commission.

Facts, decisions or conditions that are expected to have a significant effect on fund revenues or expenditures:

For FY19: The budget assumes a 4% increase in local wastewater user fees and a 2.5% increase in regional user fees to meet expenses.

For fiscal years beyond FY19: Maintaining an adequate fund balance and current service levels will require annual modest rate adjustments in years beyond FY19. Changing regulatory requirements and aging infrastructure will continue to present new operational and financial challenges.

Important fund accomplishments, opportunities or challenges: Regional treatment plant activities include continuing implementation of the 2005 Facilities Plan, while preparing for new water quality regulations anticipated in the next permit renewal cycle. Over 14 billion gallons of wastewater was treated in full compliance with permit standards in FY17. Materials and energy recovered from the treatment process continues to be turned into commodities. These include soil nutrients, heat, power, recycled water and poplar wood products.

Coordination with pavement rehabilitation is a primary area of focus to minimize future wastewater impacts from new pavement. Additionally, ongoing efforts are being made to evaluate, investigate and rehabilitate our aging system to maximize efficient operations and minimize inflow and infiltration in the system**.** The recent addition of responsibility for 43 miles of service laterals to the scope of maintaining the City wastewater system also provides challenges in managing an aging infrastructure. The City follows the national Capacity Management, Operations and Maintenance Program guidelines to manage the system.

Relationships with other funds: The Wastewater Utility Fund supports the non-growth related elements of capital projects. The Systems Development and Special Assessment funds support the growth-related portion of wastewater capital requirements.

Forecast methodology for major revenue sources (top 75% of revenues): Local user fees generate over 95% of annual local wastewater revenues. The forecast for a given year's local wastewater revenue is a function of rate-per-kilogallon (kgal) and total volume in kgals.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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	24,932,977
Capital	2,494,629	806,955	6,270,937	5,852,638	5,852,638	7,457,812
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	62,100,789
Excess (deficiency) of revenues over expenditures	**(396,160)**	**1,458,050**	**(6,511,491)**	**(4,560,378)**	**(4,602,511)**	**(6,377,036)**
Beginning Working Capital (Fund Balance), July 1	4,430,419	4,034,259	6,858,563	5,492,309	5,492,309	6,540,622
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	6,540,622
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	62,264,375
Requirements						
Total Expenditures	49,367,244	49,322,560	62,000,909	61,863,024	60,193,352	62,100,789
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	62,264,375

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

* 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.

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 Adopted 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 227
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 230
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 234
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 238
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 240

This reporting fund includes three subfunds addressing different aspects of construction, operation and maintenance of City-owned facilities. The Atrium Fund (617) and Facilities Maintenance Fund (618) are used to account for general facility maintenance services in City buildings. The Facilities Professional Services Fund (635) is used to account for architectural and project management services performed by Facility Management Division personnel for other City funds.

Service Categories: Public Buildings and Facilities; Capital

Legal limitations on use of Fund resources: Limited to the participating and benefited funds that incur the fees and charges for service. There are no legal restrictions on General Fund resources. Restrictions do apply on fees and charges paid by non-general funds, consistent with the legal limitations on use of each funds' resources.

Facts, decisions or conditions that are expected to have a significant effect on fund revenues or expenditures:

For FY19:
Atrium Fund (617): The final debt service payment for the Atrium building was made in FY18. This allowed flexibility to loan $750,000 to the Parking Fund (520). This will assist the Parking program in working on the $10.2 million backlog of capital maintenance. An example of one of the parking capital projects is fixing the failing garage elevators in order to improve customer service and comply with ADA requirements. Currently, the Atrium building itself has no major capital needs.

Facilities Maintenance Fund (618): Over the past few years, the Facility Management Division was able to use the savings from past energy efficiency efforts to help offset increases in costs. However, reserves continued to deplete below the recommended reserve balance of two months'. To address this issue, a three-year strategy was implemented to restore the fund balance. FY19 is the final year of the fund replenishment strategy.

Facilities Professional Services Fund (635): The Professional Services Fund is in good fiscal shape and currently has sufficient reserves.

For fiscal years beyond FY19:
Atrium Fund (617): This is a self-supporting fund and is required to have a capital reserve. The building is projected to remain 90% occupied through FY19 and beyond.

Facilities Maintenance Fund (618): Maintaining an adequate General Capital Project Fund appropriation for building preservation projects has a long-term impact on this fund's major maintenance program. As building systems deteriorate, preventive maintenance will become less effective, and the frequency of more expensive and unplanned repairs will increase.

Inflationary factors and increasing equipment complexity, along with the current lower-than-industry standard of capital funding, are anticipated to cause rates to increase in the future.

Facilities Professional Services Fund (635): Addressing the large list of Recreation Division buildings deficiencies will be a priority for the Design and Construction team in FY19.

Maintaining aging facilities will be key to preserving the health of this fund. Implementing energy efficient solutions to pursue organizational priorities and further reduce operational costs will continue to be another major focus.

Important fund accomplishments, opportunities or challenges:
Atrium Fund (617): In FY19, a building condition assessment will be conducted to create a long-term plan for capital improvements.

Facilities Maintenance Fund (618): A number of successes have been achieved through energy conservation efforts and application of green building practices. Sustainable practices will be increasingly important due to the goals of the adopted Climate Recovery Ordinance. Facility preservation and maintenance have been identified as a priority by the City Council and reflects sound fiscal policy.

Facilities Professional Services Fund (635): Capital preservation and maintenance projects will have a strong focus on energy efficiencies for City buildings and structures which will help reach sustainability goals and result in cost savings.

Relationships with other funds:
Atrium Fund (617): The General Fund, Construction and Rental Housing Fund, Parking Services Fund, Solid Waste/Recycling Fund, and Urban Renewal Funds contribute revenue through lease rates.

Facilities Maintenance Fund (618): The Facility Maintenance Fund is supported by rates charged to building occupants across the City. The General Fund is responsible for about 68% of the total rates charged to City facilities.

Facilities Professional Services Fund (635): This fund has a direct relationship to City capital funds that support building construction projects, primarily the General Capital Projects Fund.

Revenue sources and forecast methodology (top 75% of revenues):
Atrium Fund (617): The forecast methodology for major revenue sources includes reviewing historical trends and projected economic changes for the area's lease market. The building is housed with internal City divisions and external tenants.

Facilities Maintenance Fund (618): Facility maintenance rates are set to recover the cost of services.

Facilities Professional Services Fund (635): Charges to capital funds provide the majority of operating revenue. Future revenue is dependent on the level of capital project activity.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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	10,329,448
Planning and Development	249,520	260,360	507,065	497,109	521,674	518,118
Debt Service	211,700	211,730	211,165	211,165	211,165	0
Capital	157,367	520,168	631,860	185,551	185,551	752,567
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	12,857,133
Excess (deficiency) of revenues over expenditures	**112,021**	**247,152**	**(1,157,279)**	**(643,662)**	**(492,108)**	**(1,734,086)**
Beginning Working Capital (Fund Balance), July 1	3,509,263	3,621,284	3,585,082	3,868,436	3,868,436	4,162,892
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	4,162,892
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	15,285,939
Requirements						
Total Expenditures	9,717,567	10,241,345	11,919,199	11,405,582	11,015,441	12,857,133
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	15,285,939

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.

The purpose of this reporting fund is to provide for a way to systematically set aside funding for the purchase of vehicles, equipment and radio infrastructure and to fund corresponding maintenance. This fund includes two subfunds: Fleet Replacement and Acquisition Fund (616) and Fleet Operations Fund (619). Fleet user charges cover vehicle and equipment maintenance expenses, as well as the replacement of vehicles and equipment sold or removed from use. Radio user charges cover radio maintenance expenses. The replacement subfund builds a reserve over the life cycle of a vehicle until it is expended for the replacement of that vehicle.

Service Categories: Fleet and Radio Communications

Legal limitations on use of Fund resources: Limited to the participating and benefited funds that incur the fees and charges for services. There are no legal restrictions on General Fund resources. Restrictions do apply on fees and charges paid by non-general funds, consistent with the legal limitations on the use of each funds' resources.

Facts, decisions or conditions that are expected to have a significant effect on fund revenues or expenditures:

For FY19: After several years of operating on a balance available that was below the two-month operating target, the Fleet Operations subfund gained stability with operating reserves reaching 80% of the target in FY17 and FY18 and is projected to meet that range in FY19. Radio Communications staff will lead a staffing and service level review in FY19, which will include a gap analysis of the current voice and data wireless communications services. This service review will lead to a set of recommendations that the City can consider to leverage technology changes and to meet changing operational needs for all City departments. Support for Fire Radio subscriber units will be discontinued as the units are at end of life. Replacement funds for this equipment have not been identified and may have significant impact on the fund if alternative sources are not identified.

For fiscal years beyond FY19: Increases in parts and employee costs continue to rise above inflationary levels, as well as potential fuel price fluctuations, causing corresponding increases in the rate and reimbursable revenue charged to City departments. The results of the radio communication service analysis can lead to changes in how this service is delivered beyond FY19. Advances in fleet and radio equipment continue, and technicians need the necessary technical training and diagnostic tools to maintain the City's fleet. As the City constantly works on reducing its carbon footprint, Fleet staff will continue their efforts to bring in alternative fuel vehicles and technologies and to work with departments on finding solutions to their fleet needs in an environment of constrained revenues.

Important fund accomplishments, opportunities or challenges: The changes in fleet equipment have outgrown the City's present fleet and fueling facility. Initial studies of existing facilities identified structural vulnerability in seismic activity scenarios. A new Fleet and Radio Communication Services facility is prioritized as part of the Public Works Master Plan and is an unfunded capital project. Costs for the new facility are estimated to be about $25 million. Developing a funding strategy for the construction of this facility will be a significant challenge.

Fleet Services completed the recertification of ECO-Business program in FY16. Fleet Services was recognized as one of the 100 Best Fleets in North America for the ninth consecutive year in 2017.

Fleet services partnered with the City Manager's Office and a local consultant to complete an internal greenhouse gas reduction plan specific to Fleet Services.

Relationships with other funds: Fleet Services has relationships with all other funds that have vehicles, equipment or radios.

Forecast methodology for major revenue sources (top 75% of revenues): The fleet and radio operating and maintenance rates account for 95% of the Fleet Services subfund revenues and are set to recover projected operating expenditures only. The fleet replacement rates are calculated to recover the projected cost of the replacement vehicle at the end of the expected lifecycle.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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	16,401,757
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	16,781,757
Excess (deficiency) of revenues over expenditures	**2,706,433**	**451,172**	**(6,868,913)**	**(8,940,294)**	**(1,039,045)**	**(4,597,471)**
Beginning Working Capital (Fund Balance), July 1	17,481,227	20,187,660	25,397,515	20,638,832	20,638,832	20,088,721
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	20,088,721
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	32,273,007
Requirements						
Total Expenditures	8,491,384	11,014,905	18,551,111	20,622,492	12,042,181	16,781,757
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	32,273,007

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	829,757	1,370,946	1,651,662	1,651,662	729,562
Total Reserves	16,700,994	12,709,700	18,528,602	11,698,538	11,698,538	15,491,250

* 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.

Fleet Services (Fund 600) Six-Year Financial Forecast, FY19 - FY24
Executive Summary

Major Issues for this Fund

The changes in fleet equipment have outgrown the present fleet and fueling facility, impacting operating rates in the future. In addition the fleet facility does not meet current seismic and space requirements. A recent feasibility study estimated the replacement cost of the facility to be $25 million. The annual General Fund contribution for vehicle replacement has been under-funded due to economic pressures on the General Fund; some General Fund vehicles will be held past their projected life cycle. Increases in health and parts costs are expected to rise above inflationary levels in future years, causing corresponding increases in the rate and reimbursable revenue charged to City departments. Unexpected fuel price fluctuations will also impact City departments through corresponding rate increases.

	Actual FY16	Actual FY17	Estimate FY18	Proposed FY19	Forecast* FY20	FY21	FY22	FY23	FY24
Resources									
Beginning Working Capital	17,481,000	20,187,000	20,639,000	19,600,000	15,271,000	14,330,000	15,746,000	14,186,000	17,502,000
Revenues									
Operating Revenues	6,928,000	6,849,000	7,120,000	6,995,000	7,150,000	7,465,000	7,681,000	8,336,000	8,584,000
Capital Replacement Reserves	4,269,000	4,617,000	3,883,000	5,189,000	5,113,000	5,179,000	5,520,000	5,429,000	5,620,000
Total Revenues	11,197,000	11,466,000	11,003,000	12,184,000	12,263,000	12,644,000	13,201,000	13,765,000	14,204,000
Total Resources	28,678,000	31,653,000	31,642,000	31,784,000	27,534,000	26,974,000	28,947,000	27,951,000	31,706,000
Requirements									
Expenditures									
Department Operating	6,178,000	6,483,000	6,765,000	6,996,000	6,707,000	6,993,000	7,194,000	7,833,000	8,064,000
Capital Replacement Expenditures	1,957,000	4,125,000	4,883,000	9,137,000	6,093,000	3,820,000	7,142,000	2,180,000	2,180,000
Non-Departmental	356,000	406,000	394,000	380,000	404,000	415,000	425,000	436,000	447,000
Total Expenditures	8,491,000	11,014,000	12,042,000	16,513,000	13,204,000	11,228,000	14,761,000	10,449,000	10,691,000
Annual Surplus/(Deficit)**	2,706,000	452,000	(1,039,000)	(4,329,000)	(941,000)	1,416,000	(1,560,000)	3,316,000	3,513,000
Replacement Reserve	19,218,000	19,710,000	18,709,000	14,762,000	13,781,000	15,140,000	13,517,000	16,766,000	20,206,000
Balance Available	969,000	929,000	891,000	509,000	549,000	606,000	669,000	736,000	809,000
Total Ending Fund Balance	20,187,000	20,639,000	19,600,000	15,271,000	14,330,000	15,746,000	14,186,000	17,502,000	21,015,000
Total Requirements	28,678,000	31,653,000	31,642,000	31,784,000	27,534,000	26,974,000	28,947,000	27,951,000	31,706,000
Target Balance Available***	1,089,000	1,148,000	1,193,000	1,229,000	1,185,000	1,235,000	1,270,000	1,378,000	1,419,000
Amount Above/(Below) Target	(120,000)	(219,000)	(302,000)	(720,000)	(636,000)	(629,000)	(601,000)	(642,000)	(610,000)

Notes:

*Forecast was prepared prior to adoption of FY19 Budget. FY19 Proposed amounts do not include adjustments for encumbrances or changes to proposed budget.

**The annual deficit in FY18-FY20 and FY22 is due to vehicle purchases being larger than the annual contribution for replacement. This deficit draws down the fleet reserve, which is intended to buffer fluctuations in acquisitions. The higher acquisitions coming due are a result of extending vehicles beyond their life cycle, resulting in more replacement needs.

***Target balance available per City policy is two months of operating expenditures, excluding reserves, contingency and capital.

This reporting fund includes three subfunds. The Information Systems and Services Fund (611) accounts for equipment and software acquisition, licensing and maintenance, networking and fiber infrastructure, data processing, security, IT emergency management support, telephone, and printing services provided to the City departments. User charges are intended to cover the cost of operations and supplies. The Public Safety Information Systems Fund (612) is for the purpose of implementing and maintaining a public safety Records Management System (RMS), a Computer-Aided Dispatch system (CAD), a City Prosecutor Case Management System (CMS), and a Municipal Court Management System. The Central Business Software Fund (613) is for the purpose of purchasing, implementing and maintaining City-wide business software applications (the Corporate Renovation Project).

Service Category: Information Technology Services; Financial Services

Legal limitations on use of Fund resources: This internal service fund's resources are contributed by other funds per the Information Systems and Services rate schedule based on each fund and organizational unit's share of the costs associated with delivery of information technology services. Charges associated with printing and multi-function device (MFD) services are charged to departments based on actual use of the services. These resources may not be used for purposes other than delivery of information technology and printing services. Resources associated with the Public Safety RMS and the CAD system may not be transferred out of this fund or otherwise used for other purposes per the restrictions associated with the use of the Public Safety Answering Point (PSAP) Fund resources. The PSAP Fund is one of the funds that support the Public Safety Information Systems Fund.

Facts, decisions or conditions that are expected to have a significant effect on fund revenues or expenditures:

For FY19:

Information Systems and Services (611): The Information Services Division (ISD) has been using a lease model for purchasing computer hardware and other equipment, which has reduced information technology expenditures by departments. ISD continues to look for ways to lower equipment costs, lengthen equipment lifecycles and use new technologies to lower overall expenses. A new rate model was implemented in FY17 and continues unchanged in FY19.

The FY19 budget for this subfund continues to reflect several cost efficiencies identified by ISD staff in previous years, including removal of contingency funds from the rate model, implementation of organizational changes in Print Services, and continued budget refinement for involved teams. The level of reserves in this subfund is projected to increase due to a combination of cost containment strategies implemented by ISD staff, as well as underspending in the preceding fiscal year. An internal service rate increase of 2.3%, which reflects normal operating cost increases, was approved by the Executive Team for FY19.

Public Safety Information Systems (612): The first phase of the Public Safety RMS/CAD project and the Municipal Court's CMS was implemented in FY14 and FY15. These systems are maintained using funds previously allocated to the Area Information Records System (AIRS)

system contract. General Fund savings from the phaseout of the AIRS system were realized in FY14. The FY19 budget for this subfund includes funding for the support and maintenance of the Public Safety RMS/CAD and Municipal Court systems, functionality enhancements for the RMS/CAD system, and maintenance of the City Prosecutor Case Management System.

Central Business Software (613): This fund continues to use planned contributions from the General Fund and other sources to accumulate the funding needed to pay for replacement of the corporate business software. A software implementation vendor was selected and a multi-phase implementation of the new software commenced in FY17; the new financial and budget systems went live October 2017 and the human resource systems are projected to go live in January 2019.

For fiscal years beyond FY19:
Information Systems and Services (611): The most significant fiscal challenge for this fund will be achieving a structurally balanced budget where operating revenues meet or exceed recurring expenditures. Central Services staff, with the input from the IT Task Team, will continue working on improving the IT rate model and service delivery, as well as identifying additional efficiencies and savings to achieve a stable budget in this fund.

Public Safety Information Systems (612): The biggest fiscal challenge for this fund in future years will be to cover the future costs associated with an upgrade or replacement of the Public Safety RMS/CAD system and the Municipal Court case management system. It is anticipated that the reserves accumulated in this fund will be used to cover a substantial portion of this cost but may not be sufficient to fund this project in its entirety.

Central Business Software (613): The corporate software upgrade is expected to be a multi-year project that will be completed by FY20. In February 2015, the Executive Team approved a strategy to fund this project over a five-year period using contributions from the General Fund, Telecommunications Fund and other sources. Additional contributions to this fund to fully cover the projected costs of the Corporate Renovation Project will be made in the next two fiscal years within the existing operating budget.

Important fund accomplishments, opportunities or challenges:
Information Systems and Services (611): ISD has begun a move toward internationally recognized best practices by having IT management and staff Control Objectives for Information and Related Technologies (COBIT5) and Information Technology Infrastructure Library (ITIL) certified. An IT Task Team (IT3) has been providing governance and input to ISD regarding strategic planning. These include improvements to the IT rate model, IT policy updates and Service Delivery/Service Level Agreements. A new ticket tracking system and inventory system that aligns with the ITIL practices is being implemented in July 2018. This will provide deeper insights into the services required from the organization. Metrics will be reported to IT3 showing how ISD is performing in relation to the organizational IT goals that have been established.

Public Safety Information Systems (612): The Public Safety RMS/CAD system continues with system maintenance work in FY19. Additional software modules and interfaces will be introduced in FY19 to help the Police, Municipal Court and City Prosecutor manage and share casework flow

along with some enhancements for the Fire and Emergency Services Department as outlined in the work plans agreed to by the governance structure.

Central Business Software (613): The Central Business Software Fund continues to build reserves to fully cover the projects costs of the Corporate Renovation Project. The new software implementation started in FY17 and is scheduled to be completed by FY20.

All Funds: FY19 will continue an IT Project Management process that is intended to provide better results for departments. ISD has introduced tools to closely monitor and track IT projects. The objective is to ensure that new services are carefully thought out, insuring strategies for implementing organization-wide IT solutions are considered with any new expenditures.

Relationships with other funds:
Information Systems and Services Fund (611): All other funds that use information technology services that are paid for through the internal service charges.

Public Safety Information Systems Fund (612): The General Fund, the Telecommunications Fund and the Public Safety Answering Point (PSAP) Fund pay for service charges to Fund 612 for the RMS/CAD and CMS systems.

Central Business Software Fund (613): The General Fund, the Telecommunications Fund and other funds that have been the source of contributions towards the future replacement or upgrade of the corporate software.

Revenue sources and forecast methodology (top 75% of revenues):
Information Systems and Services Fund (611): Rate revenues are calculated to support the operating expenses in this fund, subject to the internal service fund rate increase limits established by the Executive Team. Printing, MFD charges and pass-through revenues are estimated based on historical experience and current trends.

Public Safety Information Systems Fund (612): Revenues from the General Fund and Telecom Fund are calculated based on prior year's contribution plus CPI-U. The PSAP Fund contribution is based on its ability to pay due to the revenue constraints experienced by the PSAP Fund.

Central Business Software Fund (613): Revenues are derived from the General Fund and other funds and are designed to cover the operating expenses and accumulate sufficient reserves for the corporate software replacement.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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	13,015,741
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	13,379,741
Excess (deficiency) of revenues over expenditures	**2,390,898**	**1,659,609**	**(7,109,270)**	**(7,258,243)**	**(6,104,094)**	**(5,806,240)**
Beginning Working Capital (Fund Balance), July 1	7,716,912	10,107,810	10,991,897	11,767,419	11,767,419	8,546,546
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	8,546,546
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	16,120,047
Requirements						
Total Expenditures	6,563,249	8,379,246	14,164,115	14,313,088	12,994,232	13,379,741
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	16,120,047

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

***** 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 purpose of this reporting fund is to account for professional services performed by Public Works personnel for other City funds and outside agencies. Revenues in this fund are generated from charges for these services.

Service Categories: Infrastructure; Project and Information Management

Legal limitations on use of Fund resources: Limited to the participating and benefited funds that incurred the fees and charges for service. There are no legal restrictions on General Fund resources. Restrictions do apply on fees and charges paid by non-general funds, consistent with the legal limitations on use of each funds' resources.

Facts, decisions or conditions that are expected to have a significant effect on fund revenues or expenditures:

> **For FY19:**
> This fund receives revenue primarily through billed charges to City capital projects. FY19 revenues are projected to remain steady with vacant positions filled, billable hours will increase over FY17's billable hours. The fees charged to capital projects are calculated using a full-cost recovery rate model.
>
> **For fiscal years beyond FY19:** With funding sources such as the local gas tax, SDCs, and bonds, capital programs continue to be strong. Fund expenditures, revenues and billable hours will continue to be reviewed and monitored in future years.

Important fund accomplishments, opportunities or challenges: As an internal service fund, the purpose of this fund is to function as a cost-reimbursement mechanism, while avoiding significant surpluses or deficits.

Relationships with other funds: This fund has a direct relationship with all City capital funds, as the capital funds provide the professional services operating revenue through internal service fund charges.

Forecast methodology for major revenue sources (top 75% of revenues): Future revenue levels are dependent on the level of capital project activity, which will vary from year to year and based on billable hours.

Professional Services Fund (630)

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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	6,747,126
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	7,431,126
Excess (deficiency) of revenues over expenditures	**(714,131)**	**(1,479,084)**	**(675,108)**	**(671,856)**	**(1,867,118)**	**13,460**
Beginning Working Capital (Fund Balance), July 1	4,357,276	3,643,145	2,145,997	2,164,061	2,164,061	328,483
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	328,483
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	7,773,069
Requirements						
Total Expenditures	6,643,436	6,916,890	7,562,967	7,559,715	7,304,050	7,431,126
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	7,773,069

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

* 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 purpose of this reporting fund is to account for costs of the City's self-insurance programs. This fund includes four subfunds: the Risk Management Fund (622); Employee Health and Benefits Fund (623); Pension Bond Fund (624) and Other Post-Employment Benefits Fund (625).

Service Categories: Human Resource and Risk Services; Financial Services

Legal limitations on use of Fund resources: The fund is limited by Eugene City Code 2.585 which states the purpose of the Risk and Benefits Fund is to receive and maintain an amount of funds sufficient to meet the City's future liabilities. Future liabilities include risk and employee benefits claims costs, incurred but not reported losses, larger than anticipated judgments, premiums, program administration and contingencies. Code also requires all insurance premium refunds, rebates and dividends to be placed in the fund.

Below is a summary of facts, decisions, or conditions that are expected to have a significant effect on fund revenues or expenditures:

For FY19:
Risk Management Fund (622): The Oregon tort claim liability limit for public bodies is currently $1.412 million per claim and will continue to increase incrementally. All increases impact City liability exposure. Despite increasing tort liability exposure, the City continues to experience lower than projected claims. As such, compared to the FY18 rates, FY19 overall departmental Risk rates were reduced by almost 1.9%.

Employee Health and Benefits Fund (623): For FY19, budget rates did not increase over FY18 rates. The FY19 rates are also designed to cover expenses for an additional 1.0 FTE to be shared with the Risk Management Fund (80% Employee Benefits Program, 20% Risk).

Major issues continuing to face the Employee Health and Benefits Fund are: 1) large retiree and dependent enrollment. Retiree claims costs are consistently higher than active employees; 2) large retiree subsidies are annually required to account for the difference between paid retiree premiums and incurred claims costs; and 3) significant increases in pharmacy claims costs driven by expensive specialty prescription drugs needed to treat serious health conditions.

In FY17, retirees paid $2 million in premiums but accounted for $3 million in expenses. Expenses included claims, administration, stop loss reimbursements and fees. Expenses exceeding premiums resulted in a retiree subsidy of $1.0 million. The subsidy was transferred from Fund 623 to Fund 625 to cover retiree costs. The Other Post-Employment Benefits (OPEB) 625 Fund transfer is projected to be $2.3 million in FY19.

Pension Bond Fund (624): The City issued Pension Obligation Bonds in FY02 to pay off the estimated Public Employees Retirement System (PERS) unfunded actuarial liability as of April 1, 2002. Departments are charged via the payroll system to cover annual debt payments.

Other Post-Employee Benefits (OPEB) Fund (625): Oregon state law requires public employers to allow retired employees to continue to purchase employer group rate health insurance for themselves and eligible dependents until Medicare eligibility. This fund accounts for retiree health insurance premiums and claim costs separately from active employees. Retirees on the

City's plans pay 100% of the group rated premium. However, claims costs for the retiree group are consistently higher than the premium paid. The effect is an "implicit subsidy" of the retiree premium.

As of June 30, 2017, the actuarial valuation to determine the cost of this implicit subsidy projected the Actuarial Accrued Liability at $17.2 million and the net OPEB obligation at $2.5 million. An actuarial valuation is prepared every two years to update the liability and net OPEB obligation.

Fiscal years beyond FY19:
Risk Management Fund (622): The long-range forecast projects a 5% per year increase from FY20 – FY24, for all fund costs, including claims and insurance premiums. Actual claims experience can vary greatly from year to year.

Employee Health and Benefits Fund (623): The City's annual health care cost increases are projected to significantly exceed the CPI in the future, with a 6.2% increase in the medical trend rate projected in FY20 and 6.1% in FY21.

Key factors in increasing health plan costs continue to be: catastrophic claims, overall medical cost inflation, increasing prescription drug costs, an aging workforce and a large enrollment of retired employees. Additional increases related to new taxes under the Patient Protection and Affordable Care Act are expected in subsequent years.

OPEB Fund (625): The City is not required to pre-fund the implicit subsidy for retiree health insurance.

Important fund accomplishments, opportunities or challenges:

Risk Management Fund (622): The Fund's biggest challenges are claims experience and claims volatility, which vary by program area from year-to-year. FY14 through FY17 had lower than expected claims experience in the workers' compensation, liability, and unemployment programs.

In FY17, Risk Services programs achieved $1,560,416 in program savings from recoveries and grants, including recoveries from third parties for damage to City property and the Workers' Compensation Employer-at-Injury Program. The Emergency Management Program also secured multiple grants. Risk will continue efforts related to recovery and grant opportunities.

Employee Health and Benefits Fund (623): The City continues to focus on cost containment through collective bargaining as well as employee engagement groups. The Benefits Study Group works on various programs aimed at promoting health and reducing future health care costs. The City implemented a non-represented employees Wellness Incentive Program to encourage healthy behaviors, create a positive impact on participants and also reduce claims costs.

The City shares a commitment to the safety, health and well-being of its employees and Total Worker Health® (TWH) is another way the City can advance that commitment while reducing chronic illnesses, workplace stress and the burden of occupational injury. Risk and Benefits intends to be leaders in advancing TWH.

The City of Eugene has been recognized by the Portland Business Journal as one of Oregon's Healthiest Employers annually from 2010 through 2017. The recognition acknowledges the City's comprehensive health and wellness programs which promote reduced health care costs.

OPEB Fund (625): As mentioned on the previous page, retirees and their dependents are legally entitled to continue coverage under the City's health plans until they are Medicare eligible and this group's health care costs are consistently higher than the premiums they pay to the City. In FY17, retirees received an "implicit subsidy" of $1.1 million which was transferred from Fund 623 to Fund 625 to offset retiree health care costs which exceeded their premium payments.

Relationships with other funds: Funds 622, 623 and 624 receive revenue through rates charged to all funds. Fund 625 receives revenue from the retirees and their dependents who continue to purchase health insurance coverage through the City of Eugene. In addition, Fund 625 receives revenue from Fund 623 to offset retiree health plan costs that exceed the retiree premiums.

Revenue sources and forecast methodology (top 75% of revenues): Funds 622 and 623 departmental charges are set to cover the costs of the programs, which are based on projections of claims, insurance premiums and administrative costs. In addition, Fund 623 revenues are generated from active employees who pay a portion of their health insurance premiums and from the premiums paid by terminated employees. Federal law entitles terminated employees to continue purchasing health care coverage through the City's plans. For Fund 625, revenues are generated from retirees and their dependents who purchase health coverage through the City, and from departmental charges necessary to cover the full cost of the retiree program through the OPEB transfer from Fund 623. Pension Bond Fund (624) charges are collected from each department based on the number of employees and the amount needed to pay the debt service.

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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	39,378,122
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	46,613,522
Excess (deficiency) of revenues over expenditures	**1,853,810**	**1,445,128**	**(383,632)**	**(700,545)**	**930,618**	**(1,635,646)**
Beginning Working Capital (Fund Balance), July 1	12,867,792	14,721,602	14,432,427	16,166,730	16,166,730	17,171,788
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	17,171,788
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	62,149,664
Requirements						
Total Expenditures	39,277,186	40,822,947	44,915,940	45,232,853	45,232,853	46,613,522
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	62,149,664

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.

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Service View

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The Service View presents the City's Operating Budget organized by the services the public receives, rather than by the way the City is internally structured by departments. Presenting a service view of the Operating Budget helps citizens understand the cost of services they receive, and the results the services are intended to produce. The service budget:

- Describes the wide range of services provided by the City;
- Shows how services compare in terms of staff and budgeted resources; and
- Provides a quick reference regarding which departments and funds are involved in providing a service.

The City's services have been divided into 44 categories and grouped under four areas: Public Safety Services, Infrastructure and Planning Services, Culture and Recreation Services, and Central Business Functions.

All service categories provide the following budget information:

- **Expenditures by Department**
  Personnel Services – Wages, fringe benefits, social security, retirement, long-term disability, worker's compensation, unemployment insurance and temporary help.

  Materials and Services – Operating expenditures not classified as personnel services or capital outlay, including such expenditures as utilities, printing, data processing, telephones, rent, advertising and contractual services.

  Capital Outlay – Equipment with a useful life of more than one year and a cost greater than $5,000, such as specialized computer equipment.

- **Expenditures by Fund**
  See the Fund Summary section for information about individual funds.

- **General Fund Revenue**
  Money generated by the service through fines, fees, grants, intergovernmental contracts, etc., which contribute to the General Fund.

- **Number of Full-Time Equivalents (FTE) by Fund**
  A full-time position is 40 hours per week for the entire fiscal year and is designated as 1.0 FTE. FTE figures do not equate to number of persons working for the City on a regular basis. For example, 1.0 FTE could represent two half-time employees. The figures also do not include temporary employees.

Department Administration Service Categories

Department Administration services include budgeted expenses for: department executive manager; budget coordinator; department financial analysts (if any); executive assistant; personnel analysts (if any); administrative staff for above positions; technical (computer support) staff (if any); organizational development staff (if any); materials and services associated with above positions; and civil legal services. Graphics and public information staff may be allocated centrally or to the direct services, depending on how the department is organized. Risk rates, facilities costs, lease costs and division administrative staff have been allocated to the appropriate direct service category.

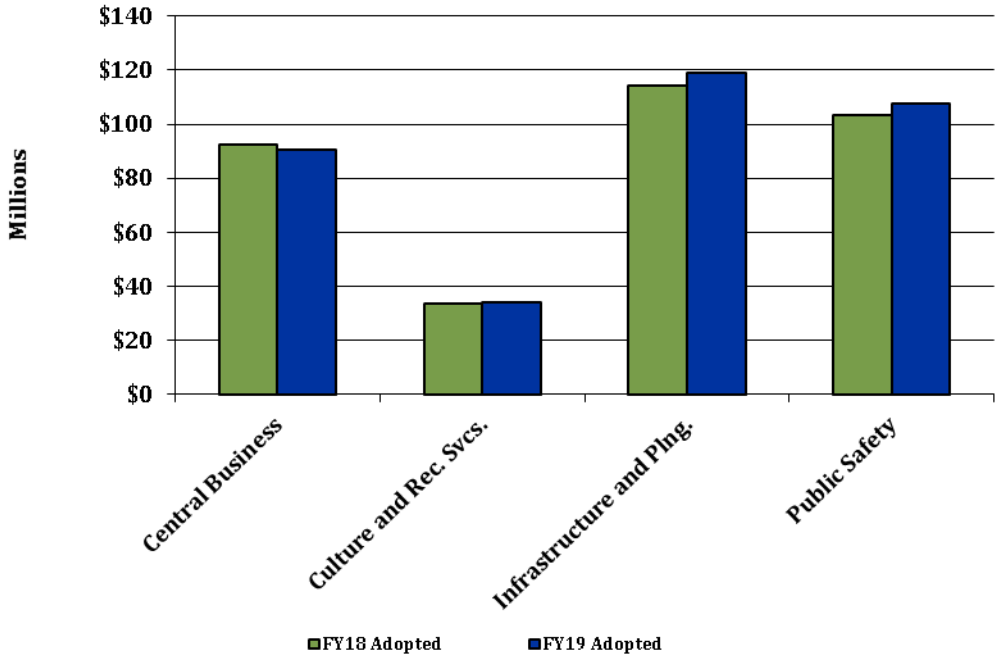
Service Description

The City organization has always been committed to seeking ways to improve service. However, like other public organizations in prior decades, Eugene had not consistently measured and reported service results. In 1995, the Council adopted, as part of its Government Goal, the strategy to improve the effectiveness and efficiency of services and programs. Staff began working to complete a profile of each service in 1995, completing profiles for all services in 1998. The service profile includes information about why the service exists, who it serves, how it needs to change and the community expectations regarding the service. Service profiles are generally updated every four years (the timeframe of strategies).

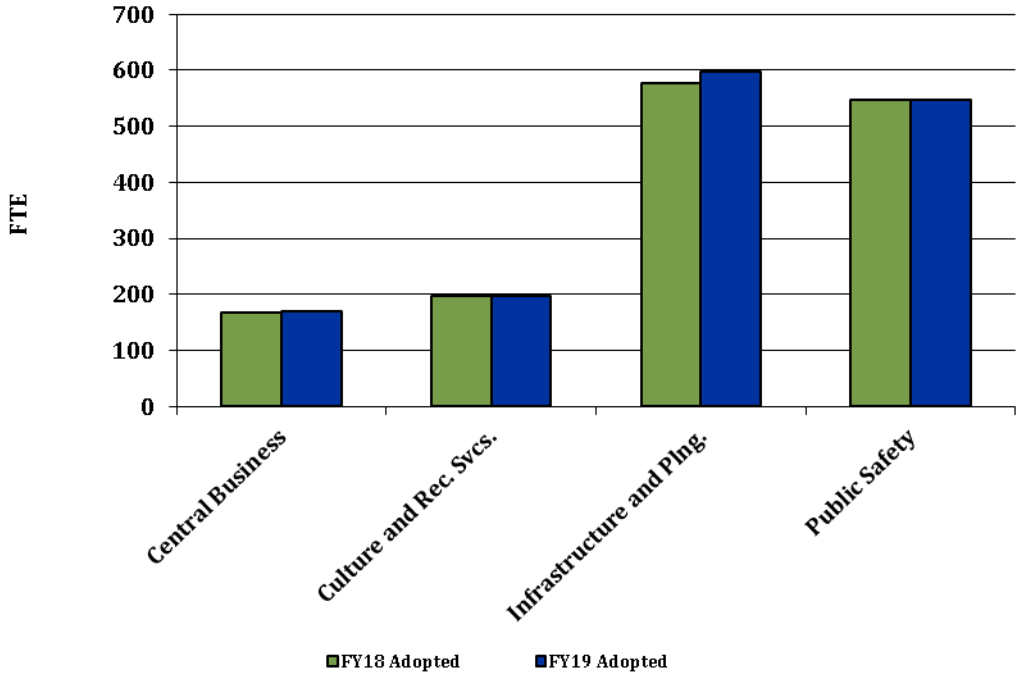
The process of developing the service profile brings together a team representing the whole service. This team works to reach agreement on purpose, direction and measurements for a service, culminating in a profile representing a strategic plan for service improvement covering the next four years. The product of this effort is reviewed and adopted by the citizen members of the Budget Committee. Service Profiles are not included in the budget document but can be found on the City's website at www.eugene-or.gov/budget.

(Note: A profile is not produced for Social Services since this service consists of payments to an outside agency. Department Administration categories also do not have service profiles).

Budget by Service Area



Budgeted FTE by Service Area



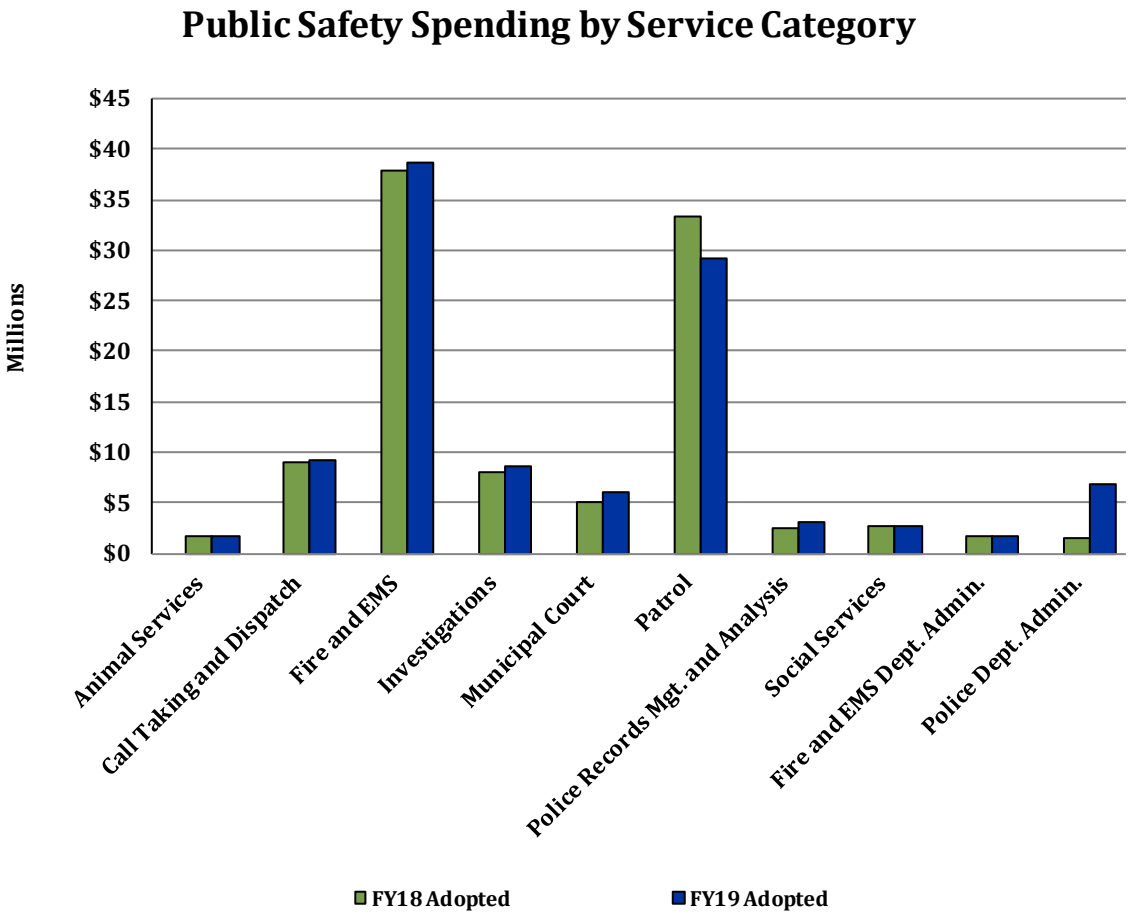
Service Budget Reconciliation to Department Operating Budgets – FY19

Department/Service Category	Revenue	Expenditures			FTE
	General Fund	General Fund	Other Funds	All Funds	All Funds
Central Services					
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
Infrastructure and Planning Services					
Parking	0	0	395,512	395,512	3.55
Public Buildings and Facilities	0	781,646	10,329,448	11,111,094	58.50
Subtotal	0	781,646	10,724,960	11,506,606	62.05
Central Business Functions					
Civic Leadership and Collaboration Svcs.	0	4,827,974	0	4,827,974	24.90
Financial Services	100,000	3,977,786	550,089	4,527,875	26.00
Human Resource and Risk Svcs.	0	2,147,575	39,322,309	41,469,884	30.85
Human Rights and Neighborhood Invol.	0	943,401	0	943,401	5.15
Information Technology Services	0	5,650,653	15,934,713	21,585,366	50.25
Central Services Admin.	0	932,092	0	932,092	3.00
Subtotal	100,000	18,479,481	55,807,111	74,286,592	140.15
Total Central Services	**$2,455,749**	**$26,047,835**	**$66,532,071**	**$92,579,906**	**225.65**
Fire and Emergency Medical Services					
Public Safety Services					
Fire and Emergency Medical Services	$3,295,237	$29,869,270	$8,695,209	$38,564,479	187.44
Fire and EMS Department Admin.	0	907,794	908,162	1,815,956	9.56
Subtotal	3,295,237	30,777,064	9,603,371	40,380,435	197.00
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
Total Fire and Emergency Medical Services	**$3,295,237**	**$30,777,064**	**$11,179,195**	**$41,956,259**	**206.00**

Department/Service Category	Revenue	Expenditures			FTE
	General Fund	General Fund	Other Funds	All Funds	All Funds
Library, Recreation and Cultural Services					
Culture and Recreation Services					
Adaptive Recreation	$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	8,066,246	20,000	8,086,246	36.13
Library	478,540	11,366,514	2,684,582	14,051,096	105.00
Youth and Family Recreation	1,206,000	5,092,913	23,000	5,115,913	30.20
LRCS Administrative Services	0	1,103,788	0	1,103,788	3.00
Subtotal	8,225,540	31,123,351	2,814,582	33,937,933	196.58
Total Library, Recreation and Cultural Services	**$8,225,540**	**$31,123,351**	**$2,814,582**	**$33,937,933**	**196.58**
Planning and Development					
Public Safety Services					
Social Services	$0	$1,159,823	$1,545,630	$2,705,453	0.00
Subtotal	0	1,159,823	1,545,630	2,705,453	0.00
Infrastructure and Planning Services					
Construction Permits	0	0	7,977,429	7,977,429	46.85
Greater Downtown Services	376,000	1,226,142	0	1,226,142	4.88
Housing Opportunities and Economic Prosperity	28,262	704,914	1,449,210	2,154,124	12.72
Infrastructure Project Management	0	0	249,802	249,802	0.00
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	0	0	6,293,570	6,293,570	16.30
Public Buildings and Facilities	0	0	518,118	518,118	0.30
Waste Prevent./Green Bldg. and Bus. Lic.	106,541	101,051	1,111,696	1,212,747	6.60
Zoning and Nuisance Admin.	89,100	635,993	0	635,993	4.55
Planning and Dev. Dept. Admin.	0	1,493,479	0	1,493,479	5.80
Subtotal	1,029,086	6,563,654	17,599,825	24,163,479	113.00
Total Planning and Development	**$1,029,086**	**$7,723,477**	**$19,145,455**	**$26,868,932**	**113.00**

Department/Service Category	Revenue	Expenditures			FTE
	General Fund	General Fund	Other Funds	All Funds	All Funds
Police					
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
Patrol	1,185,000	28,687,585	430,000	29,117,585	161.00
Police Records Mgmt. and Analysis	30,000	3,077,707	0	3,077,707	25.50
Police Department Admin.	2,000	6,844,576	0	6,844,576	31.16
Subtotal	2,711,400	55,144,120	2,649,619	57,793,739	327.16
Infrastructure and Planning Services					
Airport	0	0	709,000	709,000	3.00
Subtotal	0	0	709,000	709,000	3.00
Total Police	**$2,711,400**	**$55,144,120**	**$3,358,619**	**$58,502,739**	**330.16**
Public Works					
Infrastructure and Planning Services					
Airport	$0	$0	$8,822,783	$8,822,783	41.91
Construction Permits	0	0	1,712,942	1,712,942	12.20
Infrastructure Project Management	0	0	6,747,126	6,747,126	42.29
Parking	0	0	90,061	90,061	0.00
Parks and Open Space	109,028	4,371,639	2,110,598	6,482,237	33.92
Stormwater	0	0	14,842,003	14,842,003	77.24
Transportation	0	205,942	13,538,287	13,744,229	61.72
Urban Forestry	17,500	111,516	2,260,645	2,372,161	11.30
Wastewater Collection and Treatment	0	0	24,725,443	24,725,443	123.17
Public Works Dept. Admin.	0	1,712,246	0	1,712,246	7.65
Subtotal	126,528	6,401,343	74,849,888	81,251,231	411.40
Culture and Recreation Services					
Athletics	0	90,808	0	90,808	0.75
Subtotal	0	90,808	0	90,808	0.75
Central Business Functions					
Fleet and Radio Comm. Srvcs.	0	0	16,401,757	16,401,757	29.20
Subtotal	0	0	16,401,757	16,401,757	29.20
Total Public Works	**$126,528**	**$6,492,151**	**$91,251,645**	**$97,743,796**	**441.35**
Total All Departments and Services	**$17,843,540**	**$157,307,998**	**$194,281,567**	**$351,589,565**	**1,512.74**

Charts



Service Category	FY18 Adopted	FY19 Adopted
Animal Services	$1,708,430	$1,766,131
Call Taking and Dispatch	8,981,198	9,200,106
Fire and EMS	37,929,796	38,564,479
Investigations	8,136,656	8,605,383
Municipal Court	5,103,682	5,968,959
Patrol	33,239,125	29,117,585
Police Records Mgt. and Analysis	2,569,001	3,077,707
Social Services	2,645,431	2,705,453
Fire and EMS Dept. Admin.	1,649,253	1,815,956
Police Dept. Admin.	1,595,759	6,844,576
	$103,558,331	$107,666,335

Service Description

Public Safety Services include Fire and Emergency Medical Services (EMS), Patrol, Investigations, Call Taking and Dispatch, Police Records Management and Analysis, Animal Services, Municipal Court, Fire and EMS Department Administration, Police Department Administration and contracts for human services.

Fire and Emergency Medical Services are provided to promote accident and fire prevention, save lives, protect property, mitigate environmental harm and reduce damage or injuries when emergencies do occur. Services include fire suppression; specialized rescue; hazardous materials response and mitigation; basic and advanced life support first response emergency medical care and ambulance transport; fire prevention, education and life safety outreach education; fire code enforcement; plan review; hazardous materials management; fire investigations; specialized training; logistical support; operations analysis; planning and record keeping.

The Eugene Police Department responds to calls for assistance; provides proactive problem management using data-led policing; conducts prevention programs through community policing partnerships with citizens, schools and community businesses and organizations; enforces traffic laws; conducts crime investigations; manages recovered stolen and pawned property; and assists in the prosecution of offenders.

Police communications personnel answers calls for emergency services and dispatches emergency medical personnel, police officers and firefighters. Calls from both inside and outside Eugene are relayed to appropriate police or fire agencies. Staff also answers non-emergency calls from Eugene, refers non-emergency calls to the appropriate public or social service agencies, provides dispatching services for external agencies on contract, and receives and responds to requests for information and other radio communications from police, firefighters and emergency medical technicians.

The City Animal Services program licenses dogs and cats, enforces animal welfare regulations and provides shelter for impounded animals. The City also operates a low-cost spay/neuter clinic. The clinic performs spay and neuter services to help control Eugene's overall companion animal population. In addition, the clinic offers basic health vaccinations for dogs and cats.

Municipal Court has jurisdiction over violations of the City Code within the city limits. The violations processed include all major and minor state traffic laws, parking laws, and violations of City ordinances. Court proceedings are subject to the general laws of the State of Oregon which govern the justice courts. Municipal Court manages a contractual relationship with the City of Springfield and Lane County for the provision of corrections services, as well as contracts for judicial and indigent defense services.

The City’s Prosecutor’s Office prosecutes misdemeanors and violations that occur within the city limits of Eugene and are in violation of City Code. The Prosecutor’s Office also handles any appeals from Municipal Court filed in Lane County Circuit Court.

Eugene, Springfield and Lane County fund social services by contributing to a joint fund, which contracts with non-profit agencies for services to primarily low-income and homeless citizens.

Budget Information

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
FUNDING SOURCE					
General Fund	$84,910,879	$87,539,227	$90,468,278	$93,875,220	$93,867,715
Other Funds	10,259,100	10,481,057	13,090,053	13,357,850	13,798,620
Total	$95,169,979	$98,020,284	$103,558,331	$107,233,070	$107,666,335

OPERATING COSTS

SERVICE CATEGORY*	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
Animal Services					
Expenditures by Department					
Central Services					
Personnel Services	$220,230	$214,041	$344,962	$344,962	$370,413
Materials and Services	459,939	481,125	447,682	447,682	447,336
Subtotal	$680,169	$695,166	$792,644	$792,644	$817,749
Police					
Personnel Services	$280,753	$286,202	$309,033	$309,033	$327,850
Materials and Services	564,277	652,818	606,753	608,782	620,532
Subtotal	$845,030	$939,020	$915,786	$917,815	$948,382
Total	$1,525,199	$1,634,186	$1,708,430	$1,710,459	$1,766,131
Expenditures by Fund					
General	$1,525,199	$1,634,186	$1,708,430	$1,710,459	$1,766,131
General Fund Revenue	$1,070,457	$1,079,068	$1,022,644	$1,022,644	$1,052,749
Number of Full-time Equivalents					
General	6.75	6.75	6.75	6.75	6.75

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SERVICE CATEGORY*	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
Call Taking and Dispatch					
Expenditures by Department					
Police					
Personnel Services	$7,082,378	$7,080,652	$7,444,649	$7,594,649	$7,758,830
Materials and Services	2,195,096	1,408,623	1,536,549	1,536,549	1,441,276
Capital Outlay	28,800	0	0	0	0
Total	$9,306,274	$8,489,275	$8,981,198	$9,131,198	$9,200,106
Expenditures by Fund					
General	$6,875,385	$6,691,581	$6,822,998	$6,972,998	$6,980,487
Public Safety Communications	2,430,889	1,797,694	2,158,200	2,158,200	2,219,619
Total	$9,306,274	$8,489,275	$8,981,198	$9,131,198	$9,200,106
General Fund Revenue	$1,330,471	$1,391,677	$1,350,000	$1,350,000	$1,250,000
Number of Full-time Equivalents					
General	42.83	43.83	43.64	43.64	43.64
Public Safety Communications	14.86	14.86	14.86	14.86	14.86
Total	57.69	58.69	58.50	58.50	58.50
Fire and EMS					
Expenditures by Department					
Fire and Emergency Medical Svcs.					
Personnel Services	$28,655,672	$29,935,142	$32,880,303	$33,648,900	$32,286,015
Materials and Services	5,495,322	5,403,014	5,049,493	6,095,204	6,278,464
Capital Outlay	9,391	92,037	0	35,000	0
Total	$34,160,385	$35,430,193	$37,929,796	$39,779,104	$38,564,479
Expenditures by Fund					
General	$27,470,073	$28,081,854	$29,458,642	$30,957,930	$29,869,270
Ambulance Transport	6,690,312	7,348,339	8,471,154	8,821,174	8,695,209
Total	$34,160,385	$35,430,193	$37,929,796	$39,779,104	$38,564,479
General Fund Revenue	$2,569,689	$2,709,979	$3,450,579	$4,684,367	$3,295,237
Number of Full-time Equivalents					
General	163.10	163.10	163.10	163.10	161.36
Ambulance Transport	26.08	26.08	26.08	26.08	26.08
Total	189.18	189.18	189.18	189.18	187.44

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SERVICE CATEGORY*	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
Investigations					
Expenditures by Department					
Police					
Personnel Services	$6,889,254	$6,949,481	$7,126,978	$7,126,978	$7,352,490
Materials and Services	1,122,614	1,374,402	1,009,678	1,020,678	1,252,893
Capital Outlay	107,952	14,880	0	20,000	0
Total	$8,119,820	$8,338,763	$8,136,656	$8,167,656	$8,605,383
Expenditures by Fund					
General	$8,119,820	$8,338,763	$8,136,656	$8,167,656	$8,605,383
General Fund Revenue	$51,230	$39,136	$25,325	$25,325	$9,400
Number of Full-time Equivalents					
General	45.66	47.66	47.66	48.00	48.00
Municipal Court					
Expenditures by Department					
Central Services					
Personnel Services	$1,764,885	$1,922,351	$1,965,013	$2,186,297	$2,477,863
Materials and Services	3,154,264	3,285,668	3,138,669	3,476,529	3,491,096
Total	$4,919,149	$5,208,019	$5,103,682	$5,662,826	$5,968,959
Expenditures by Fund					
General	$4,919,149	$5,208,019	$5,103,682	$5,662,826	$5,968,959
General Fund Revenue	$1,916,922	$1,652,592	$1,736,500	$1,852,295	$1,538,000
Number of Full-time Equivalents					
General	19.70	19.70	19.70	19.70	19.70

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SERVICE CATEGORY*	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
Patrol**					
Expenditures by Department					
Police					
Personnel Services	$25,399,314	$25,899,583	$26,934,860	$27,472,227	$24,847,740
Materials and Services	5,460,450	6,447,965	6,304,265	6,347,472	4,269,845
Capital Outlay	142,378	123,618	0	9,056	0
Total	$31,002,142	$32,471,166	$33,239,125	$33,828,755	$29,117,585
Expenditures by Fund					
General	$31,002,142	$32,471,166	$33,239,125	$33,828,755	$28,687,585
Parks and Rec. Local Opt. Levy	0	0	0	0	430,000
Total	$31,002,142	$32,471,166	$33,239,125	$33,828,755	$29,117,585
General Fund Revenue	$1,637,433	$2,246,767	$1,280,350	$1,403,818	$1,185,000
Number of Full-time Equivalents					
General	168.00	174.00	174.00	172.00	159.00
Parks and Rec. Local Opt. Levy	0.00	0.00	0.00	0.00	2.00
Total	168.00	174.00	174.00	172.00	161.00
Police Records Mgt. and Analysis					
Expenditures by Department					
Police					
Personnel Services	$2,138,364	$1,883,617	$2,463,189	$2,463,189	$2,616,880
Materials and Services	105,929	140,182	105,812	105,812	460,827
Total	$2,244,293	$2,023,799	$2,569,001	$2,569,001	$3,077,707
Expenditures by Fund					
General	$2,244,293	$2,023,799	$2,569,001	$2,569,001	$3,077,707
General Fund Revenue	$35,411	$33,450	$30,000	$30,000	$30,000
Number of Full-time Equivalents					
General	25.50	25.50	25.50	25.50	25.50
Social Services					
Expenditures by Department					
Planning and Development					
Personnel Services	$22,924	$33,359	$0	$0	$0
Materials and Services	1,409,349	1,688,601	2,645,431	2,713,124	2,705,453
Total	$1,432,273	$1,721,960	$2,645,431	$2,713,124	$2,705,453
Expenditures by Fund					
General	$1,039,229	$1,168,855	$1,053,655	$1,203,571	$1,159,823
Community Development	393,044	553,105	1,591,776	1,509,553	1,545,630
Total	$1,432,273	$1,721,960	$2,645,431	$2,713,124	$2,705,453

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** In FY19, several FTE and the associated costs were moved from Patrol to Police Department Admin. to more accurately reflect operations.

SERVICE CATEGORY*	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
Fire and EMS Dept. Admin.					
Expenditures by Department					
Fire and Emergency Medical Svcs.					
Personnel Services	$1,112,913	$1,034,518	$1,257,379	$1,257,379	$1,417,359
Materials and Services	384,108	483,547	391,874	391,874	398,597
Total	$1,497,021	$1,518,065	$1,649,253	$1,649,253	$1,815,956
Expenditures by Fund					
General	$752,166	$736,146	$780,330	$780,330	$907,794
Ambulance Transport	744,855	781,919	868,923	868,923	908,162
Total	$1,497,021	$1,518,065	$1,649,253	$1,649,253	$1,815,956
General Fund Revenue	$5,037	$524	$0	$0	$0
Number of Full-time Equivalents					
General	5.56	5.56	5.56	5.56	5.56
Ambulance Transport	4.00	4.00	4.00	4.00	4.00
Total	9.56	9.56	9.56	9.56	9.56
Police Dept. Admin.**					
Expenditures by Department					
Police					
Personnel Services	$705,065	$823,785	$1,072,632	$1,247,632	$4,567,745
Materials and Services	258,357	327,654	523,127	774,062	2,276,831
Capital Outlay	0	33,420	0	0	0
Total	$963,422	$1,184,859	$1,595,759	$2,021,694	$6,844,576
Expenditures by Fund					
General	$963,422	$1,184,859	$1,595,759	$2,021,694	$6,844,576
General Fund Revenue	$9,062	$4,157	$2,000	$103,874	$2,000
Number of Full-time Equivalents					
General	25.31	16.31	16.50	18.16	31.16

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** In FY19, several FTE and the associated costs were moved from Patrol to Police Department Admin. to more accurately reflect operations.

Animal Services

Description

In FY13, the City of Eugene Police Department began enforcing City animal welfare ordinances, providing animal field services and licensing dogs. The City has contracted with a community partner for sheltering, lost pet and adoption services.

Through the City Manager's Office, the City also directly operates the low-cost Spay/Neuter Clinic. The clinic acts as a successful prevention strategy to help control Eugene's pet population. In addition to operating at full capacity for spay/neuter surgeries, the clinic offers basic health vaccinations for dogs and cats.

Mission

The mission of Animal Services is to provide a safety net for lost, injured and neglected animals; protect public safety; help control pet overpopulation; and provide low-cost veterinary services.

Outcomes

- Get lost, sick and injured animals to medical care.
- Investigate cases of animal abuse and neglect.
- Reduce injuries from animal bites by classifying potentially dangerous dogs.
- Prevent safety hazards caused by loose pets.
- License Eugene dogs and cats.
- Increase community awareness around animal-related issues.
- Help reduce dog and cat overpopulation.
- Provide low-cost veterinary services.

Call Taking and Dispatch

Description

Central Lane 911 is responsible for regional emergency services, connecting citizens with the public safety assistance they need for approximately 89% of Lane County. Trained Communication Specialists calmly guide callers through crises, obtain and relay vital information, and provide radio support to police, fire and emergency medical responders.

Central Lane 911 also manages non-emergency calls for Eugene Police and non-urgent medical transport requests for four public ambulance providers. Call takers triage all calls and either route to the appropriate dispatch entity so that public safety responders can be sent, answer and/or resolve questions over the phone, or refer the caller on to other public agencies or resources for further assistance. Dispatchers keep track of response unit availability and location, direct response teams safely into crisis situations, supply arrest and other information in the field, and coordinate backup resources from other jurisdictions as needed.

Emergency call taking is partially funded by the state 911 telephone tax. Non-emergency call taking and City of Eugene dispatch services are paid for through the General Fund. Dispatch services provided to other public safety agencies are reimbursed via contracts for service.

Mission

Central Lane 911 is the communications gateway for regional emergency services. The division contributes to the Eugene Police Department's mission: "In fulfillment of the public trust, the Eugene Police Department works in partnership with our community to promote safety and security, enforce laws, prevent crimes and safeguard the constitutional rights of all people."

Outcomes

- The safety of the public and their property is improved by responding to calls in a timely and professional manner.
- The safety of the public and public safety personnel is improved by handling calls and providing timely and effective dispatch of personnel, equipment and resources.
- A well-trained and well-equipped staff is available to respond to the incoming call load.
- Public safety issues are resolved, and a feeling of safety and assurance is increased by providing information and referral in a courteous and effective manner.

Fire and Emergency Medical Services

Description

Eugene's Fire and Emergency Medical Services is an all-hazard response agency that provides continuous 24-hour fire suppression, rescue, special hazard mitigation and emergency medical response to situations that threaten life, property and the environment. In addition, the Fire Marshal's Office investigates and determines the cause of fires and promotes fire and hazard prevention through public education, code enforcement and building plans review. By Charter, the service supports the Toxics Right-to-Know Program, which tracks chemical consumption and release from local manufacturers.

Emergency response services are delivered from 10 fire stations strategically located throughout the community's service area. An 11th fire station, located at the Eugene Airport, is dedicated to aircraft rescue and firefighting services and is accounted for in Airport services. Fire and emergency medical first response is provided to all city residents and, by contract, to five adjacent fire protection districts outside of Eugene. The service benefits from having a web of mutual and automatic aid agreements with neighboring departments, which increases coverage and surge capacity. The most comprehensive of these agreements is between the cities of Eugene and Springfield and includes the integrated response system that allows for seamless emergency response between the two cities and several cooperative intergovernmental agreements, allowing the fire departments to operate as a single entity.

Beginning in July of 2007, Eugene's service began the process of merging with the City of Springfield Fire and Life Safety Department. Since that time, the service has progressed into an integrated and

shared system between the two cities, which operates under a single Fire Chief and integrated management team. The Eugene Springfield Fire Department protects the two cities and seven contract fire protection districts and serves a combined population of about 248,000 residents, living within 94.3 square miles. The combined workforce has 304 FTE that staff 16 fire stations. The merged system receives its funding from two separate municipal governments and generates a significant amount of its own funding through an ambulance enterprise fund, fire protection contract districts and fees for permits, inspections and services.

On August 4, 2014, the system completed the merger process for operations with the integration of its emergency responder workforce. Today, integrated crews can be found across the system as well as an integrated administration, Fire Marshal's Office and Training Section. The merger has improved service effectiveness and created cost-saving efficiencies through the elimination of redundant positions, mostly through attrition. The system also enjoys economies of scale in the procurement of materials, supplies and services. Administration is set to be merged by the end of FY19.

Mission

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

Outcomes

- Safer community through effective prevention and public education.
- Level of response reflects the Standards of Coverage risk analysis.
- Effective apparatus and equipment configuration meets response needs.
- Stability of ambulance transport services in service area with adequate response and transport capacity.
- New operational efficiencies within service community.
- Good relationships with neighboring jurisdictions and agencies.
- Training and professional development prioritized.
- Needed infrastructure development and logistical support available.
- Organizational excellence is promoted and documented.
- Strong interdepartmental relationships.
- Strong internal relationships.

Investigations

Description

The Investigations Division includes the Violent Crimes Unit, the Property Crimes and Forgery/Fraud Unit, Arson Investigation and the Special Investigations Unit. The Investigations Division conducts in-depth investigations of crimes against persons, financial crimes, crimes against property, processes crime scenes and prepares court documents. Reports of crime often

require specialized follow-up investigation to gather evidence, determine witnesses to a crime, identify involved persons and prepare cases for prosecutorial review, prosecution and trial.

In addition, the Evidence Control Unit and the Forensics Evidence Unit reside within the Investigations Division. Forensics Evidence and Evidence Control provides investigative services for the Eugene Police Department and for many county, state and federal agencies to assist in the processing of evidence. In 2013, the Forensics Evidence Unit became an accredited team, furthering its ability to provide quality services to area law enforcement agencies.

Investigation of violent felonies and violent misdemeanors are handled through the Violent Crimes Unit (VCU). VCU is responsible for investigating all crimes against persons, such as homicide, sexual assault, robbery, assaults, domestic violence and large-scale incidents requiring a major on-scene investigative effort as a team. The unit has one detective who solely handles domestic violence cases and works closely with victim support services. In addition, two detectives share ad hoc duties with the Interagency Deadly Force Investigations Team, the inter-agency group which conducts investigations on officer involved lethal use of force incidents.

The Property Crimes Unit is responsible for the follow-up investigation of the crimes of burglary, theft, unauthorized use of vehicles, animal abuse, criminal mischief and associated lesser crimes. Financial Crimes provides follow-up investigation of the crimes of identity theft, forgery, theft (by deception), fraudulent use of credit card, criminal mistreatment (financial abuse), tampering with drug records and computer crimes.

Cases are assigned for investigative follow-up based on solvability factors, and investigators use various appropriate methods of investigation. Detectives also perform a public education role in an effort to reduce the volume of crime.

A major focus for the division is the reduction of property crimes. The Property Crimes, Financial Crimes and Vice Narcotics units are integrally involved in investigating prolific property offenders.

Mission

The Investigations Division contributes to the Eugene Police Department's mission: "In fulfillment of the public trust, the Eugene Police Department works in partnership with our community to promote safety and security, enforce laws, prevent crimes and safeguard the constitutional rights of all people."

Outcomes

- Provide appropriate and effective follow-up investigations to violent, property, financial crimes and arson crimes occurring in the City of Eugene.
- Conduct thorough, timely and professional forensic assistance to aid in the success of investigations and prosecutions.
- Thorough handling, documentation and storing of evidence and property, so that chain of custody is intact, and evidence is preserved.

- Gang-related crimes are investigated, and the department participates in a regional strategy to reduce (high-level) drug and gang-related crimes and their impact on the community.

Municipal Court

Description

Eugene Municipal Court was established by City Charter to adjudicate violations of the City's municipal laws occurring within city limits. The City also adopted the State Vehicle Code by ordinance, which gives the Municipal Court jurisdiction over these offenses within the city limits. On average, the Court handles 13,000 violations, 4,500 misdemeanors and 62,000 parking citations annually. Municipal Court provides fair and reasonable adjudication of cases and, where appropriate, imposition of sanctions. Court sanctions may include fines, time in jail, community service, work crew, diversion/probation or other alternative programs depending upon the severity of the offense and the defendant's history with the Court. Alternative programs operated by the Municipal Court include, but are not limited to, the Mental Health Court and the Community Court.

The Presiding Judge is appointed by the City Council and appoints additional judges as needed. At the present time, the Presiding Judge is part-time and has appointed one part-time Associate Judge and five part-time Assistant Judges. Court staff is responsible for the flow of all cases through the Court, maintenance and retention of court records, collection of fines and enforcement of Court sanctions.

The City Prosecutor's Office prosecutes criminal and violation offenses of the Eugene Municipal Code and State Vehicle Code in Eugene Municipal Court and, if necessary, on appeal to the Lane County Circuit Court. The Prosecutor contracts with additional outside attorneys as necessary to process the cases filed in the Municipal Court.

The Municipal Court operations budget includes costs for judicial salaries, court operations, interpreters, juries, jail space at the Lane County and the City of Springfield jails, and the attorney contracts for public defender services. An attorney must be made available to indigent defendants who are charged with jailable offenses. The City Prosecutor represents the City in all cases brought before a municipal judge.

Mission

We provide a neutral forum that ensures defendants the constitutional right to due process through effective and efficient adjudication of cases, ensuring enforcement of sanctions.

Outcomes

- Provide for a safe community.
- Enhance the quality of life of citizens.

- Contribute to an effective criminal justice system.
- Ensure due process rights of all citizens.
- Provide efficient and effective City services.
- Encourage defendants to be accountable and responsible.

Patrol

Description

The Patrol Division combines incident response, crime prevention and preliminary criminal investigations using data-led and community policing practices to protect the public's safety. Special project and contract activities include foot and bike patrols, problem-directed patrols and services to the University of Oregon neighborhood, the Eugene Airport and the 4J and Bethel school districts. The Eugene Police Department emphasizes the delivery of police services through partnerships with citizens, social service agencies, civic groups, businesses, neighborhoods and other parts of the community, all of whom are involved in decisions of prioritization of scarce resources.

The Patrol Division is comprised of uniformed Patrol, Downtown, SWAT, K9, Traffic Enforcement, Safer Schools, Crisis Negotiations and Crime Prevention Teams. These units are responsible for the day-to-day law enforcement efforts of the department such as responding to calls for service, data-led policing initiatives, deploying school resource officers, preliminary crime investigation, investigation of fatal accidents, crime prevention and the operations of community public safety stations. The special teams provide a variety of services designed to handle hostage situations, civil disturbances, traffic enforcement and other crimes that require special training and equipment above and beyond routine patrol activities.

Services are provided using data-led policing as a three-pronged approach to proactively focus on where crimes occur, the chronic offenders who perpetrate those crimes and crime prevention. Community partners in law enforcement include, but are not limited to, Neighborhood Watch, Crime Prevention Specialists, School Resource Officers, Community Service Officers, CAHOOTS and the illegal camping work group.

Mission

The Patrol Division contributes to the Eugene Police Department's mission: "In fulfillment of the public trust, the Eugene Police Department works in partnership with our community to promote safety and security, enforce laws, prevent crimes, and safeguard the constitutional rights of all people."

Outcomes

- Calls for service are answered promptly to provide effective and efficient community service.
- Resources are identified and allocated appropriately through data-led policing strategies to reduce and prevent crime.

- The community receives effective crime prevention services.
- Crime and the fear of crime are reduced throughout the community through a highly visible police presence.
- Follow-up investigations are provided for low-level criminal and nuisance activities that require attention beyond initial call response and preliminary investigation.

Police Records Management and Analysis

Description

Police Records Management and Analysis is composed of two units: the Records unit collects and maintains police records using automated systems and manual processes; and the Computer and Data Support unit maintains Information Technology (IT) systems and security.

For most of the community, Records represents the public reception area for Police Services with walk-in counter and telephone contacts. This section processes requests to release police and criminal justice records (via public records requests), disseminates police information, processes sex offender registrations, processes vehicle tow transactions and provides reports to the public, other City departments and public agencies. The section supports other City services outside of traditional business hours by collecting base fines, security release fees and parking payments for Eugene's Municipal Court, as well as providing referrals to other public service agencies. In addition, the unit provides timely, accurate and complete records for police patrol and investigations through: completing police reports; completing warrant entries and clearances; completing stolen vehicle, guns and property entries; validating data; routing police reports to other criminal justice agencies; and confirming warrants. Accuracy is critical; the Records unit is regularly audited by state and federal agencies for accuracy and completeness.

The Computer and Data Support unit has a growing responsibility of access security for police IT systems and for the research, development and maintenance of technology systems to enhance the productivity of the Police Department. This unit manages police-specific software as well as the body worn camera systems and in-car video systems.

Mission

Eugene Police Records Management and Analysis contributes to the Eugene Police Department's mission: "In fulfillment of the public trust, the Eugene Police Department works in partnership with our community to promote safety and security, enforce laws, prevent crimes and safeguard the constitutional rights of all people."

Outcomes

- 24-hours a day access to public safety services for police operations, the public and the broader criminal justice community.
- Law enforcement records that are accurate and promptly available for use in the justice system are maintained.
- The integrity of the Eugene Police Department's law enforcement data systems is assured.

- A high level of customer service when interacting with the public and employees is provided.
- Police IT hardware and software programs are maintained and available for use.

Social Services

Description

Eugene, Springfield and Lane County fund social services by contributing to a joint fund administered by Lane County with oversight by the Human Services Commission. The County contracts with nonprofit agencies for services to low-income, disabled and homeless citizens. Services include food, shelter, medical attention and protection from abuse and neglect. The contracting agencies promote self-sufficiency and help to reduce the need for additional City services. On occasion, the City will contract directly with social service providers for high priority services or pilot projects.

In November 2015, the Eugene City Council approved the Dusk to Dawn program in response to the need for safe shelter for people to sleep who are unhoused, particularly in the winter months. Dusk to Dawn is a program operated by St. Vincent de Paul, that provides individuals a place to safely sleep and keep their belongings at night between the hours of 4:30 p.m. and 7:30 a.m. Since the program started, it has expanded capacity and served over 90 people per night in 2017.

Social Service Contract Detail

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
General Fund					
Human Services Commission	$860,000	$935,000	$810,000	$810,000	$810,000
St. Vincent de Paul Lindholm Weekend Hours	75,000	75,000	0	75,000	0
St. Vindent de Paul Homeless Camping	69,486	98,928	89,000	158,586	149,000
St. Vincent de Paul Homeless Camping Portable Restrooms	34,743	59,928	0	5,330	0
Dusk to Dawn Program	0	0	154,655	154,655	200,823
General Fund Total	$1,039,229	$1,168,856	$1,053,655	$1,203,571	$1,159,823
Community Development Fund					
Human Services Commission	$350,000	$350,000	$350,000	$350,000	$350,000
Social Services Capital Projects	20,121	169,137	1,151,396	1,159,553	1,151,396
Community Development Fund Total	$370,121	$519,137	$1,501,396	$1,509,553	$1,501,396
All Funds Total	$1,409,350	$1,687,993	$2,555,051	$2,713,124	$2,661,219

Fire and Emergency Medical Services Department Administration

Description

The Fire and Emergency Medical Services Department Administration sets the direction for the department to meet goals set forth by the City Manager and City Council. The service coordinates responses to the public and other government entities regarding requests for service and

information. Staff provides strategic and financial planning; financial and system analysis; budget development and coordination; office administration; contract and grant administration; reporting and data analysis; geographic information system (GIS) mapping; project management and information management.

Mission

Fire and Emergency Medical Services Department Administration contributes to the Fire Department's mission: "To serve our communities by protecting life, preserving property, and safeguarding the environment through prevention, education, rescue, fire suppression and emergency medical services."

Outcomes

- Executive leadership is provided to the department, coordinating its activities with the established goals, objectives and priorities of the Mayor, Council and the City's Executive Team.
- A comprehensive planning and reporting framework is provided to assist the department in establishing strategic plans, operating plans and the standards of coverage risk analysis report.
- Service priorities, initiatives, accomplishments and challenges are communicated to the public.
- Policy oversight is provided to ensure that the department meets professional and employment standards, contractual agreements and legal responsibilities.
- Resources are managed appropriately to provide services to the public within budget authority.

Police Department Administration

Description

The Police Department Administration is composed of two divisions: Office of the Chief and Operations Support. These divisions provide overall guidance, direction and support to the operating divisions of the Police Department; ensure that department services and projects support City Council goals and strategic priorities and respond to community concerns; coordinate services to support the shared priorities of the Executive Team; develop and provide information to operating divisions that affects department operations; and assist divisions in establishing and measuring the goals and objectives of the strategic plan. Operations Support staff provide financial services including payroll, facilities management, recruiting and retention of employees, Volunteers in Policing and other services that support the organization as a whole. The Office of the Chief includes Internal Affairs, liaison to the Police Commission, strategic planning, Council and citizen liaise, policy and accreditation, training and the Public Information Office.

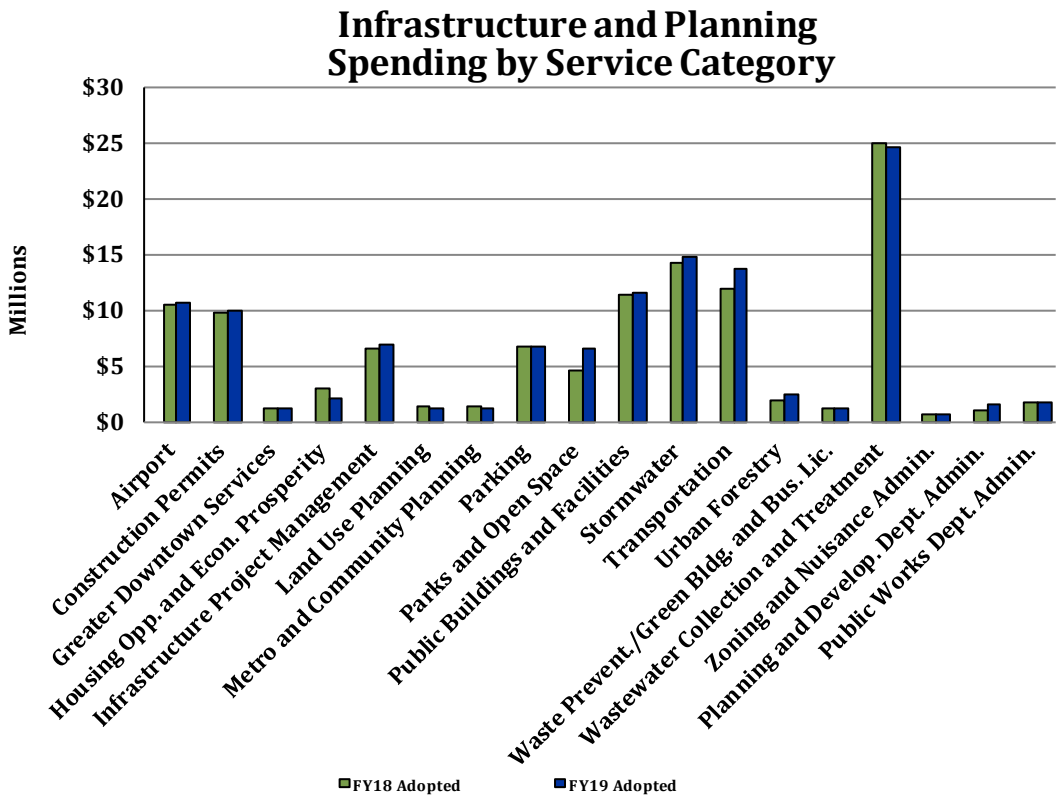
Mission

Police Department Administration units contribute to the Eugene Police Department's mission: "In fulfillment of the public trust, the Eugene Police Department works in partnership with our community to promote safety and security, enforce laws, prevent crimes and safeguard the constitutional rights of all people."

Outcomes

- Executive leadership is provided to the department, coordinating its activities with the established goals, objectives and priorities of the Mayor, Council and the City's Executive Team.
- A comprehensive planning framework is provided to assist the department to establish a strategic plan and clear and accountable reporting mechanisms.
- The Police Department's service priorities, accomplishments and challenges are communicated to the public.
- Policy guidance and oversight are provided to ensure that the Eugene Police Department meets all professional and employment standards, contractual agreements and legal responsibilities.
- The Police Department's resources are managed appropriately to provide police services to the public within the allocated budget authority.
- A liaison is provided and support is given to the Eugene Police Commission, facilitating its role as community policy advisor to the City of Eugene and the Police Department.

Charts



Service Category	FY18 Adopted	FY19 Adopted
Airport	$10,587,760	$10,767,368
Construction Permits	9,830,496	10,030,610
Greater Downtown Services	1,128,567	1,226,142
Housing Opp. and Econ. Prosperity	2,973,498	2,154,124
Infrastructure Project Management	6,642,967	6,996,928
Land Use Planning	1,285,287	1,153,389
Metro and Community Planning	1,351,918	1,248,686
Parking	6,744,401	6,779,143
Parks and Open Space	4,555,009	6,482,237
Public Buildings and Facilities	11,433,230	11,629,212
Stormwater	14,224,319	14,842,003
Transportation	11,966,224	13,744,229
Urban Forestry	1,867,370	2,372,161
Waste Prevent./Green Bldg. and Bus. Lic.	1,188,351	1,212,747
Wastewater Collection and Treatment	24,991,584	24,725,443
Zoning and Nuisance Admin.	611,281	635,993
Planning and Develop. Dept. Admin.	1,025,622	1,493,479
Public Works Dept. Admin.	1,658,959	1,712,246
	$114,066,843	$119,206,140

Service Description

The Infrastructure and Planning service area includes development and maintenance of the City's physical infrastructure (transportation systems, public buildings, parks, and wastewater and stormwater collection and treatment facilities); operation of the Eugene Airport; land use planning; construction and other permit services; community development; and parking management.

At the Airport, the City operates the terminal and airfield facility, provides short and long-term parking, plans and implements airfield improvements and manages space for private aviation-related businesses. The Airport serves a southern Willamette Valley regional population of over 721,000. The Airport strives to provide service to customers within a one-hour drive to the north of Eugene and a two-hour drive to the south. On a daily basis, the Airport serves approximately 2,900 commercial airline passengers. Commercial airlines serving the Eugene Airport provide around 54 arrivals and departures daily. Annually, the Eugene Airport accommodates around 63,000 total aircraft operations. Daily volume of aircraft traffic varies from 100-500 aircraft operations per day, depending on weather and other factors.

Eugene's transportation system provides mobility and access over a broad network of streets, alleys, sidewalks, accessways and shared use paths that cover the City's 44 square miles and connect with state and county roadways. There are over 550 miles of streets, 43 miles of alleys, over 770 miles of sidewalks and accessways, 45 miles of off-street shared-use paths, and 168 miles of striped on-street bike lanes that provide the foundation of the multi-modal network. The system also includes over 13,200 sidewalk access ramps, approximately 430 traffic signals, over 10,000 street and shared-use path lights, over 19,900 traffic signs, more than 9,900 street name signs, 1,080 marked crosswalks, 5,634 street legends, over 570 lane miles of roadway striping and more than 16.5 acres of maintained landscape area.

Eugene's publicly owned and managed stormwater system includes approximately 39 miles of streams and other waterways, more than 38 miles of roadside ditches and culverts, approximately 600 miles of enclosed stormwater pipe, more than 15,000 catch basins, over 3,800 pipe inlet/outlet structures, over 9,400 manholes, over 300 green infrastructure facilities, a combination of constructed and natural vegetated features such as planters, swales, wetlands, streams, rivers, open channels and 3,000 acres of wetlands in west Eugene that are owned and managed in partnership with other agencies.

The City manages wastewater collection and treatment facilities on a regional basis by providing sewers for wastewater collection and conveyance from homes and businesses in Eugene, Santa Clara and River Road to the regional treatment plant.

City planning services are aimed at preserving the quality of Eugene's environment (both natural and built), including the character of its neighborhoods and public infrastructure. The planning process is designed to encourage all community members to participate in community visioning.

The Planning Division manages the development review process involving over 200 land use applications per year. Evaluation of these applications requires a balancing of community

interests to ensure orderly development consistent with City objectives. Such efforts involve extensive interaction with various stakeholders as well as the general public.

The Parking Services program includes transportation and economic development planning, enforcement, employee permitting, meters, residential parking zones and permits, parking lots, parking structures, adjudication, maintenance, and downtown security. The program's primary service delivery area is downtown to campus, but it also enforces parking code and mitigates parking issues throughout the city of Eugene. The program manages 2,600 structured parking spaces, 980 on-street parking spaces and 350 surface lot spaces in the downtown area. There are an additional 4,000 parking spaces in the residential parking permit program in the campus to downtown service areas. Parking Services is a self-sufficient program and receives no operational subsidies, which is unique for municipal parking programs. Eugene's Parking Services program is one of few municipal parking funds that provide support to the General Fund for downtown public safety services.

Several City services are administered through the Permit and Information Center including: development-related public outreach and education; construction permitting, plan review, and inspections; land use applications; fire code permits and reviews; Public Works development-related permits and reviews; sign permits and enforcement; private property tree permits and enforcement; green building education and promotion; natural resource protection enforcement; Oregon building code enforcement; zoning and nuisance complaints and code enforcement; rental housing program; waste prevention/green building program; and the business license program which includes liquor licenses, tobacco licenses, payday loan lender licenses, permits for tailgating and licensing for companies and drivers who provide passenger and medical transport services.

The rental housing program ensures minimum habitability standards to safeguard the health, property and public well-being of owners, occupants and users of rental housing. The program's current focus is on issues involving structural integrity, plumbing, heating, weatherproofing, security, smoke detectors and visible mold caused by faulty plumbing or weatherproofing.

Community Development services provide support for promotion of construction of affordable housing; administration of housing rehabilitation loan programs for low-income housing and commercial and business development loan programs to create jobs for lower income residents; planning and development efforts to support economic prosperity and a healthy, vibrant downtown; and management of the Riverfront and Downtown Urban Renewal districts. Community Development also provides funding for human services operations, human services capital projects, access for low-income residents and promotes fair housing.

The Facility Management Division coordinates an array of activities to design, build, operate and maintain City-owned buildings and facilities. The City has approximately 2 million square feet of facilities, which includes Police headquarters, community centers, fire stations, libraries, performing arts venues, parking garages, swimming pools, park structures and general City office buildings. The current General Fund inventory comprises more than 100 buildings and structures totaling nearly 1 million square feet, with a replacement value of $300 million. Facility Management programs include project management for the design and construction of new and remodeled City facilities; maintenance and repair of City facilities; building operations, including custodial services; energy management and green building programs; downtown and Parks

Blocks maintenance and public space infrastructure improvements; inter-departmental courier and mail service, security, including access control, security alarms and fire alarms; facility strategic planning; and facility condition assessment.

The City maintains over 4,800 acres of parkland, landscape beds, sports fields, playgrounds, picnic shelters, turf, grounds, preserved natural areas and hard surface areas. The City also plans for and manages major changes in the park and landscape system, such as acquiring new parks and open space, major renovation of existing parks and significant changes in park use.

The City regulates trees on private lands through administration of the City Tree Preservation Ordinance. The City also has direct maintenance responsibility for all trees within the public right-of-way (approximately 100,000 trees), on parkland, and within the City-owned natural forested areas.

Budget Information

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
FUNDING SOURCE					
General Fund	$11,393,027	$11,855,062	$13,354,658	$16,055,192	$13,746,643
Other Funds	82,320,407	85,192,008	100,712,185	101,076,361	105,459,497
Total	$93,713,434	$97,047,070	$114,066,843	$117,131,553	$119,206,140

OPERATING COSTS

SERVICE CATEGORY*	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
Airport					
Expenditures by Department					
Fire and Emergency Medical Svcs.					
Personnel Services	$827,052	$853,374	$914,301	$914,301	$1,230,474
Materials and Services	3,237	11,208	5,352	5,352	5,111
Subtotal	$830,289	$864,582	$919,653	$919,653	$1,235,585
Library, Rec. and Cultural Svcs.					
Materials and Services	$0	$1,650	$0	$0	$0
Subtotal	$0	$1,650	$0	$0	$0
Police					
Personnel Services	$545,849	$569,998	$620,000	$620,000	$701,657
Materials and Services	5,358	6,557	14,276	14,276	7,343
Subtotal	$551,207	$576,555	$634,276	$634,276	$709,000
Public Works					
Personnel Services	$3,767,745	$4,059,587	$4,431,191	$4,506,191	$4,753,338
Materials and Services	2,820,808	3,283,596	4,491,640	3,899,823	4,034,445
Capital Outlay	61,442	157,723	111,000	191,111	35,000
Subtotal	6,649,995	7,500,906	9,033,831	8,597,125	8,822,783
Total	$8,031,491	$8,943,693	$10,587,760	$10,151,054	$10,767,368
Expenditures by Fund					
General	$0	$1,650	$0	$0	$0
Municipal Airport	8,031,491	8,941,127	10,587,760	10,151,054	10,767,368
Wastewater Utility	0	301	0	0	0
Stormwater Utility	0	614	0	0	0
Total	$8,031,491	$8,943,692	$10,587,760	$10,151,054	$10,767,368
Number of Full-time Equivalents					
Municipal Airport	45.67	47.17	48.17	48.17	51.91

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SERVICE CATEGORY*	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
Construction Permits					
Expenditures by Department					
Fire and Emergency Medical Svcs.					
Personnel Services	$278,300	$281,848	$318,291	$318,291	$323,062
Materials and Services	11,648	14,848	15,670	15,670	17,177
Subtotal	$289,948	$296,696	$333,961	$333,961	$340,239
Planning and Development					
Personnel Services	$4,722,068	$4,864,878	$5,944,847	$5,944,847	$5,945,203
Materials and Services	958,555	1,376,963	1,886,089	1,836,512	2,032,226
Capital Outlay	7,945	0	30,000	30,000	0
Subtotal	$5,688,568	$6,241,841	$7,860,936	$7,811,359	$7,977,429
Public Works					
Personnel Services	$1,127,030	$1,148,635	$1,357,863	$1,357,863	$1,447,863
Materials and Services	108,296	171,916	277,736	273,460	265,079
Subtotal	$1,235,326	$1,320,551	$1,635,599	$1,631,323	$1,712,942
Total	$7,213,843	$7,859,088	$9,830,496	$9,776,643	$10,030,610
Expenditures by Fund					
General	$0	$120	$0	$0	$0
Construction and Rental Housing	6,290,780	6,879,071	8,541,089	8,491,512	8,632,231
Systems Development Capital	267,337	373,659	533,577	529,301	583,538
Wastewater Utility	151,563	143,913	188,261	188,261	207,534
Stormwater Utility	504,162	462,325	567,569	567,569	607,307
Total	$7,213,842	$7,859,088	$9,830,496	$9,776,643	$10,030,610
Number of Full-time Equivalents					
Construction and Rental Housing	48.45	49.35	52.35	52.35	52.35
Systems Development Capital	1.95	2.50	2.50	2.50	2.50
Wastewater Utility	1.40	1.60	1.60	1.60	1.60
Stormwater Utility	4.60	4.60	4.60	4.60	4.60
Total	56.40	58.05	61.05	61.05	61.05
Greater Downtown Services					
Expenditures by Department					
Planning and Development					
Personnel Services	$287,848	$386,323	$580,981	$804,601	$607,866
Materials and Services	336,398	406,324	547,586	637,638	618,276
Total	$624,246	$792,647	$1,128,567	$1,442,239	$1,226,142
Expenditures by Fund					
General	$624,246	$792,332	$1,128,567	$1,442,239	$1,226,142
Community Development	0	315	0	0	0
Total	$624,246	$792,647	$1,128,567	$1,442,239	$1,226,142
General Fund Revenue	$280,512	$293,815	$376,000	$376,000	$376,000
Number of Full-time Equivalents					
General	1.63	1.63	4.63	4.63	4.88

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SERVICE CATEGORY*	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
Housing Opp. And Econ. Prosperity					
Expenditures by Department					
Planning and Development					
Personnel Services	$1,108,381	$1,217,534	$1,340,454	$1,581,454	$1,838,181
Materials and Services	848,889	401,994	1,633,044	1,135,198	315,943
Capital Outlay	74,126	0	0	0	0
Total	$2,031,396	$1,619,528	$2,973,498	$2,716,652	$2,154,124
Expenditures by Fund					
General	$637,793	$691,862	$674,417	$782,624	$704,914
Community Development	1,393,603	927,666	2,299,081	1,934,028	1,449,210
Total	$2,031,396	$1,619,529	$2,973,498	$2,716,652	$2,154,124
General Fund Revenue	$38,730	$29,786	$28,262	$28,262	$28,262
Number of Full-time Equivalents					
General	3.68	3.68	3.68	3.68	4.43
Community Development	7.54	6.30	6.30	6.50	7.50
Total	11.22	9.98	9.98	10.18	11.93
Infrastructure Project Management					
Expenditures by Department					
Planning and Development					
Personnel Services	$6,383	$6,167	$0	$5,754	$10,526
Materials and Services	49,107	31,958	0	551,528	239,276
Subtotal	$55,490	$38,125	$0	$557,282	$249,802
Public Works					
Personnel Services	$4,969,234	$4,996,581	$5,642,185	$5,642,185	$5,646,918
Materials and Services	1,003,601	925,797	960,782	913,280	1,000,208
Capital Outlay	5,601	106,512	40,000	84,250	100,000
Subtotal	$5,978,436	$6,028,890	$6,642,967	$6,639,715	$6,747,126
Total	$6,033,926	$6,067,015	$6,642,967	$7,196,997	$6,996,928
Expenditures by Fund					
Community Development	$55,490	$38,125	$0	$557,282	$249,802
Professional Services	5,978,436	6,028,890	6,642,967	6,639,715	6,747,126
Total	$6,033,926	$6,067,015	$6,642,967	$7,196,997	$6,996,928
Number of Full-time Equivalents					
General	41.54	42.29	42.29	42.29	42.29

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SERVICE CATEGORY*	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
Land Use Planning					
Expenditures by Department					
Planning and Development					
Personnel Services	$986,399	$1,058,567	$1,178,158	$1,178,158	$932,617
Materials and Services	266,710	262,505	107,129	162,842	220,772
Total	$1,253,109	$1,321,072	$1,285,287	$1,341,000	$1,153,389
Expenditures by Fund					
General	$1,253,109	$1,321,072	$1,285,287	$1,341,000	$1,153,389
General Fund Revenue	$321,688	$408,511	$319,127	$319,127	$429,183
Number of Full-time Equivalents					
General	8.70	8.70	9.70	7.50	7.50
Metro and Community Planning					
Expenditures by Department					
Planning and Development					
Personnel Services	$773,211	$723,975	$999,560	$999,560	$938,641
Materials and Services	158,826	187,155	352,358	1,174,050	310,045
Total	$932,037	$911,130	$1,351,918	$2,173,610	$1,248,686
Expenditures by Fund					
General	$932,037	$911,130	$1,351,918	$2,173,610	$1,248,686
General Fund Revenue	$524	($524)	$0	$450,000	$0
Number of Full-time Equivalents					
General	6.30	6.30	6.30	6.50	7.50

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SERVICE CATEGORY*	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
Parking					
Expenditures by Department					
Central Services					
Personnel Services	$273,145	$280,564	$306,156	$306,156	$317,138
Materials and Services	118,099	72,913	91,810	91,810	78,374
Subtotal	$391,244	$353,477	$397,966	$397,966	$395,512
Planning and Development					
Personnel Services	$1,073,433	$1,139,174	$1,419,315	$1,439,315	$1,582,306
Materials and Services	2,656,219	3,629,547	4,848,393	4,691,362	4,711,264
Capital Outlay	0	39,375	0	0	0
Subtotal	$3,729,652	$4,808,096	$6,267,708	$6,130,677	$6,293,570
Public Works					
Personnel Services	$43,959	$39,055	$50,000	$50,000	$50,000
Materials and Services	32,442	22,454	28,727	28,727	40,061
Subtotal	$76,401	$61,509	$78,727	$78,727	$90,061
Total	$4,197,297	$5,223,082	$6,744,401	$6,607,370	$6,779,143
Expenditures by Fund					
Construction and Rental Housing	$0	$185,043	$0	$0	$0
Parking Services	4,197,297	5,038,039	6,744,401	6,607,370	6,779,143
Total	$4,197,297	$5,223,082	$6,744,401	$6,607,370	$6,779,143
Number of Full-time Equivalents					
Parking Services	18.05	18.05	18.55	18.55	19.85
Parks and Open Space					
Expenditures by Department					
Public Works					
Personnel Services	$2,757,257	$2,596,582	$2,942,635	$3,182,635	$3,439,256
Materials and Services	1,733,219	1,856,534	1,612,374	1,830,740	3,042,981
Total	$4,490,476	$4,453,116	$4,555,009	$5,013,375	$6,482,237
Expenditures by Fund					
General	$4,357,966	$4,313,096	$4,405,217	$4,853,248	$4,371,639
Parks and Rec. Local Opt. Levy	0	0	0	0	2,000,000
Road	68,072	49,773	19,792	19,792	20,804
Library, Parks and Recreation	0	0	0	10,335	0
Systems Dev. Capital Projects	64,438	90,247	130,000	130,000	89,794
Total	$4,490,476	$4,453,116	$4,555,009	$5,013,375	$6,482,237
General Fund Revenue	$174,723	$322,499	$109,028	$109,028	$109,028
Number of Full-time Equivalents					
General	26.57	26.77	26.77	26.77	26.77
Parks and Rec. Local Opt. Levy	0.00	0.00	0.00	0.00	7.00
Ambulance Transport	0.15	0.15	0.15	0.15	0.15
Total	26.72	26.92	26.92	26.92	33.92

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SERVICE CATEGORY*	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
Public Buildings and Facilities					
Expenditures by Department					
Central Services					
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	5,412,103
Capital Outlay	18,489	5,640	0	8,726	0
Subtotal	$9,335,017	$9,580,143	$10,926,165	$11,112,539	$11,111,094
Planning and Development					
Personnel Services	$36,457	$36,438	$38,480	$38,480	$39,490
Materials and Services	213,171	224,006	468,585	458,629	478,628
Subtotal	$249,628	$260,443	$507,065	$497,109	$518,118
Total	$9,584,645	$9,840,586	$11,433,230	$11,609,648	$11,629,212
Expenditures by Fund					
General	$665,957	$748,902	$830,056	$1,073,782	$781,646
Parking Services	3,081	3,238	4,000	4,000	0
Facilities Services	8,915,607	9,088,447	10,599,174	10,531,866	10,847,566
Total	$9,584,645	$9,840,586	$11,433,230	$11,609,648	$11,629,212
General Fund Revenue	$0	$1,254	$0	$0	$0
Number of Full-time Equivalents					
General	3.50	3.50	3.50	3.50	3.50
Facilities Services	54.30	54.30	54.30	55.30	55.30
Total	57.80	57.80	57.80	58.80	58.80
Stormwater					
Expenditures by Department					
Public Works					
Personnel Services	$7,212,936	$6,990,540	$8,362,530	$8,368,930	$8,662,467
Materials and Services	4,687,711	5,311,843	5,804,290	5,791,684	6,179,536
Capital Outlay	0	2,577	57,499	57,499	0
Total	$11,900,647	$12,304,960	$14,224,319	$14,218,113	$14,842,003
Expenditures by Fund					
Stormwater Utility	$11,900,647	$12,304,960	$14,224,319	$14,218,113	$14,842,003
Number of Full-time Equivalents					
Stormwater Utility	76.76	75.41	75.41	75.41	77.24

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SERVICE CATEGORY*	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
Transportation					
Expenditures by Department					
Public Works					
Personnel Services	$5,883,608	$6,414,522	$6,790,048	$6,810,048	$7,544,660
Materials and Services	6,075,286	4,416,305	5,176,176	5,498,101	6,199,569
Capital Outlay	32,296	5,908	0	0	0
Subtotal	$11,991,190	$10,836,735	$11,966,224	$12,308,149	$13,744,229
Expenditures by Fund					
General	$229,209	$158,501	$204,980	$290,225	$205,942
Road	11,531,917	10,467,701	11,515,901	11,772,581	13,275,781
Stormwater Utility	230,064	210,533	245,343	245,343	262,506
Total	$11,991,190	$10,836,735	$11,966,224	$12,308,149	$13,744,229
General Fund Revenue	$10	$13,079	$0	$0	$0
Number of Full-time Equivalents					
General	0.95	0.95	0.95	0.95	0.95
Road	54.13	54.38	54.88	55.88	58.72
Stormwater Utility	2.05	2.05	2.05	2.05	2.05
Total	57.13	57.38	57.88	58.88	61.72
Urban Forestry					
Expenditures by Department					
Public Works					
Personnel Services	$1,078,239	$1,097,754	$1,202,350	$1,202,350	$1,337,683
Materials and Services	468,470	1,041,030	665,020	865,258	1,034,478
Subtotal	$1,546,709	$2,138,784	$1,867,370	$2,067,608	$2,372,161
Expenditures by Fund					
General	$28,433	$109,091	$105,201	$113,177	$111,516
Road	861,844	1,231,981	982,195	1,180,638	1,397,888
Stormwater Utility	656,432	797,712	779,974	773,793	862,757
Total	$1,546,709	$2,138,784	$1,867,370	$2,067,608	$2,372,161
General Fund Revenue	$80	$23,188	$15,000	$15,000	$17,500
Number of Full-time Equivalents					
General	0.50	0.50	0.50	0.50	0.50
Road	6.23	6.23	6.23	6.23	6.23
Stormwater Utility	4.57	4.57	4.57	4.57	4.57
Total	11.30	11.30	11.30	11.30	11.30

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SERVICE CATEGORY*	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
Waste Prevention/Green Bldg. and Bus. Lic.					
Expenditures by Department					
Planning and Development					
Personnel Services	$501,784	$604,725	$739,953	$754,953	$777,055
Materials and Services	291,310	340,546	448,398	570,010	435,692
Subtotal	$793,094	$945,271	$1,188,351	$1,324,963	$1,212,747
Expenditures by Fund					
General	$86,179	$94,924	$73,153	$73,153	$101,051
Solid Waste and Recycling	706,915	850,347	1,115,198	1,251,810	1,111,696
Total	$793,094	$945,271	$1,188,351	$1,324,963	$1,212,747
General Fund Revenue	$189,417	$98,474	$79,500	$79,500	$106,541
Number of Full-time Equivalents					
General	0.60	0.60	0.60	0.60	0.85
Solid Waste and Recycling	4.35	4.45	4.45	4.45	5.75
Total	4.95	5.05	5.05	5.05	6.60
Wastewater Collection and Treatment					
Expenditures by Department					
Public Works					
Personnel Services	$12,076,038	$12,372,489	$13,926,724	$13,926,724	$14,247,060
Materials and Services	7,137,999	6,942,377	9,676,000	8,414,572	8,290,577
Capital Outlay	1,297,301	1,763,113	1,388,860	2,930,702	2,187,806
Subtotal	$20,511,338	$21,077,979	$24,991,584	$25,271,998	$24,725,443
Expenditures by Fund					
Wastewater Utility	$20,511,338	$21,077,979	$24,991,584	$25,271,998	$24,725,443
Number of Full-time Equivalents					
Wastewater Utility	121.34	121.34	123.84	123.84	123.17
Zoning and Nuisance Admin.					
Expenditures by Department					
Planning and Development					
Personnel Services	$437,816	$428,316	$510,245	$510,245	$520,385
Materials and Services	76,483	93,702	101,036	126,833	115,608
Subtotal	$514,299	$522,018	$611,281	$637,078	$635,993
Expenditures by Fund					
General	$514,299	$522,018	$611,281	$637,078	$635,993
General Fund Revenue	$89,174	$110,404	$59,100	$59,100	$89,100
Number of Full-time Equivalents					
General	4.55	4.55	4.55	4.55	4.55

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SERVICE CATEGORY*	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
Planning and Develop. Dept. Admin.					
Expenditures by Department					
Planning and Development					
Personnel Services	$482,579	$587,544	$655,011	$655,011	$1,077,693
Materials and Services	291,038	299,435	370,611	952,797	415,786
Subtotal	$773,617	$886,979	$1,025,622	$1,607,808	$1,493,479
Expenditures by Fund					
General	$773,724	$886,979	$1,025,622	$1,607,808	$1,493,479
Facilities Services	(107)	0	0	0	0
Total	$773,617	$886,979	$1,025,622	$1,607,808	$1,493,479
General Fund Revenue	$368	$70	$0	$0	$0
Number of Full-time Equivalents					
General	3.30	3.30	3.80	5.80	5.80
Public Works Dept. Admin.					
Expenditures by Department					
Planning and Development					
Personnel Services	$1,081,434	$993,501	$1,129,797	$1,129,797	$1,078,086
Materials and Services	208,640	309,885	529,162	537,451	634,160
Subtotal	$1,290,074	$1,303,386	$1,658,959	$1,667,248	$1,712,246
Expenditures by Fund					
General	$1,290,074	$1,303,386	$1,658,959	$1,667,248	$1,712,246
General Fund Revenue	$57	$21	$0	$0	$0
Number of Full-time Equivalents					
General	7.65	7.65	7.65	7.65	7.65

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Airport

Description

The Eugene Airport is located at the intersection of Airport Road and Douglas Drive in northwest Eugene, approximately ten miles from the city center. The Airport consists of airside facilities: runways, taxiways and ramp area and landside facilities: the terminal building, roadways, parking and aircraft storage facilities, and other traveler and visitor-related facilities. The majority of personnel are involved in maintenance and operations of the airfield and terminal systems. Other major activities include emergency services such as Aircraft Rescue and Firefighting; inspection and enforcement of Federal Aviation Administration (FAA) and Transportation Security Administration (TSA) regulations; negotiating and managing contracts with airlines and tenants; and air service development activities. Major revenue sources for the Eugene Airport include airline revenue, receipts from parking, car rentals, terminal concessions and rental income.

The Airport serves a southern Willamette Valley regional population of approximately 721,000. The Airport strives to provide service to customers within a one-hour drive to the north of Eugene and a two-hour drive to the south. The Eugene Airport has an excellent record in terminal and flight safety, and has performed very well in FAA certification inspections and TSA security audits.

Mission

Develop, operate and maintain the Airport in a professional manner, while providing our region with:

- Exemplary services to all of our customers;
- Fiscally prudent management;
- Exceptional air service;
- Economic development; and
- An extremely productive and fulfilled workforce that provides a positive first and last impression of the Eugene Airport and our region.

Outcomes

- Meet regional demand for commercial and private air transportation facilities in a safe, secure and cost-efficient manner.
- Support regional economic development.
- Provide a facility and services that enhance the community's quality of life.
- Generate revenues that will support operating, maintenance and capital improvement costs.

Construction Permits

Description

The Construction Permits service staff reviews plans, issues permits and conducts inspections of construction activities to ensure that all construction and development meets applicable federal, state and City regulations. The area of responsibility includes all of the properties within the City of Eugene and the urban growth boundary. Staff also provides general development assistance, public information and other property-related services to the public.

Plan review involves checking proposed projects for local, state and federal requirements. These regulations include structural, mechanical, plumbing and electrical codes, fire prevention, land use and zoning, public infrastructure, wetlands and other environmental issues. Also, systems development charges are assessed during plan review and based on project impacts to the City's transportation, parks and other public infrastructure. Following plan approval, a permit is issued authorizing construction activity to begin.

Field inspectors verify construction activity for adherence to state and local codes and to ensure that all activity components meet standards. Enforcement staff takes action when construction activities are performed improperly or without proper permits.

The rental housing program ensures minimum habitability standards to safeguard the health, property and public well-being of owners, occupants and users of rental housing. The program's current focus is on issues involving structural integrity, plumbing, heating, weatherproofing, security, smoke detectors and visible mold caused by faulty plumbing or weatherproofing.

Mission

Our mission is to preserve and improve the public's safety, health, welfare and environment through the timely and consistent review and inspection of construction projects to ensure they meet federal, state and local standards.

Outcomes

- Ensure public health and safety through properly planned and installed plumbing, electrical and mechanical systems.
- Ensure sufficient structural integrity of buildings to withstand natural disasters.
- Minimize loss of property and life due to fires.
- Promote orderly, attractive development compatible with the public infrastructure and consistent with local land use policies.
- Provide timely and consistent service to customers.

Greater Downtown Services

Description

The focus of Greater Downtown Services is on reinforcing the economic impact, attractiveness and development potential of downtown Eugene, as a cultural, economic and governmental center for the region. "Greater Downtown" includes the Downtown Plan area, the riverfront and the north side of Franklin Boulevard Corridor to the I-5 Bridge, and the area included in the City's two Urban Renewal Districts.

By enhancing the safety, vitality and prosperity of downtown, Greater Downtown Services addresses policy goals in the pillars of Envision Eugene, the Regional Prosperity Economic Development Plan, the Downtown Plan, and the Downtown and Riverfront Urban Renewal Plans.

Greater Downtown Services provides planning and development assistance, with the overall aim of supporting a high-quality, walkable and compact urban core. Projects encompass or consist of both public and private initiatives, including housing, commercial, office, retail, public facilities, and infrastructure. Two tax exemption programs, Multi-Unit Property Tax Exemption (MUPTE) and the Vertical Housing Development Zone, support housing and mixed-use development. Greater Downtown Services also administers public safety services and public space management contracts with Downtown Eugene Inc., the University Small Business Association and Saturday Market.

Greater Downtown Services administers a number of loan programs that encourage business growth and development in the Greater Downtown area. The Downtown Revitalization Loan Program provides funding and assistance for business and property development within the boundary of the Downtown Urban Renewal District. The Riverfront Renewal Loan program encourages capital investment in the Riverfront Urban Renewal District; and the Arts and Business Loan Program, a collaboration with the Arts and Business Alliance, provides financing support for artists and arts-related businesses.

Ongoing service objectives include encouraging the development of new downtown housing, redevelopment of vacant commercial and retail properties and coordinating and facilitating public projects. Specific private projects include the 5th Street Market expansion on 6th Avenue between Pearl and High Streets, new housing throughout downtown and the redevelopment of the riverfront property. Public projects include development of a world-class riverfront park; creation of a permanent home for the Lane County Farmers' Market; design of a new City Hall that reestablishes the civic heart of downtown; a high-speed fiber internet network throughout downtown; activating downtown public spaces with physical improvements and programming, such as Broadway Plaza and the Park Blocks; redevelopment of the vacant former downtown Lane Community College campus; and increasing and improving downtown parking facilities.

Mission

The mission of Greater Downtown Services is to create an economically strong, sustainable, vibrant, inviting and authentic downtown Eugene.

Outcomes

- A positive climate for local business investment and compact urban growth.
- Increased higher density and high value development, including commercial and residential uses.
- Creation of a compact, mixed-use urban core.
- Redevelopment of vacant and underutilized property.
- Creation of a downtown riverfront neighborhood.
- A connection between the core of downtown and the riverfront.
- Infrastructure to support a walkable, safe, prosperous and inviting downtown.
- A world-class downtown in time for the 2021 World Championships.

Housing Opportunities and Economic Prosperity

Description

Housing Opportunities and Economic Prosperity services encompass a range of programs and efforts to enhance Eugene's economic prosperity, create quality affordable housing opportunities and sustain supportive human services.

Services focused on the community's economic prosperity goals are designed to help businesses grow and succeed, create new jobs, elevate wages for individuals, improve the economic self-sufficiency of community members, build partnerships that enhance and maximize opportunities for entrepreneurs to accelerate ideas and technologies, leverage private investment and remove project and private investment barriers and gaps that exist within the community. The City's Business Development Fund and Emerging Business Loan Pool programs provide gap financing to local businesses that are starting, expanding and creating new jobs. The programs are structured to promote diverse business ownership, revitalize neighborhoods and leverage additional private investment within the community. Additionally, the City partners with Lane County, the City of Springfield, Eugene Chamber of Commerce, University of Oregon, Oregon State University, the Technology Association of Oregon, Lane Workforce Partnership, Greater Eugene Inc. and other entities to advance economic prosperity through programs such as the Regional Accelerator and Innovation Network (RAIN Eugene), Fertilab, the Pacific Northwest Manufacturing Partnership and the Southern Willamette Angel Network.

The City also manages the West Eugene Enterprise Zone and the MUPTE program. The Enterprise Zone provides short-term tax exemptions on new industrial investments that facilitate the creation of new jobs, diversify the local economy and help grow the community's tax base over time. MUPTE is designed to encourage transit-oriented, multi-family housing development in support of Envision Eugene goals related to compact urban development and preservation of neighborhood livability. The City also manages the Eugene Brownfield Assessment Coalition program, which seeks to assist property owners, developers and potential purchasers in responsibly returning brownfield properties to productive uses.

The City seeks to create and preserve a range of stable, safe and affordable housing opportunities for area residents through a suite of funding, programs and supportive policies. City programs

provide financial and regulatory incentives for the development of permanent, transitional and emergency housing by nonprofit partner organizations. One housing-related incentive that the City manages is through the Low-Income Rental Housing Property Tax Exemption (LIRHPTE) program. LIRHPTE provides a 20-year tax exemption for rental properties that are offered as rentals or held for the purpose of developing low-income rental housing as enabled by the state statute. The City also provides funding for human services operations and human services capital projects to improve services and access to low-income residents and neighborhoods. These efforts are supported with a combination of federal grants received by the City of Eugene as well as other City funds. These services are guided through the Eugene-Springfield 2015 Consolidated Plan and One Year Action Plan, City Code, the Regional Prosperity Economic Development Plan, Envision Eugene and other policies.

Mission

To stimulate and create conditions for economic prosperity, reduce poverty and improve access to employment, housing and human services.

Outcomes

- Stimulate business growth, job creation and elevated wages for community members.
- Continued implementation of the Regional Prosperity Economic Development Plan.
- Make key investments that support entrepreneurial development and growth of key industries within the community.
- Leverage City resources with private investments and strategic partnerships.
- Stimulate new multi-unit housing consistent with Envision Eugene goals.
- Make strategic investments to improve low-income neighborhoods and other areas.
- Increase the supply of affordable housing.
- Conserve and improve existing affordable owner and renter housing stock.
- Remove barriers to affordable and supportive housing.
- Support a human services delivery system that helps low-income people achieve dignity, well-being and self-sufficiency.

Infrastructure Project Management

Description

The Infrastructure Project Management service is composed of two major processes:

- Planning, designing and managing construction of infrastructure projects; and
- Creating, recording, managing and providing infrastructure information.

Planning, designing and managing construction of capital infrastructure projects: Capital infrastructure projects include preservation, maintenance and expansion of the City's infrastructure systems including: transportation system of streets, alleys, bridges, sidewalks and shared-use paths; wastewater collection system; stormwater system of pipe and open waterways

and treatment facilities; Airport facilities; and park and open space system facilities.
The infrastructure asset base is built either publicly, using City resources for planning, design and construction management, or privately through review, approval and acceptance of privately constructed public infrastructure projects for new development.

Support processes for capital projects include real estate appraisal and acquisition; land use review; rate setting and financing mechanisms for improving and maintaining the infrastructure; environmental assessment for capital projects; and long-term planning associated with the Capital Improvement Program (CIP).

Creating, recording, managing and providing infrastructure information: Documentation of the built infrastructure (final version of plans and maps) is recorded in infrastructure management systems and Geographic Information System (GIS) supporting asset management, system design, operation and maintenance activities and providing information to the public.

Mission

We work in partnership with citizens, the City Council, City departments and external agencies to plan, design and manage construction of infrastructure. We provide information, analysis, planning, landscape architecture and engineering services in a professional, innovative and cost-effective manner, balancing the development needs of a changing community with preservation of the natural environment.

Outcomes

- Create, enhance, modify, preserve and/or repair the City's infrastructure.
- Respond to the infrastructure needs of the community while preserving and enhancing the natural environment.
- Implement capital elements of long-range comprehensive plans for the City's infrastructure.
- Provide accurate and timely information for decisions regarding the City's infrastructure.

Land Use Planning

Description

Land Use planning plays a key role in implementing the community's vision through the application of the City's land use code and adopted land use plans.

Eugene's land use code is an expression of our community's and state's values around economic opportunities, housing affordability and choice, natural resource protection, compact urban development and transportation options, climate change and energy resiliency, adaptable implementation and neighborhood livability. Implementation of Eugene's land use code applies these values directly to individual projects, in a manner that attempts to balance conservation with development.

To that end, Land Use Planning staff's primary function is serving as a project manager for a variety of land use applications submitted by applicants and property owners, including zone changes, land divisions, planned unit developments, conditional use permits, site reviews, and land use plan or code amendments.

In addition to reviewing and evaluating applications for consistency with the community's values (as embodied in the land use code), the land use application process also involves attending project consultation meetings with property owners and consultants prior to application submittal, coordinating with other affected City departments and public agencies on shared interests, providing information and responding to inquiries from neighborhood groups and individuals, maintaining a fair, respectful, transparent and objective process, and preparing staff reports for a decision or recommendation.

Land Use Planning also provides assistance to the public at the City's Permit and Information Center, answering questions about zoning, land use code provisions, adopted plans, pending land use applications, and working with developers and design professionals seeking guidance on design and development options.

As part of implementing the community's vision, staff oversees the City's Historic Preservation Program. The goals of this program are to increase public awareness of Eugene's history and character and to facilitate preservation, restoration and rehabilitation of historic structures, landscape features, and other culturally significant objects and areas. Staff is involved in a variety of ways to help recognize and protect historically significant properties and districts, including offering incentives such as grants, encouraging designations of historic landmarks, and organizing public outreach events and activities during historic preservation month.

Staff works closely with Metro and Community Planning staff to improve the connection between the vision and implementation. This occurs through collaboration on projects such as Envision Eugene and the Code Improvement Program to identify where the vision and the code are out of alignment and how to improve the code and its implementation on a daily basis.

Mission

The Planning Division (Land Use Planning and Metropolitan and Community Planning) promotes a livable, sustainable, beautiful and prosperous Eugene, by facilitating a long-range vision for the community that is implemented through adopted plans, policies, codes and partnerships.

Outcomes

- Increase community livability and quality of life through managed growth that is consistent with the pillars of Envision Eugene.
- Facilitate development that incorporates quality urban design and protection of historic and natural resources.
- Facilitate community dialogue and understanding of land use planning issues.
- Ensure that development standards of the Lane Use Code are met with each department.

- Collaborate with neighboring jurisdictions to provide regional comprehensive planning.
- Through ongoing monitoring of land use factors, continually adjust and improve policies and regulations to better meet community best outcomes.

Metropolitan and Community Planning

Description

Metropolitan and Community Planning provides long-range planning for the Eugene community and the metropolitan area in conjunction with our partners from Springfield and Lane County. Metropolitan and Community Planning activities fulfill four primary functions: (1) developing comprehensive community goals related to growth, resource management and community character; (2) developing implementation tools to realize those goals; (3) fulfilling state and federal statutory requirements related to growth management and resource protection; and (4) interagency/interdepartmental coordination, public education and outreach regarding these goals and statutes.

Community planning consists of developing long-range plans for sustainable and compatible residential, commercial and industrial development; efficient transportation systems; and natural resource protection and management.

The primary document for guiding this work is the Envision Eugene Comprehensive Plan. This Plan works with other planning documents such as the Climate and Energy Action Plan; the Eugene-Springfield Affordable Housing Consolidated Plan; the Parks, Recreation and Open Space Plan; the Joint Elected Officials Regional Prosperity Plan; the Metropolitan Area General Plan; and the in-progress Eugene Transportation System and Parks and Recreation System Plans to provide a coordinated vision and service delivery across a variety of disciplines and jurisdictional boundaries.

Metropolitan planning involves inter-jurisdictional planning with Springfield and Lane County. These activities address regional land use and growth management needs, including State and Federal mandates such as House Bill 3337 (which requires the separation of urban growth boundaries for Eugene and Springfield) and House Bill 2001 (which mandates regional scenario planning for greenhouse gas reduction).

Mission

Metropolitan and Community Planning works to preserve important resources for future generations, promote livability in Eugene and to engage citizens in directing the future of Eugene. We assist citizens, the Planning Commission, City Council and the Historic Review Board to develop and adopt policies, plans and implement mechanisms that ensure a sustainable and high quality of life with managed growth for the city and region.

Outcomes

- Provide ample economic opportunities for all community members.
- Provide housing affordable to all income levels.
- Plan for climate change and energy resiliency.
- Promote compact urban development and efficient transportation options.
- Protect, repair and enhance neighborhood livability.
- Protect, restore and enhance natural resources.
- Provide for adaptable, flexible and collaborative implementation.

Parking

Description

The Parking Services program manages parking throughout the city of Eugene. The program's primary service area is four square miles between downtown and the campus parking district. All parking expenses and revenues are accounted for in the Parking Services Enterprise Fund (Fund 520).

Parking Services plays a critical role in promoting economic development and enhancing neighborhood livability and is strategically located in the Planning and Development Department. Eugene's Parking Services is one of the few municipal parking programs that manages an off-street parking system (surface lots and garages), an on-street system (meters, 2-hour signs, residential parking permit zones), makes an annual contribution to the General Fund for downtown public safety services and supports nearly every City department.

On-street parking represents about 7% of the 15,000 total downtown parking spaces. Almost all on-street downtown parking is parallel parking due to narrow travel lane widths. This contributes to a safer pedestrian and bicycling environment. However, it does limit customer parking in front of downtown businesses. Downtown parking has been shaped by the Parking Exempt Zone that encourages lot-line to lot-line development by not requiring on-site parking for development. The City has six parking structures to accommodate downtown parking demand. The number of surface parking lots managed by the City has been steadily reduced with the development of downtown buildings.

In the campus parking district, the City manages about 650 on-street metered parking spaces next to Northwest Christian University, PeaceHealth Hospital and the University of Oregon and over 3,000 time-limited parking spaces in the area's three residential neighborhoods.

Outside of the primary service area, Parking Services responds to complaints of vehicles stored on the street. Many of the calls from neighbors are about abandoned vehicles, which are removed after due process. In cases concerning storage of a large vehicle (e.g. motor home or trailer) on the street, Parking Services provides mediation services to resolve the complaint.

Parking Services works with several other City programs, including Planning, Neighborhood Services, Transportation, Community Development, Traffic Maintenance, Building Permits, Police

and Municipal Court, to deliver services and to ensure an effective parking system throughout the city. Parking Services works directly with the public and regularly meets and partners with the neighborhood associations and major institutions to address current parking issues and plan for future parking needs.

Mission

Our mission is to supply, allocate and manage adequate, safe parking to meet the needs of the business and residential communities in a manner that supports the transportation system, Envision Eugene, and City Council and community goals.

Outcomes

- Support orderly development and compact development consistent with Envision Eugene.
- Support alternative modes of transportation.
- Support a viable economy, vital downtown and healthy business climate.
- Provide an attractive and appropriately conserved physical environment.
- Maintain residential neighborhood livability.
- Maintain a financially stable parking system.

Parks and Open Space

Description

This service plans, develops and maintains over 4,800 acres of parks and open space. The parks and open space system includes gardens, sports fields and courts, children's play areas, picnic shelters, walking, biking, hiking trails and natural resource areas.

There is a wide range of public park and open space areas operated and maintained by service staff, volunteers and inter-agency partners. These areas can be grouped into several categories. Neighborhood parks provide accessible recreational, social activities and general open space. They typically include features such as playground apparatus, hard surface play areas, picnic tables, open turf, natural areas and trees. Neighborhood parks are the basic building block of the City's park system, providing the fundamental park components of children's play, open space, and family and neighborhood gathering areas. The City strives to provide a neighborhood park within a half-mile of all city residents. Community parks provide large areas for facilities and activities that attract a high number of participants and may include lighted athletic fields, off-street parking, skateparks and other recreational facilities. These parks draw from multiple neighborhoods within the city. Examples are Amazon Park, Bethel Park, Petersen Park and youth sports parks. Natural area parks make up approximately half of the City's park system. Spencer Butte, Meadowlark Prairie and Delta Ponds are among the community's largest natural areas. Other park types managed by this service include linear parks, such as the Willamette River Greenway, metropolitan parks such as Hendricks Park, Skinner Butte Park, Alton Baker Park, and the grounds of community centers, such as Campbell Senior Center.

This service also addresses major changes in the park and open space system, such as acquiring new parks and open space to keep pace with growth, renovating existing parks to meet maintenance and safety standards, and addressing significant changes in park use and community needs.

Mission

Strengthening our community by preserving and enhancing our parks and open space system, and providing diverse recreation experiences.

Outcomes

- Provide opportunities to enjoy nature and the outdoors.
- Build environmental stewardship through volunteer, environmental education and outdoor recreation opportunities.
- Distribute parks, open space and recreation services equitably throughout the community.
- Build and maintain sustainable parks, recreation and open space infrastructure.
- Protect and enhance diverse, healthy and interconnected ecosystems.
- Build a sense of community by developing strong community partnerships.

Public Buildings and Facilities

Description

This service includes an array of activities to maintain and preserve the asset value of City-owned buildings and facilities. City facilities that are within the scope of this service category total approximately two million square feet and include Police headquarters, community centers, fire stations, a library, performing arts venues, parking garages, downtown core area/park blocks, swimming pools and park structures, as well as general City office buildings. The current General Fund inventory consists of more than 100 buildings and structures totaling nearly 1 million square feet, with a replacement value of $300 million. Staff oversees design, construction and maintenance of both General Fund facilities and buildings housing non-General Fund services. The Facility Management Division is also leading the effort to improve downtown maintenance and enhance downtown public spaces.

A key management practice is to improve and maintain the condition of facilities, thereby maximizing the life of each building and preserving the public investment in City facilities. Providing pleasant, functional public areas and work spaces supports the delivery of quality public services. Planned preventive maintenance reduces the number of emergency repairs and service disruptions, thus contributing to improved service delivery to the City's customers and stakeholders.

The primary processes in this service are Facility Strategic Planning, Design and Construction, and Operations and Maintenance. Facility Strategic Planning includes capital planning, asset preservation planning and space planning. Design and Construction provides building design and

construction project management. These services are budgeted in the Professional Services Fund (Fund 630).

Operations and Maintenance includes custodial services, security and access control, the Downtown/Park Blocks Program, carpentry, electrical work, energy management, HVAC maintenance, painting, plumbing, pool maintenance, roofing, public art maintenance, and courier and mailroom services. Operations and Maintenance are budgeted in the Facilities Services Fund (Fund 615).

Mission

Our mission is to build, maintain, operate and manage City facilities. We are a skilled team of professionals who work collaboratively to help achieve the goals of those we serve. Foremost, we are responsible and accountable stewards of the City's facilities.

Outcomes

- Help City staff deliver quality services to the public by providing and maintaining pleasant, healthy and effective work spaces.
- Reduce the impact of City facilities on the environment through sustainable design, maintenance and operating practices.
- Maintain the overall asset value of the inventory of City facilities.
- Modify City facilities to stay current with changing citizen needs.
- Provide safe, secure and functional buildings and work spaces.
- Achieve operational savings by actively conserving energy in building systems and promoting conservation practices by building users.
- Maximize the public's investment in facilities through effective long-range capital and space planning and efficient use of space.

Stormwater

Description

Eugene's publicly owned and managed stormwater system includes approximately 39 miles of streams and other waterways, more than 38 miles of roadside ditches and culverts, approximately 600 miles of enclosed stormwater pipe, more than 15,000 catch basins, over 3,800 pipe inlet/outlet structures, over 9,400 manholes, over 300 green infrastructure facilities, a combination of constructed and natural vegetated features such as planters, swales, wetlands, streams, rivers, open channels and 3,000 acres of wetlands in west Eugene that are owned and managed in partnership with other agencies.

Operations and maintenance of the public piped stormwater system includes cleaning, inspection, repair and replacement of pipes, catch basins, manholes and mechanical water quality facilities. Work on the major open waterways involves planting native trees and shrubs, controlling non-native and invasive vegetation, stabilizing and repairing stream banks, removing debris and

sediment, and restoring habitat. Street sweeping, leaf pick-up and recycling, and care of vegetated water quality facilities are also part of stormwater maintenance.

In addition to stormwater system operation and maintenance, services include: the protection, enhancement, and restoration of wetlands and waterways, public outreach and education, volunteer coordination, erosion prevention, stormwater management for industrial sites, spill response, stormwater discharge compliance enforcement, water quality monitoring, implementation of stormwater development standards, master planning, construction of capital improvements, inspection of over 400 privately owned maintained vegetated and mechanical water quality facilities for proper maintenance, and the administration of the City's municipal stormwater permit.

Mission

The mission of the Stormwater service is to manage stormwater systems in a way that meets the needs of the community and promotes wise stewardship of the urban and natural environment. We accomplish this by providing drainage services and by protecting and enhancing water quality and related natural resources in a cost-effective and environmentally beneficial manner that complies with regulatory requirements.

Outcomes

- Protect and improve water quality.
- Minimize property loss due to flooding.
- Ensure adequate drainage of streets and urban improvements to allow their intended use.
- Preserve and enhance community stormwater-related natural resources including wetlands and waterways.

Transportation

Description

Operation and maintenance of the City's transportation system include ongoing preventive maintenance and repair of asphalt and concrete surfaces, snow and ice operations, traffic signal, sign and streetlight operations and preventive maintenance, required maintenance of lane lines and pavement markings, and graffiti removal.

System preservation and enhancement include most major work done on transportation facilities that is intended to extend their useful life and/or to improve the capacity, safety, cost effectiveness or other aspects of the system.

Transportation planning supports other activities in the service, including reviewing land use plans, coordinating community involvement and conceptual design for street improvement projects, identifying funding for transportation improvements and managing studies to determine how to make the transportation system function more safely and efficiently. Other elements of transportation planning include development of traffic-calming projects, enhancement and

promotion of the City's walking and biking infrastructure, and involvement with the City's efforts to develop plans for mixed-use centers.

Mission

Provide a safe and efficient multi-modal transportation system that is responsive to users and community goals.

Outcomes

- Enhance neighborhood and community livability.
- Facilitate compact urban growth.
- Provide a safe and efficient transportation system.
- Facilitate the movement of goods, services and people.
- Provide access to public and private land.
- Provide opportunities for choosing alternative (non-automotive) modes of travel.
- Provide access to recreational opportunities.
- Educate the public about transportation issues to enable better participation and decision-making.
- Provide a corridor for utilities.

Urban Forestry

Description

Eugene's urban forest provides environmental, social and health benefits for its citizens through a growing canopy along city streets, in parks and natural areas, and on private property. Approximately 100,000 street trees are located along 550 miles of city streets. Planted and naturally-seeded trees are found in Eugene's park system, which consists of more than 4,800 acres of parks and open space. Trees increase property values and livability through their beauty; their presence along roads calms and slows traffic and increases the life of asphalt pavement. Trees improve water quality by reducing stormwater runoff through interception, absorption and filtration; they clean the air by absorbing pollutants and particulates and give oxygen to breathe; and they provide energy savings by shading and cooling the urban environment.

Public safety is a high priority in this service. Response to public calls about tree hazards involves inspection, investigative reporting, processing for public comment, and mitigation pruning or removal of about 200 to 300 dangerous trees per year. Enhancement of the urban forest is also important, with around 1,000 trees planted annually.

Maintenance activities include hazard abatement, storm and emergency response, street and sidewalk clearance pruning, traffic vision and sign clearance pruning, and request pruning. Staff also provide enhancement, planning and preservation services, which include the NeighborWoods and Tree Stewards volunteer planting and pruning programs, new development tree

establishment, hazard detection and removal, and street tree removal permit review and enforcement.

Mission

To preserve, maintain and improve Eugene's urban forest to enrich the lives of all Eugene's citizens and visitors.

Outcomes

- Maintain balance between public safety and tree health.
- Increase the value of the landscape by preservation of natural forested areas and through effective management of street trees.
- Increase, protect and preserve the public tree canopy cover.
- Enhance public education about trees.
- Improve the management of forested ecosystems within Eugene's parklands.

Waste Prevention/Green Building and Business Licensing

Description

The City of Eugene regulates garbage and recycling collection inside city limits under Chapter 3 of the Eugene City Code. Each waste hauler obtains a business license from the City to collect garbage, recycling, and yard debris material. In addition, staff provides educational programs, materials and workshops on waste prevention and recycling to meet the goals of the 1991 Oregon Recycling Act and Oregon Senate Bill 263. Funding partially supports operation of the Green Building program, which provides technical assistance, educational outreach and incentives related to energy efficiency, renewable energy and sustainable building projects.

This program is fully supported by license fee revenues collected from waste haulers. Revenues have been supplemented in the past with grant money for specific programs.

The City of Eugene also licenses public passenger vehicle companies and certifies drivers, issues business licenses for retail tobacco sales and payday loan lenders, reviews liquor license applications for compliance with Oregon Liquor Control Commission regulations under Chapter 3 of the Eugene City Code, and issues permits authorizing tailgating at local venues. The Business License Program is also fully supported through fees generated within the program.

Mission

We provide a system for reliable and responsible waste and recycling collection that values natural resources and promotes waste prevention and recovery. With the goal of protecting the public's health, safety and welfare, we review and license specific businesses.

Outcomes

- Sustain a stable collection service for the public that minimizes impacts to the natural and/or built environment.
- Reduce waste generated by all segments of the community.
- Support strong collection, disposal, recycling and recovery infrastructure.
- Provide and/or support ongoing recycling education and waste prevention to Eugene residents and businesses.
- Protect the public's health, safety and welfare with regard to public passenger vehicle operations, payday loan operations and liquor license review.

Wastewater Collection and Treatment

Description

The greater metropolitan area of Eugene and Springfield generates up to 13 billion gallons of sanitary and commercial wastewater annually. To manage this wastewater, the City of Eugene provides sewers for the collection and conveyance of wastewater from homes and businesses in Eugene, Santa Clara and River Road to the regional treatment plant. The City of Springfield provides wastewater collection and conveyance from homes and businesses in Springfield and also has jurisdiction over the wastewater generated in the Glenwood area.

The cities of Eugene and Springfield joined together with Lane County in 1977 to build a regional treatment complex for all wastewater generated in the greater metropolitan area. The City of Eugene operates and maintains this regional complex under contract with the Metropolitan Wastewater Management Commission. The complex includes the Eugene/Springfield Water Pollution Control Facility, Biosolids Management Facility, Beneficial Reuse Site, and regional wastewater pumping stations and pressure lines and gravity sewers.

Within the Eugene metropolitan area, the City of Eugene also administers the Industrial Pretreatment Program which regulates all non-residential wastewater discharges into the local wastewater collection system. Regulatory activities include developing pollutant limits for industrial discharges, responding to violations of pretreatment permits, and conducting inspections of industrial wastewater discharges.

Mission

The mission of the Wastewater System Service is to efficiently and effectively monitor, regulate, collect and treat wastewater from the community to protect public health and the environment.

Outcomes

- Protection of public health.
- Protection of the environment.
- Support for the residential, commercial and industrial activities of the community.

- Compliance with legal and regulatory requirements.
- Efficient, effective service to the rate payers and community.

Zoning and Nuisance Administration

Description

Zoning and Nuisance Administration staff provide information to the general public and individuals affiliated with specific development projects, review building permit plans for conformance with city zoning standards and determine land use compatibility. Compliance staff investigate and enforce on complaints in the areas of tree and natural resource preservation, nuisance standards such as junk and debris, development standards for property and buildings, smoking standards, camping, lighting, signs and such zoning issues as animals and home occupations.

Mission

To promote uses, development and property maintenance that support community standards.

Outcomes

- Maintain and improve community livability.
- Support healthy neighborhoods.
- Enhance community beautification.
- Protect natural resources.
- Ensure compliance with state and local codes, policies and goals.

Planning and Development Department Administration

Description

Planning and Development Department Administration ensures that the projects and services of the divisions support City Council goals and reflect the priorities of the City Council. Administration staff act as liaison to the City Manager, City Council and other departments; oversee the budget, personnel, strategic planning, technology, management of the parking program, community outreach and participation and property management; and implement continuous improvement activities for the department.

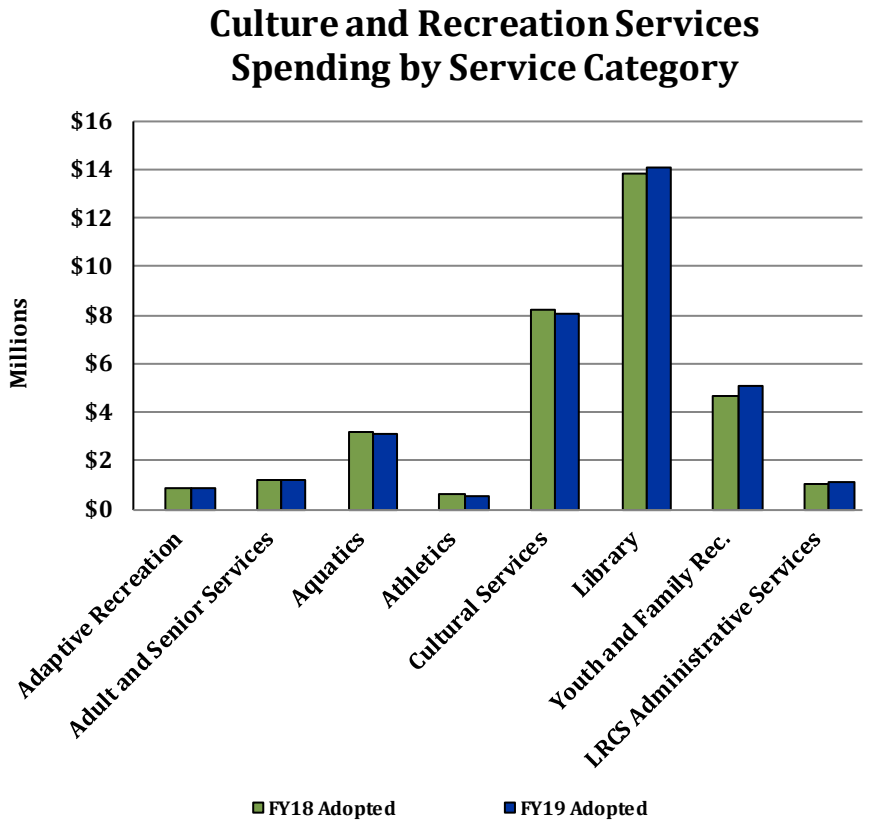
Public Works Department Administration

Description

Public Works Department Administration acts as liaison between the City Manager and the operating divisions to ensure that programs and practices are consistent with City-wide goals;

provides information to division managers about reports, studies and legal requirements that affect department operations; develops and monitors department operating policies and procedures to provide proper and consistent service to the public; assists divisions in establishing goals and measurable objectives to guide and evaluate operating performance. Administration staff provide budget coordination, capital project expenditure tracking, grant management and financial analysis. Staff also provide centralized human resource management within the department and manage the department's public affairs program.

Charts



Service Category	FY18 Adopted	FY19 Adopted
Adaptive Recreation	$873,020	$838,238
Adult and Senior Services	1,233,337	1,186,245
Aquatics	3,195,747	3,068,888
Athletics	657,328	578,327
Cultural Services	8,212,580	8,086,246
Library	13,801,566	14,051,096
Youth and Family Rec.	4,671,639	5,115,913
LRCS Administrative Services	1,003,933	1,103,788
	$33,649,150	$34,028,741

Service Description

A broad range of unique recreational, cultural, artistic and life-long learning opportunities are available through services provided by the Library, Recreation and Cultural Services Department.

The Eugene Public Library supports an informed community, lifelong learning and the love of reading by promoting access for all City residents to the universe of ideas and information. Services include:

- Services are provided at the Downtown location and at two Branch libraries, online 24/7 at the Library's website and through targeted outreach programs to diverse populations. On November 3, 2015, City of Eugene voters approved a five-year levy to fund expanded library services.

- State-of-the-art tools provide access for people who might otherwise have difficulty accessing library resources, including patrons who are blind or who have visual impairments, physical or learning disabilities, and are deaf or hard-of-hearing.

- On average, 3 million items are checked out each year by almost 100,000 cardholders.

- The Library offers programs for all ages, with a special focus on children's literacy, by offering programs that develop reading skills while having fun, such as storytimes and music programs. Special events for all ages, such as Summer Reading programs and monthly "First Friday" activities, help attract residents to downtown.

- Eugene Public Library has been rated a "Star Library," placing it among the top 3% of public libraries nationwide for continued excellence in delivering key services per dollar.

Recreation activities and services are provided year-round to meet the recreation, fitness and wellness needs of Eugene citizens. Services include:

- Life-long learning, fitness, outdoor trips and social service programs for older adults.

- Recreation programs adapted to serve people with disabilities and facilitation services that assist with the inclusion of people with disabilities into their programs.

- Aquatic programs at Sheldon, Echo Hollow and Amazon Pools such as recreation swims, swim lessons, fitness and wellness activities, competitive teams and in-service training.

- Diverse neighborhood-based and citywide recreational and educational programs for children, adults and families. Events and services are coordinated by staff at Amazon, Campbell, Hilyard, Petersen Barn, River House and Sheldon community centers.

- Outdoor recreation and environmental education activities that provide introductory opportunities, elevated outdoor skill building and multiday camps and trips for all ages.

- Athletic leagues for adults and coordination of athletic fields and facilities for youth sports leagues.

The Cultural Services Division is the primary conduit through which the City supports its commitment to arts and culture and aligns resources to an accessible and thriving cultural sector which is integral to the social and economic well-being of the community. The Division's scope of services includes:

- Cultural Sector Development: Catalytic leadership to support the community vision for arts and culture through promotion, coordination and development of assets and relationships to strengthen the cultural sector's contribution to a thriving Eugene. This work includes a partnership with Lane Arts Council which manages the community arts grant program.

- Venue Asset Management: Management and operation of two City-owned public assembly facilities. Annually, the Hult Center hosts over 900 activities with attendance over 160,000. This includes performances by six resident companies, commercial and touring shows, local community events, conference related activities and Hult Presents, which seeks to expand our programming, education and outreach portfolio. Through Hult Presents, the Hult Center also provides free outdoor concerts as part of the Party on the Plaza series. The Hult Center also maintains a significant permanent visual art collection. Cuthbert Amphitheater is a 5,000-seat outdoor venue leased to venue managers and annually hosts 12-16 events with total attendance around 40,000.

- Community Events: Community programming and outreach brings free, accessible arts and culture to all residents. Annually, the EUGfun event series partners with local community groups and artists to serve over 18,000 residents. Community Events also programs and activates downtown public spaces as part of the City's larger placemaking efforts. The Community Events team oversees the City of Eugene Special Events Policy team and acts as a lead in collaborations with community event producers, athletic events and competitions as well as developing catalytic programs that encourage cultural tourism.

- Public Art: This program provides asset management and growth of the City's collection of art, implementation of Eugene's Public Art Master Plan, engagement in the downtown revitalization initiative and temporary art. The program oversees the 20x21 EUG Mural Project, an initiative to commission 20 world class murals by the 2021 World Championships, as well as Urban Canvas, an effort to connect local artists with wall owners to create opportunities for artists while beautifying our community.

Budget Information

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
FUNDING SOURCE					
General Fund	$26,962,577	$28,230,296	$30,820,409	$32,847,711	$31,214,159
Other Funds	353,471	2,083,728	2,828,741	2,805,896	2,814,582
Total	$27,316,048	$30,314,024	$33,649,150	$35,653,607	$34,028,741

OPERATING COSTS

SERVICE CATEGORY*	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
Adaptive Recreation					
Expenditures by Department					
Library, Rec. and Cultural Services					
Personnel Services	$525,921	$501,138	$575,031	$575,031	$536,771
Materials and Services	264,467	310,982	297,989	325,710	301,467
Total	$790,388	$812,120	$873,020	$900,741	$838,238
Expenditures by Fund					
General	$780,389	$810,327	$854,020	$881,741	$819,238
Library, Parks and Recreation	9,997	1,793	19,000	19,000	19,000
Total	$790,388	$812,120	$873,020	$900,741	$838,238
General Fund Revenue	$122,788	$127,190	$122,000	$122,000	$122,000
Number of Full-time Equivalents					
General	4.00	4.00	4.00	4.00	4.00
Adult and Senior Services					
Expenditures by Department					
Library, Rec. and Cultural Services					
Personnel Services	$774,148	$778,607	$805,597	$805,597	$764,640
Materials and Services	359,752	599,489	427,740	436,916	421,605
Total	$1,133,900	$1,378,096	$1,233,337	$1,242,513	$1,186,245
Expenditures by Fund					
General	$1,125,420	$1,199,997	$1,151,492	$1,183,513	$1,123,245
Library, Parks and Recreation	8,480	178,099	81,845	59,000	63,000
Total	$1,133,900	$1,378,096	$1,233,337	$1,242,513	$1,186,245
General Fund Revenue	$307,859	$328,485	$258,000	$258,000	$278,000
Number of Full-time Equivalents					
General	5.75	5.75	5.75	5.75	5.75

* FY16 Actual and FY18 Adopted Budget amounts in Full-time Equivalents (FTE) and expenditures in each Service Category may differ from those published in the FY18 Adopted Budget due to changes in the City's Chart of Accounts; however, total FTE and expenditures by Service Area for these years remain the same. Please see Chart of Accounts Changes explanation in the Fund Summary section for more information.

SERVICE CATEGORY*	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
Aquatics					
Expenditures by Department					
Library, Rec. and Cultural Services					
Personnel Services	$1,558,967	$1,534,587	$1,663,069	$1,663,069	$1,542,334
Materials and Services	1,471,124	1,594,892	1,532,678	1,708,724	1,526,554
Capital Outlay	0	0	0	34,702	0
Total	$3,030,091	$3,129,479	$3,195,747	$3,406,495	$3,068,888
Expenditures by Fund					
General	$3,030,091	$3,128,973	$3,191,747	$3,402,495	$3,064,888
Library, Parks and Recreation	0	506	4,000	4,000	4,000
Total	$3,030,091	$3,129,479	$3,195,747	$3,406,495	$3,068,888
General Fund Revenue	$977,054	$957,176	$932,000	$932,000	$952,000
Number of Full-time Equivalents					
General	9.50	9.50	9.50	9.50	9.50
Athletics					
Expenditures by Department					
Library, Rec. and Cultural Services					
Personnel Services	$322,043	$335,555	$402,831	$402,831	$343,545
Materials and Services	148,897	155,956	165,824	191,441	143,974
Subtotal	$470,940	$491,511	$568,655	$594,272	$487,519
Public Works					
Personnel Services	$69,814	$61,321	$75,685	$75,685	$77,820
Materials and Services	17,958	8,274	12,988	12,988	12,988
Subtotal	$87,772	$69,595	$88,673	$88,673	$90,808
Total	$558,711	$561,106	$657,328	$682,945	$578,327
Expenditures by Fund					
General	$558,711	$561,106	$657,328	$682,945	$577,327
Library, Parks and Recreation	0	0	0	0	1,000
Total	$558,711	$561,106	$657,328	$682,945	$578,327
General Fund Revenue	$342,388	$330,281	$410,000	$410,000	$370,000
Number of Full-time Equivalents					
General	3.75	3.75	3.75	3.75	3.75

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SERVICE CATEGORY*	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
Cultural Services					
Expenditures by Department					
Library, Rec. and Cultural Services					
Personnel Services	$3,202,769	$3,385,400	$4,128,048	$4,128,048	$4,223,676
Materials and Services	2,677,657	3,179,559	3,935,732	5,355,062	3,862,570
Capital Outlay	0	0	148,800	180,790	0
Total	$5,880,426	$6,564,961	$8,212,580	$9,663,900	$8,086,246
Expenditures by Fund					
General	$5,876,118	$6,563,336	$8,192,580	$9,643,900	$8,066,246
General Capital Projects	4,308	1,625	20,000	20,000	20,000
Total	$5,880,426	$6,564,961	$8,212,580	$9,663,900	$8,086,246
General Fund Revenue	$3,369,706	$3,504,676	$4,803,900	$4,803,900	$4,819,000
Number of Full-time Equivalents					
General	31.25	36.13	36.13	36.13	36.13
Library					
Expenditures by Department					
Library, Rec. and Cultural Services					
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	4,127,303
Capital Outlay	22,645	0	0	0	0
Total	$10,886,888	$12,615,907	$13,801,566	$13,850,253	$14,051,096
Expenditures by Fund					
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	2,417,582
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	$14,051,096
General Fund Revenue	$477,802	$497,870	$478,540	$478,540	$478,540
Number of Full-time Equivalents					
General	86.60	86.60	86.60	86.60	86.60
Library Local Option Levy	0.00	18.40	18.40	18.40	18.40
Total	86.60	105.00	105.00	105.00	105.00

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SERVICE CATEGORY*	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
Youth and Family Rec.					
Expenditures by Department					
Library, Rec. and Cultural Services					
Personnel Services	$3,247,784	$3,318,384	$3,571,431	$3,571,431	$3,982,912
Materials and Services	986,971	1,111,026	1,043,958	1,254,943	1,133,001
Capital Outlay	0	0	56,250	56,250	0
Total	$4,234,755	$4,429,410	$4,671,639	$4,882,624	$5,115,913
Expenditures by Fund					
General	$4,223,345	$4,420,678	$4,650,639	$4,861,624	$5,092,913
Library, Parks and Recreation	11,410	8,732	21,000	21,000	23,000
Total	$4,234,755	$4,429,410	$4,671,639	$4,882,624	$5,115,913
General Fund Revenue	$1,352,257	$1,393,395	$1,206,000	$1,206,000	$1,206,000
Number of Full-time Equivalents					
General	29.70	29.70	29.70	29.70	30.20
LRCS Administrative Services					
Expenditures by Department					
Library, Rec. and Cultural Services					
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	$800,890	$822,945	$1,003,933	$1,024,136	$1,103,788
Expenditures by Fund					
General	$800,890	$822,945	$1,003,933	$1,024,136	$1,103,788
General Fund Revenue	$70	$4,995	$0	$0	$0
Number of Full-time Equivalents					
General	3.00	3.00	3.00	3.00	3.00

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Adaptive Recreation

Description

Adaptive Recreation Services (ARS) is the primary public provider of recreation services for people with disabilities in the Eugene area. ARS programs are designed to improve the quality of life for persons experiencing disabilities through positive use of leisure time. Persons with disabilities include those with developmental disabilities, physical disabilities, mental health challenges and vulnerable populations. Over 50% of ARS participants with disabilities are unemployed and living at federal low-income earning levels.

ARS is based at the Hilyard Community Center, and services include recreational and educational programs, health and wellness classes, seasonal camps, visual and performing arts, and recreation equipment adapted to serve people with disabilities. Inclusion services and training are also provided to make recreation activities accessible to all members of the community.

ARS maintains active partnerships with local and regional community support groups, nonprofit agencies and public commissions. Staff provides training, consultation and adapted equipment to other City departments and community groups to facilitate the inclusion of people with disabilities in their programs and compliance with the Americans with Disabilities Act (ADA). ARS has been identified by the University of North Carolina at Greensboro in their report *Search for Best Practices in Inclusive Recreation* as a model for inclusive recreation for municipalities, has been awarded the National Therapeutic Recreation Society Organizational Citation and recognized by local and regional organizations for their contributions to people with disabilities.

Mission

Adaptive Recreation Services provides diverse recreation programs and services that enhance the quality of life for people with disabilities.

Outcomes

For people with disabilities:

- Contribute to the wellness, fitness, health and safety of the community, and provide life-long recreation.
- Provide affordable fitness and adaptive recreation.
- Improve self-esteem, empowerment and increased personal safety.
- Improve independence, socialization and social interaction skills.
- Increase quality of life, physical and cognitive function, and overall health.
- Promote equal access to recreation activities through inclusion services.
- Improve support systems including stronger families, friendships and volunteer opportunities.
- Prevent secondary disabilities to patrons with disabilities such as depression, obesity, arthritis and hypertension.

For the community:

- Enhance the quality of life of people with disabilities with ongoing assessments that respond to adaptive recreation needs.
- Maintain affordable recreation services for patrons and respite for caregivers.
- Maintain a resource of certified and trained adaptive recreation leaders, disability resource staff and fitness leaders who meet or exceed industry standards.
- Ensure ADA compliance for City programs.
- Reduce health care costs for the community by offering wide-ranging healthy programs.

Adult and Senior Services

Description

Adult and Senior Services meets the needs of older adults for maintaining their health, independence, social connections, support networks and quality of life. Active lifestyle programs such as skiing, canoeing, kayaking, hiking and wood-working serve as an attraction for both younger and older senior adults. Services such as legal services, insurance counseling, meal information, adult education classes and van trips are offered on a regular basis. Access to community social services is provided to Eugene seniors on a limited basis through program outreach staff. Programs and services are currently provided through the Campbell and Petersen Barn community centers. Additional older adult programs are offered at Amazon and Sheldon community centers, as well as Echo Hollow, Sheldon and Amazon pools.

Mission

Adult and Senior Services' mission is to promote and maintain health and well-being, enhance quality of life, strengthen support networks, and recognize and assist individuals in remaining active, productive and independent by offering recreational programs and services to achieve this goal.

Outcomes

- Strategize the development of programs and facilities that meet the growing need of the older adult and senior community.
- Improve programs that promote health and well-being.
- Contribute to the quality of life for older adults in our community.
- Provide experiences that allow for finding companionship through activities and informal drop-in programs.
- Provide opportunities to realize creative capacities, experience personal growth, development and achievement.
- Collaborate with local social services agencies to strengthen support networks within the greater Eugene community.
- Provide opportunities for individuals to remain active, productive and independent.

Aquatics

Description

Eugene's aquatic and fitness centers provide year-round availability and access to a broad variety of programs and facilities that promote water safety and lifelong fitness in an environment that is safe, accessible, inclusive, welcoming and fun.

Eugene's three pools, Echo Hollow, Sheldon and Amazon (a seasonal facility), offer five main program areas: Learn to Swim programs, Recreational Swimming, Fitness and Wellness, Competitive programs and In-Service Training.

Aquatics Services provide affordable, accessible and convenient opportunities to people of all ages and abilities for recreation, personal development and physical activity through significant programs for youth and families, including: Learn to Swim classes, recreation swims, family swims, lap swims, aquatic fitness classes, land-based fitness classes, fitness centers (Sheldon and Echo Hollow), custom services for special groups, physical education classes to schools, in-service trainings, special events and competitive aquatics for swim teams and water polo teams.

Mission

Provide diverse, accessible, inclusive and high-quality aquatic and fitness services in a safe, clean, welcoming and fun environment.

Outcomes

- Maintain the current inventory of aquatics facilities to meet the current needs of the Eugene community.
- Strategize the future renovation of aging aquatics facilities to meet the growing community needs and the building of new aquatics facilities in geographic locations that are currently unserved.
- Contribute to the wellness, fitness, health and safety of the community, and provide lifelong recreation.
- Prevent aquatic tragedies by teaching people to be safe in and around the water.
- Provide affordable aquatic and fitness recreation.
- Provide pool access to competitive youth swim teams and clubs teams.
- Continue to create entry level job opportunities as lifeguards and swim instructors resulting in career development for area youth.
- Increase the functionality of day-to-day life for seniors and people with disabilities.
- Provide lifeguard certification courses, and create a resource of certified and trained aquatics and fitness leaders who meet or exceed industry standards.

Athletics

Description

Athletics Services programs promote and facilitate active lifestyles, physical fitness, mental well-being and social interaction by serving adults and youth through league sports and other organized sports activities. In addition, Athletics Services coordinates the use, and funds a portion of, the maintenance of all City-owned and co-owned athletic fields and facilities in order to ensure a safe and available playing environment for the entire Eugene community. Athletic Services offers organized sports activities for adults, including men's, women's and coed league competition for softball, volleyball, basketball, ultimate Frisbee, outdoor soccer and manages the contract with a private vendor to operate the Alton Baker Park Disc Golf Course.

Mission

Athletics Services creates and facilitates recreational and competitive sports opportunities, promotes active lifestyles and encourages physical fitness, mental well-being and social interaction. Athletics Services' philosophy is that well-balanced, healthy people contribute to a productive and thriving community.

Outcomes

- Maintain the current inventory of outdoor sports facilities that serve the Eugene community.
- Strategize with community partners the future development of outdoor sports facilities as determined by the growing needs of the Eugene community.
- Maintain partnership with local school districts and to cooperatively share and coordinate the use of sports facilities with all local youth sports organizations.
- Contribute to the quality of life of the community.
- Promote ongoing fitness and health of all citizens.
- Contribute to social integration and sense of community.
- Contribute to the economic health of the community.

Cultural Services

Description

The Cultural Services Division is the primary conduit through which the City supports its commitment to arts and culture and aligns resources for an accessible and thriving cultural sector which is integral to the social and economic well-being of the community. The Division's scope of services includes:

Cultural Sector Development: Catalytic leadership to support the community vision for arts and culture through promotion, coordination and development of assets and relationships to strengthen the cultural sector's contribution to a thriving Eugene. This work includes a partnership with Lane Arts Council which manages the community arts grant program.

Venue Asset Management: Management and operation of two City-owned public assembly facilities. Annually, the Hult Center hosts over 900 activities with attendance over 160,000. This includes performances by six resident companies, commercial and touring shows, local community events, conference related activities and Hult Presents, which seeks to expand our programming, education and outreach portfolio. Through Hult Presents, the Hult Center also provides free outdoor concerts as part of the Party on the Plaza series. The Hult Center also maintains a significant permanent visual art collection. Cuthbert Amphitheater is a 5000-seat outdoor venue leased to venue managers and annually hosts 12-16 events with total attendance around 40,000. This program also manages contracts and acts as the City liaison for the Cuthbert Amphitheater.

Community Events: Community programming and outreach bring accessible arts and culture to all residents. Annually, the EUGfun event series partners with local community groups and artists to serve over 18,000 residents. Community Events also programs and activates downtown public spaces as part of the City's larger placemaking efforts. The Community Events team oversees the City of Eugene Special Events Policy team and acts as a lead in collaborations with community event producers, athletic events and competitions as well as developing catalytic programs that encourages cultural tourism.

Public Art: This program provides asset management and growth of the City's collection of art, implementation of Eugene's Public Art Master Plan, engagement in the downtown revitalization initiative and temporary art. The program oversees the 20x21 EUG Mural Project, an initiative to commission 20 world class murals by the 2021 World Championships, as well as Urban Canvas, an effort to connect local artists with wall owners to create opportunities for artists while beautifying our community.

According to the 2015 Americans for the Arts Economic Prosperity Study, the total economic impact of the nonprofit arts and cultural industry (based on dollars spent) on the City of Eugene is $62.2 million. This includes $40.8 million in expenditures by organizations in the creation of art, and an additional $21.4 million in expenditures by audiences who participate in those art and cultural offerings. This economic impact generates 2,400 full-time equivalent jobs, $45.7 million in household income (total dollars paid to community residents), $2.4 million in local government revenue and $1.6 million in state government revenue.

Mission

To enrich the cultural life of the region.

Outcomes

- Provide a broad selection of performances by local and non-local artists and companies.
- Ensure the community has reasonable access to Hult Center events.
- Encourage arts and educational activities for children and adults.
- Seek new patrons and build future audiences.
- Use facilities in support of the visual arts.

- Make facilities available for expanded cultural opportunities, compatible community events and conference activities.
- Manage the Hult Center in accordance with the highest industry standards and in a fiscally sound manner.

Library

Description

Eugene Public Library (EPL) supports informed community, lifelong learning and the love of reading by promoting access for all city residents to the universe of ideas and information. On average, 3 million items are checked out each year by the nearly 100,000 cardholders who visit the Downtown Library and two Branch locations in the Sheldon and Bethel areas. EPL has been rated a "Star Library" five times, placing it among the top 3% of public libraries nationwide for continuing excellence in delivering key services per dollar. On November 3, 2015, City of Eugene voters approved a five-year levy to support expanded library service. On July 1, 2016, open hours doubled at both branches, and Sunday morning hours were restored at the Downtown Library.

Every day, over 3,000 people come into one of EPL's three locations. EPL's collection contains approximately 900,000 items, including downloadable eBooks, audio books, magazines and music. EPL also subscribes to more than 90 premium online resources housed in the "Info Hub" which provides information ranging from investments to book suggestions to car repair to homework help for kids to genealogy and many more. To ensure accessibility to all, there are specialized collections of large-print, multilingual and non-print materials.

Free Wi-Fi is available at all locations. In addition, 118 computers are available for public use, providing access to the internet, the Info Hub online resources, a suite of Microsoft products and computers equipped with adaptive software and equipment. Plus, with funds from the levy, the library is now loaning laptops to cardholders. The Maker Hub offers a wide variety of ways to develop skills, use tools invent, and create for success in school, work, art and life.

A variety of programs for all ages are offered, from emergent literacy programs for toddlers (e.g. "Storytime"), through reading promotions for teens, to music, dance, literary events and computer classes for adults. EPL provides over 1,000 free programs annually with a total attendance of over 50,000, and the levy funds support a 33% increase of these activities to reach those currently underserved with a focus on young readers and teens.

At the Library's website, patrons have access to all of the Library services; searching the catalog; downloading eBooks, magazines and music; using the Info Hub; and getting research assistance – all available 24 hours a day, 7 days a week. EPL staff is available to help users access information and to learn more about Library services at any desk, over the phone and via e-mail, instant message chat and texting.

Annually, over 200 volunteers donate over 13,000 hours to repair books, keep shelves in order, pull requested materials, assist people in the Maker Hub, deliver books to the homebound, provide Storytimes to underserved children and welcome patrons at the Downtown Library Information Desk.

Mission

Eugene Public Library supports an informed community, lifelong learning and the love of reading by providing access for all City residents to the universe of ideas and information.

Outcomes

- Promote lifelong learning, literacy, and family and personal development, as well as the information to help individuals meet their basic needs with dignity.
- Encourage intellectual freedom through providing a diverse and intellectually stimulating collection of materials and through responsiveness to the community's needs and desires.
- Preserve and enhance livability and provide a variety of educational and recreational activities, accessible to all.
- Foster an experience of community for all patrons at the Library by providing a safe and welcoming environment.
- Strengthen and support the regional economy.

Youth and Family Recreation

Description

Youth and Family Recreation Services (YFRS) provides diverse, neighborhood-based and citywide programs for people of all ages and abilities. Recreation professionals at Amazon, Petersen Barn, River House and Sheldon community centers coordinate and supervise these services.

YFRS recreational and educational programs include outdoor/environmental activities, preschool, out-of-school programs, summer playground "Fun For All," seasonal camps, challenge course facilitation, visual and performing arts, special community events, teen groups and peer-managed juvenile justice alternatives.

These diversified program opportunities stimulate the growth and development of positive attributes, resiliency and social competencies. Programs also reflect the values, skills and beliefs that youth and families can use to fully engage within the community through healthy fun and constructive use of time. Through YFRS, the City of Eugene provides accessible cultural and recreational opportunities to its residents. Our mission promotes positive youth and family development and contributes significantly to a safe and sustainable community – a place where people want to live and raise families.

Mission

Creating opportunities that inspire lifelong passion to imagine, explore, learn, grow and contribute.

Outcomes

- Manage and maintain neighborhood-based community centers to meet the ongoing and changing needs of Eugene families.
- Strategically plan for the renovation of current community centers to meet the growing needs of Eugene families and the addition of new multi-purpose community centers in geographic regions that are currently unserved in Eugene.
- Contribute to the promotion of Eugene's neighborhoods as an essential and safe place to recreate.
- Connect diverse and/or marginalized communities by offering culturally-supportive, accessible and responsive recreational opportunities.
- Increase public safety through prevention-based programs to reduce criminal activity and other risk behaviors as a cost-savings alternative to the juvenile justice system.
- Empower youth and families to promote asset development through safe places, structured activities, healthy start programs and opportunities to serve within the community.
- Provide opportunities that promote an individual's ability to plan, make healthy choices and constructively use discretionary time.
- Facilitate programs to encourage personal growth, promote health and wellness, and connect youth, families and the community.
- Practice sustainability, alternative transportation and service projects that mitigate environmental impact.
- Engage youth and families in the benefits of outdoor recreation in parks, open spaces and natural areas.
- Provide opportunities for youth empowerment and leadership through employment and training.
- Assess and respond to identified recreational service gaps.
- Collaborate and partner with school districts, youth service agencies and community partners to address youth needs and fill service gaps.

LRCS Administrative Services

Description

LRCS Administrative Services includes overseeing the operation of the department that provides library services, cultural events and recreation services. LRCS Administrative Services also provides program and service support in strategic planning, legislative coordination, as well as developing and implementing efficiency, control and service improvement strategies. LRCS Administrative Services is further charged with directing and monitoring the budgetary and fiscal management of eight departmental service areas.

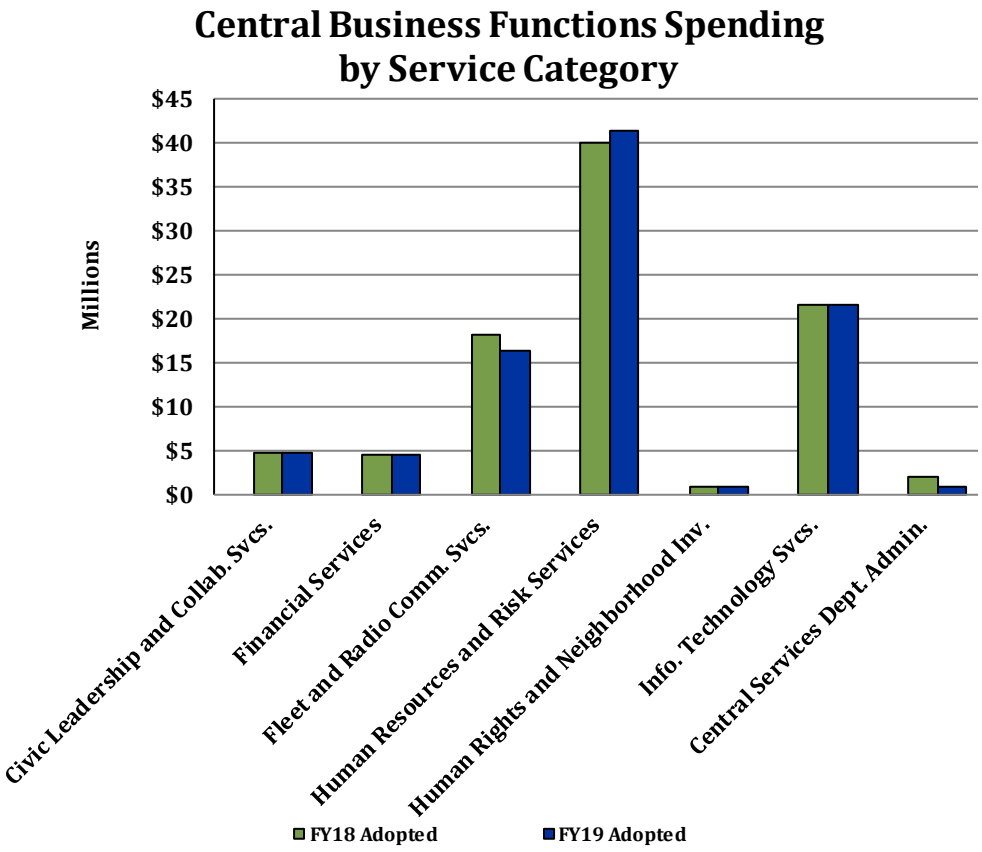
Mission

LRCS Administrative Services supports department operations so that they can more effectively meet the department's mission of "Contributing to an economically healthy, socially vibrant community by providing access to a diverse range of services and experiences that foster lifelong learning and whole personal development."

Outcomes

- Provide leadership to ensure delivery of programs and services are in alignment with Mayor and City Council, Executive Team, and department goals and priorities.
- Establish frameworks to determine strategic goals and planning resources, including developing and implementing department-wide priorities, service improvement strategies and appropriate measures of performance.
- Communicate service priorities, accomplishments and challenges to City leaders, department staff and the community.
- Provide oversight and guidance to ensure that applicable employment standards, contractual obligations and legal requirements are met.
- Manage resources to ensure appropriate access to programs and services throughout the community.

Charts



Service Category	FY18 Adopted	FY19 Adopted
Civic Leadership and Collab. Svcs.	$4,910,309	$4,827,974
Financial Services	4,521,442	4,527,875
Fleet and Radio Comm. Svcs.	18,157,111	16,401,757
Human Resources and Risk Services	40,046,538	41,469,884
Human Rights and Neighborhood Inv.	918,142	943,401
Info. Technology Svcs.	21,670,469	21,585,366
Central Services Dept. Admin.	2,049,321	932,092
	$92,273,332	$90,688,349

Service Description

The City organization provides a wide variety of services to the public including police and fire protection, planning, library, recreation, public infrastructure and more. Internal services support elected officials and the organization. These services, called Central Business Functions, provide the organizational and business management foundation for direct services. For example, the City pays vendors through a centralized accounts payable function instead of having each service area pay its own bills; the payroll database is maintained centrally, and paychecks are processed by staff in Finance; information services are provided in a coordinated and standardized manner; and risk issues are managed by a unit trained in prevention and liability control. Such centralized support is cost-effective, coordinates the service within the organization, ensures consistent compliance with legal and professional standards, sets uniform policies and practices and avoids duplication of effort. The Central Business Functions include:

1. Civic Leadership and Collaboration Services – Mayor, City Council and City Manager support; City Attorney's Office; intergovernmental relations; City Recorder's Office; community relations and engagement; sustainability initiatives; and the Police Auditor's Office.

2. Human Rights and Neighborhood Involvement – Collaboration and access between City staff and the residents of Eugene focusing on broad-based community involvement, support of the neighborhood associations, increased knowledge and application of the Triple Bottom Line and Human Rights frameworks, inclusive and equitable services, and coordination of federal Americans with Disabilities Act (ADA) activities.

3. Financial Services – Revenue and expenditure planning, management and reporting; accounting; budget; financial analysis; investment and debt management; collections and assessment management; purchasing; receivables; payables; and payroll.

4. Fleet and Radio Communication Services – Management, acquisition, maintenance and replacement of the full range of municipal equipment including police cars, emergency medical vehicles, fire engines, construction and maintenance equipment, and communications equipment and infrastructure.

5. Human Resources and Risk Services – Employee recruitment and selection; records/information and personnel management, classification and compensation; labor and employee relations; employee benefits, including health insurance, deferred compensation, retirement benefits and wellness programs; worker's compensation; safety; employee training and development programs; liability and property claims management; and emergency management.

6. Information Technology Services – Computer network management and operations; software development/acquisition and support; training and documentation; database support; Geographic Information Systems (GIS) support; Internet, e-government and Intranet support; telephone services; printing, photocopying and document imaging; and telecommunications franchise management.

Budget Information

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
FUNDING SOURCE					
General Fund	$16,729,840	$17,344,987	$19,487,307	$21,272,571	$18,479,481
Other Funds	49,363,369	54,641,399	72,786,025	77,031,833	72,208,868
Total	$66,093,209	$71,986,386	$92,273,332	$98,304,404	$90,688,349

OPERATING COSTS

SERVICE CATEGORY*	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
Civic Leadership and Collab. Svcs.					
Expenditures by Department					
Central Services					
Personnel Services	$3,616,045	$3,665,238	$4,011,536	$4,230,982	$3,887,261
Materials and Services	1,075,075	1,051,106	898,773	2,052,829	940,713
Capital Outlay	0	7,327	0	0	0
Total	$4,691,120	$4,723,671	$4,910,309	$6,283,811	$4,827,974
Expenditures by Fund					
General	$4,691,120	$4,723,671	$4,910,309	$6,283,811	$4,827,974
General Fund Revenue	$184,136	$24,324	$800	$800	$0
Number of Full-time Equivalents					
General	23.50	23.50	24.80	24.80	24.90

* FY16 Actual and FY18 Adopted Budget amounts in Full-time Equivalents (FTE) and expenditures in each Service Category may differ from those published in the FY18 Adopted Budget due to changes in the City's Chart of Accounts; however, total FTE and expenditures by Service Area for these years remain the same. Please see Chart of Accounts Changes explanation in the Fund Summary section for more information.

SERVICE CATEGORY*	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
Financial Services					
Expenditures by Department					
Central Services					
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	$3,742,916	$4,340,028	$4,521,442	$5,017,759	$4,527,875
Expenditures by Fund					
General	$3,454,278	$3,748,632	$3,948,584	$4,234,021	$3,977,786
Special Assessment Management	87,168	89,005	102,155	102,155	104,728
Telecom Registration/Licensing	16,579	13,927	15,188	15,188	15,598
Information 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
General Fund Revenue	$105,586	$110,338	$84,000	$84,000	$100,000
Number of Full-time Equivalents					
General	24.41	24.41	24.41	24.41	24.41
Special Assessment Management	1.00	1.00	1.00	1.00	1.00
Telecom Registration/Licensing	0.16	0.16	0.16	0.16	0.16
Risk and Benefits	0.43	0.43	0.43	0.43	0.43
Total	26.00	26.00	26.00	26.00	26.00
Fleet and Radio Comm. Svcs.					
Expenditures by Department					
Public Works					
Personnel Services	$2,745,941	$2,831,315	$3,219,089	$3,219,089	$3,380,143
Materials and Services	3,461,484	3,742,981	6,031,904	3,760,615	3,884,430
Capital Outlay	1,927,959	4,034,609	8,906,118	11,648,788	9,137,184
Total	$8,135,384	$10,608,905	$18,157,111	$18,628,492	$16,401,757
Expenditures by Fund					
Fleet Services	$8,135,384	$10,608,905	$18,157,111	$18,628,492	$16,401,757
Number of Full-time Equivalents					
Fleet Services	30.20	29.20	29.20	29.20	29.20

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SERVICE CATEGORY*	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
Human Resources and Risk Services					
Expenditures by Department					
Central Services					
Personnel Services	$3,290,218	$3,252,482	$3,573,216	$3,573,216	$4,773,417
Materials and Services	31,566,201	32,938,244	36,473,322	36,516,205	36,696,467
Capital Outlay	21,024	0	0	0	0
Total	$34,877,443	$36,190,726	$40,046,538	$40,089,421	$41,469,884
Expenditures by Fund					
General	$1,847,393	$1,938,659	$2,084,113	$2,170,542	$2,147,575
Risk and Benefits	33,030,050	34,252,067	37,962,425	37,918,879	39,322,309
Total	$34,877,443	$36,190,726	$40,046,538	$40,089,421	$41,469,884
General Fund Revenue	$5,207	$1,250	$5,000	$5,000	$0
Number of Full-time Equivalents					
General	14.85	14.85	14.85	14.85	14.85
Risk and Benefits	13.50	14.50	15.00	15.00	16.00
Total	28.35	29.35	29.85	29.85	30.85
Human Rights and Neighborhood Inv.					
Expenditures by Department					
Central Services					
Personnel Services	$566,272	$531,758	$639,470	$639,470	$669,395
Materials and Services	159,952	241,575	278,672	373,604	274,006
Total	$726,224	$773,333	$918,142	$1,013,074	$943,401
Expenditures by Fund					
General	$726,224	$773,333	$918,142	$1,013,074	$943,401
General Fund Revenue	$3,525	$0	$0	$0	$0
Number of Full-time Equivalents					
General	5.15	5.15	5.15	5.15	5.15

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SERVICE CATEGORY*	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
Info. Technology Svcs.					
Expenditures by Department					
Central Services					
Personnel Services	$5,140,475	$4,904,393	$6,928,192	$7,023,880	$7,704,886
Materials and Services	7,192,538	9,326,815	14,007,477	16,773,137	13,002,393
Capital Outlay	1,002,819	497,049	734,800	1,325,509	878,087
Total	$13,335,832	$14,728,257	$21,670,469	$25,122,526	$21,585,366
Expenditures by Fund					
General	$5,426,535	$5,539,227	$5,576,838	$5,421,802	$5,650,653
Telecom Registration/Licensing	1,781,176	1,586,741	2,732,016	6,401,016	3,292,922
Information Systems and Services	6,128,121	7,602,289	13,361,615	13,299,708	12,641,791
Total	$13,335,832	$14,728,257	$21,670,469	$25,122,526	$21,585,366
General Fund Revenue	$0	$23	$0	$0	$0
Number of Full-time Equivalents					
General	24.50	24.50	24.50	24.50	24.50
Telecom Registration/Licensing	1.75	1.75	1.75	1.75	1.75
Information Systems and Services	22.00	23.00	23.00	23.00	24.00
Total	48.25	49.25	49.25	49.25	50.25
Central Services Dept. Admin.					
Expenditures by Department					
Central Services					
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	$584,289	$621,467	$2,049,321	$2,149,321	$932,092
Expenditures by Fund					
General	$584,289	$621,467	$2,049,321	$2,149,321	$932,092
Number of Full-time Equivalents					
General	3.00	3.00	3.00	3.00	3.00

* FY16 Actual and FY18 Adopted Budget amounts in Full-time Equivalents (FTE) and expenditures in each Service Category may differ from those published in the FY18 Adopted Budget due to changes in the City's Chart of Accounts; however, total FTE and expenditures by Service Area for these years remain the same. Please see Chart of Accounts Changes explanation in the Fund Summary section for more information.

Civic Leadership and Collaboration Services

Description

Civic Leadership and Collaboration Services embodies the leadership function of the organization. The City Manager and the Executive Management Team identify issues and develop policy and strategy alternatives, implement Council direction, align resources with strategic goals, and manage the City's operations across functional boundaries. They ensure that the organization's fiscal, personnel, technical and administrative policies and procedures enable City staff to provide effective and efficient municipal services. The City Manager and Executive Managers define the organization's climate and culture.

Civic Leadership and Collaboration Services staff supports elected officials, the City Manager and Assistant City Manager, provides research assistance to elected officials and Council committees, and supports the development of Council goals process and priorities.

Civic Leadership and Collaboration Services leads City-wide strategic planning and goal setting. Staff guides the organization's adherence to public meeting, public record and election laws; coordinates recruitment and development for advisory groups; and proactively provides public information. Civic Leadership and Collaboration Services is a central point of access for the general public and news media to elected officials and the organization and responds to new and emerging issues. It is also the keeper of the City's archive and election functions.

Civic Leadership and Collaboration Services staff coordinates the City's intergovernmental relations, including lobbying the City's agenda at the local, state and federal government levels. The Sustainability program champions Triple Bottom Line decision-making which considers economic, environmental and social equity impacts and directly supports the Sustainability Commission. Staff coordinates implementation of the Community Climate and Energy Action Plan, Internal Climate Action Plan and other regional initiatives around climate planning and adaptation. Through collaboration, staff also furthers sustainable purchasing, waste prevention and recycling; transportation options; "green" economic development; and energy planning and efficiency.

In 2005, the voters of Eugene approved a charter amendment which created a Council-supervised position of Police Auditor. Although wholly independent of the services embodied in Civic Leadership and Collaboration Services, the ongoing operational budget for this function is within Civic Leadership and Collaboration Services.

Mission

Civic Leadership and Collaboration Services provides leadership, collaboration and support to the City organization and services, helping to ensure alignment with Council direction and community values, needs and priorities. Civic Leadership and Collaboration Services supports elected and appointed officials, promotes an informed public and works to ensure City government is effective, accountable and inclusive.

Outcomes

- Good decisions informed by community priorities and professional expertise.
- Open and interactive communication that allows community members to fully understand City services and actions.
- Meaningful opportunities for public participation.
- Well-designed processes that make clear to members of the public how decisions are made and how people can inform those decisions.

Financial Services

Description

Many financial functions are centralized for efficiency and to ensure compliance with legal and professional requirements. Staff provides strategic management of the City's finances and performs functions necessary to conduct the financial business of the organization. Services include projecting and allocating resources through the annual budget preparation process; staffing the City's Budget Committee; coordinating service profiles; reporting the City's financial condition to citizens and other stakeholders; providing accessible financial infrastructure and effective business systems; forecasting financial threats and opportunities and analyzing the financial impact of proposals; assisting staff and policy makers in the analysis of funding options for projects and services; recording financial transactions; consulting with City staff to procure materials and services; paying vendors and employees; billing customers, cashiering and collections; managing the City's investment portfolio and cash needs; and issuing debt and making payment on outstanding debt.

Mission

Our mission is to support City staff, policy makers and citizens by providing quality financial services and information to promote prudent decision making that maintains long-term financial stability.

Outcomes

- Wise stewardship of public resources.
- Financial stability of the City organization.
- Financial integrity of the City.
- Accessible and understandable financial information.
- Confidence in financial policies, practices and information.
- Efficient and effective processing of core financial transactions.
- Service delivery that is flexible, innovative, responsive and valued.
- Framework for wise financial decision making, enabling a stable work environment and sustainable service provision for the community.

Fleet and Radio Communication Services

Description

To deliver a wide array of services to the residents of Eugene, staff uses construction and communication equipment referred to as the City's fleet. This includes the full range of municipal equipment including police cars, emergency medical vehicles, fire engines, construction and maintenance equipment, and communications equipment.

A centralized Fleet and Radio Communication Services staff keeps the City's fleet operating to ensure City staff has safe, cost-effective, environmentally responsible and reliable equipment to carry out their responsibilities. Fleet staff implements a year-round preventive maintenance schedule for all equipment. Fleet staff performs equipment repairs on a multi-shift basis and is available to respond to emergency requests on a 24/7 basis. Fleet Services staff also assists City personnel with equipment purchases by providing technical advice, managing equipment purchases, and inspecting and modifying equipment prior to delivery.

While equipment acquisition and maintenance are centralized at the City, equipment management and ownership resides with individual City departments. Departments pay Fleet Services for the services they provide using a rate schedule published at the start of each budget year. Rates are established for each class of vehicle and equipment based on the actual costs of maintenance and repair services, as well as annual insurance and overhead. Funds to replace General Fund equipment are allocated annually through the City's budget process. Funds to replace non-General Fund vehicles and equipment are set aside in equipment replacement accounts managed by Fleet Services. Equipment is replaced based upon projected life-cycle and actual operating costs. A Fleet Advisory Board, consisting of representatives of each City department and staffed by the manager of Fleet Services, sets City-wide fleet policy.

Mission

Through teamwork, our mission is to provide customers safe, reliable, environmentally responsible fleet maintenance, and communication equipment repair and installation in an efficient and cost-effective manner.

Outcomes

- Safe and reliable vehicles, radios and other equipment.
- Effective management of the City's fleet assets.
- Operating savings to the City through effective and efficient operations of Fleet Services.
- Effective and efficient delivery of City services.

Human Resources and Risk Services

Description

Human Resources and Risk Services support the City in providing a qualified and productive workforce that, in turn, delivers effective and efficient services. To support the organization, the Human Resource and Risk Services team:

- Administers centralized hiring.
- Manages pay and benefit processes.
- Manages the City's work policies and labor contracts.
- Provides consultation and training to enhance individual, service and organization performance.
- Manages organizational risk.

The operating principles of the City are central to the kind of organization the City is, how it delivers service and its relationship with its employees. Human Resources and Risk Services staff help to articulate and champion these principles: customer service, equitable treatment, diversity outreach, employee and organizational creativity and productivity, teamwork, a results-oriented focus, and effective communication.

The Human Resources and Risk Services teams also stays abreast of trends and legal changes regarding management to ensure legal compliance and organizational responsiveness.

Mission

Provides City departments with strategic guidance and advice to help the organization achieve its goals, including:

- Hiring and developing qualified employees who model organizational values;
- Maintaining employer-employee relationships which are legal, equitable, productive and positive;
- Safeguarding the City's property, financial and human resources from the adverse impact of loss; and
- Supporting a safe and resilient organization.

Outcomes

- Partnerships with departments in delivering service to the organization.
- Employees, supervisors and managers who value the services provided to them by Human Resources and Risk Services.
- Equitable treatment of applicants, claimants, employees, and retirees.
- Qualified, productive and diverse workforce.
- Partners in maintaining a legally compliant and ethical organization.
- City employees who are prepared to meet direct customer service and stakeholder needs.
- A healthy, respectful and safe work environment.

- Minimized organizational costs.
- Competitive, market-based pay and benefits.
- An organization that is prepared for large-scale emergencies.

Human Rights and Neighborhood Involvement

Description

Human Rights and Neighborhood Involvement Services supports elected officials, the City Manager and City leadership, colleagues across departments, and advisory bodies to provide integrated and comprehensive strategic planning and leadership in the areas of equity, human rights, neighborhood involvement and sustainability. Human Rights and Neighborhood Involvement is the organizational leader of Triple Bottom Line and Human Rights Framework implementation, ensuring public participation at the neighborhood level and support for the Human Rights Commission, neighborhood associations and Sustainability Commission.

Equity and Human Rights champions inclusive and participatory decisions that reflect community values and protect the most vulnerable members of the community, in addition to leading successful implementation of the City of Eugene's Diversity and Equity Strategic Plan. Equity and Human Rights staff also is responsible for coordinating organizational responsibilities for the federal Americans with Disabilities Act (ADA) and City responses to hate and bias activity.

Neighborhood Involvement provides policy guidance, training, funding and strategic support to neighborhood associations. The program builds the capacity of existing associations through coordination between City leaders and elected officials and provides varied training opportunities. Neighborhood Involvement also plays an important communication and coordination role by informing residents about City initiatives, programs and services that affect them directly and facilitating collaboration between residents and City staff and departments.

Mission

Our mission is to build healthy, equitable and prosperous communities. Through leadership and our collaboration with advisory bodies, community members and the City organization, we provide a conduit and help building capacity for effective community involvement with elected officials and the City organization.

Outcomes

- Utilizing a Triple Bottom Line framework in decision making.
- Inclusion, justice and equity in City programming and services.
- Response to human rights violations, discrimination and hate/bias incidents.
- Collaboration with community partners to leverage resources and connect efforts.
- Successful implementation of our strategic plans.
- Neighborhood-based problem solving.

Information Technology Services

Description

All residents of the City of Eugene experience Information Technology (IT) services when they access online information, check out a library book, stop at a traffic signal, apply for a building permit or call emergency services. All City staff use technology to communicate and increase their efficiency and effectiveness. IT staff support the network infrastructure, applications and data security that enable the City to better serve the public.

IT staff collaborate to provide the following services:

- Strategy and Project Management – Partners with City departments to address evolving business needs with technology solutions. Manages IT resources to align with priorities set by public service providers.
- Network Operations – Provides, supports and connects hardware, data and communications; maintains security and stability of these systems.
- Application Development – Designs, implements (develop or purchase), maintains, and upgrades business applications and personal computer software.
- Telecommunications Program Management – Administers a comprehensive City ordinance governing public rights-of-way licensing, dedicated taxation and consumer and legislative advocacy. Oversees City telecommunications technology projects.

Mission

We use our professional expertise, in partnership with our customers, to improve public services through the strategic use of Information Technology.

All IT work is informed by four core values:

- Build trust with open communication.
- Embrace innovation and improvement.
- Serve customers with expertise and empathy.
- Take pride in the City's work.

Outcomes

- The City of Eugene conducts business with a high degree of public trust by providing transparent and secure access to information while protecting the data we collect from citizens and employees.
- A modern, efficient and flexible workforce of creative staff across the organization empowered by the latest communication and collaboration tools.
- Environmentally, fiscally and socially responsible business practices enabled by innovative technology solutions.
- Telecommunications providers operate in accordance with City of Eugene program policies and rules to protect public interests.

Central Services Department Administration

Description

Central Services includes the following: Financial Services, City Manager's Office and City Attorney's Office, Human Resources, Facility Management, Risk Services, Information Services, Municipal Court and Police Auditor's Office. Central Services Administration ensures that projects and services of Central Services Divisions support City Council goals and City departments and reflect the priorities of the City Council and boards and commissions which are advisory to it. Administration staff acts as liaison to the City Manager, City Council and other departments and coordinates budget, personnel and strategic planning activities.

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Department View

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Department View

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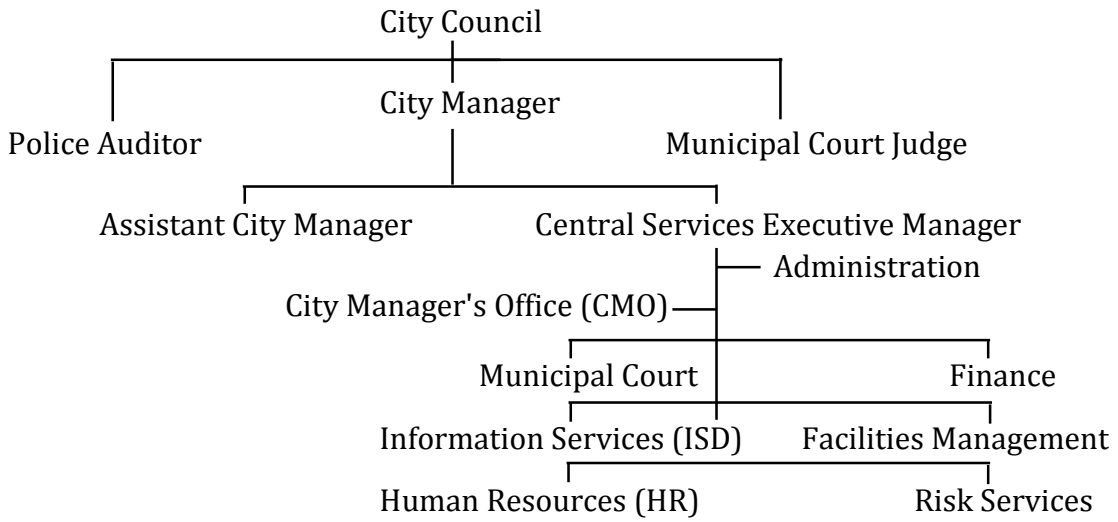
The operating budgets for the City's six departments are presented in this section. Department presentations are organized as follows:

- Mission Statement
- Organization Chart/Graphs — show how the department is organized and how the department budget is allocated by funds and divisions.
- Functional Organizational Chart — shows organization of the department's activities.
- Department Budget Changes — describes significant changes in the department's FY19 Adopted Budget compared to the FY18 Adopted Budget. Significant is defined as any change in full-time equivalent (FTE) employees, any percentage change that is above 5% or any budget reduction.
- Financial Summary Table — shows past, current and projected position and financial data summarized by personnel and material and services expenditures. Vacant positions are included in the position data. The second portion of the table shows a breakdown by fund. Two years of actual data are provided for comparative purposes. For FY18, each department's legal appropriation (budget), as of July 1 and December 31, is provided. The next column is the FY19 Adopted Budget.
- Service Budget View — lists services provided by the department. This table shows the budget by service for General Fund revenues, department expenditures and full-time equivalent (FTE) positions.
- Division Financial Summary — shows past, current and projected financial data summarized at the division level.

Mission Statement

We apply our professional expertise and leadership to collaborate with City departments, external partners, and the public, to provide efficient, effective, and fiscally responsible services to the community.

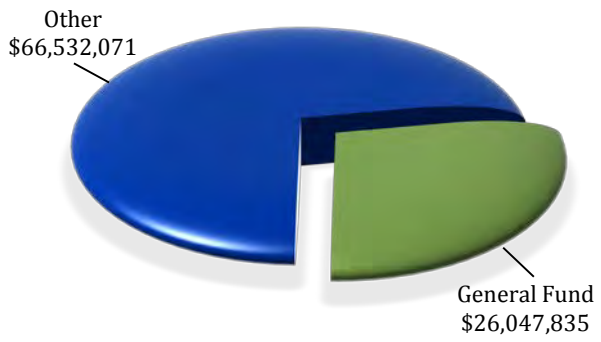
Organization Chart



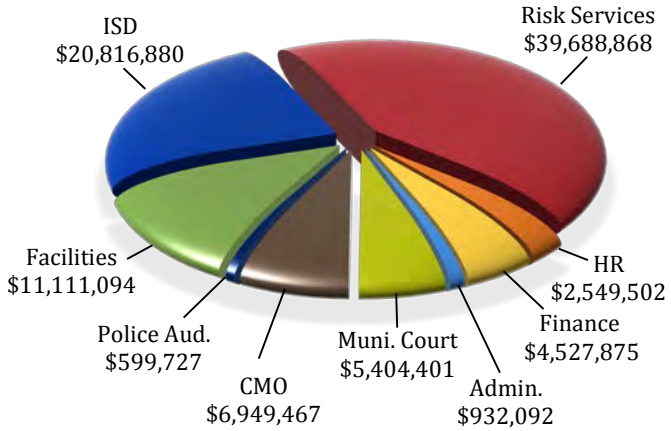
FY19 Adopted Operating Budget

$92,579,906

Funds



Divisions



Functional Organization Chart

Central Services Administration
Department Strategic Planning
Department Budget Management
Personnel Management
Spay and Neuter Clinic

City Manager's Office
Mayor, Council and City Manager Support
- Boards and Commissions Recruitment

Legal Services
- City Attorney's Office
- City Prosecutor's Office

Human Rights and Neighborhood Involvement
- Human Rights Commission
- Equity and Human Rights
- Neighborhood Associations

Sustainability
- Climate Recovery Ordinance Implementation
- Sustainability Commission

City Recorder
- Elections/Public Records and Archives

Intergovernmental Relations
Community Relations and Engagement
- Public Information and Outreach
- Homeless Services Coordination

Facilities Management
Administration and Finance
Courier/Mailroom
Operations and Maintenance
- Access Control/Building Security
- Building Major Maintenance
- Building Operations
- Custodial Services
- Sustainable Buildings Program
- Energy Management

Design/Construction
- Asset Management and Space Planning
- New Construction
- Building Preservation Projects
- ADA Assessment and Implementation

Finance
Budget and Analysis
Customer Receivable Services

Finance (Continued)
Disbursements/Accounts Payable/Payroll
Financial Reporting
Purchasing
Treasury

Human Resources
Compensation and Classification
Human Resources Information Systems
Recruitment and Selection
Labor Contract Management and Negotiations
Employee and Labor Relations
Performance and Development
Central Training Program, Classes and Resources

Information Services
Administration and Finance
- Telecommunications Franchise Management

Print Services
Project Management
Application Development
- Software Development
- Database Administration and Management
- Public Safety and Justice Systems
- Geographic Information Systems

Operations
- Service Desk and Customer Support
- Network and Security
- Server and Data Management
- Mobility

Municipal Court
Court Operations and Support
- Accounting/Collections/Docket/Records/Jury
- Parking/Probation/Diversion

Judicial and Defense Services
Mental Health Court
Community Court

Police Auditor
Civilian Review Board
Intake for Complaints Against Police Employees
Internal Affairs Investigations Audit
Adjudication Recommendations to Police Chief
Public Outreach

Police Auditor (Continued)
Review of All Documented Uses of Force by EPD
Classification of Community and Internal Complaints

Risk Services
Emergency Management
Employee Benefits, Health and Fitness
Property/Liability Insurance and Claims Mgmt.
Workers' Comp. Insurance and Claims Mgmt.
Unemployment Insurance and Claims Mgmt.
Safety/Loss Control/Environmental Services

Department Budget Changes

This section describes significant changes in the department's FY19 Adopted Budget compared to 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. Overall, the Central Services budget increased $1,243,228, or 1.4%, over the FY18 Adopted Budget.

Changes in Full-Time Equivalent Employees

The FY19 Adopted 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 Adopted 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 Adopted 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 Adopted 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 Adopted 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 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.
- ***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 $697,128, or 3.2%, for several reasons. The operating budget is decreasing by $2,067,867 due to the upcoming completion of the Corporate Renovation Project. This decrease is partially offset by an increase of $560,906 for Telecommunications Fund equipment replacement; an increase of $226,726 for Public Safety and Justice (PSJ) FY19 projects, and $125,000 for the addition of 1.0 FTE Application Systems Analyst position. After accounting for these changes, the increase would have been $458,107, or 2.1%.
- ***Municipal Court:*** Budget increased by $646,733, or 13.6%, due to the FY19 Adopted 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 Adopted Budget includes the following significant changes in funding sources:

- ***General Fund:*** Decreased by $165,854 or 0.6%, primarily due to the FY18 Adopted Budget including several one-time items that are not included in the FY19 Adopted 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. Excluding these one-time items, the budget increased by $1,115,146, or 4.5%.
- ***Telecom Registration/Licensing:*** Increased by $561,316 or 20.4%, due to a $429,913 increase in the reserve for encumbrance, which is for funds under various contracts that are not expended in the current budget year, with the largest project being the Downtown High-Speed Fiber Network. Excluding this change, the budget increased by $131,403, or 4.8%.
- ***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.
- ***Information Systems and Services:*** Decreased by $746,374, or 5.4%, primarily due to the operating budget for the Corporate Renovation Project decreasing by $1,482,345 from FY18 to FY19 based on the schedule of project expenditures. This decrease is partially offset by an increase of $509,245 in the Information Systems and Services Subfund due to an increase in the reserve for encumbrance, which is for funds under various contracts that are not expended in the current budget year, and the addition of 1.0 FTE Application Systems Analyst position, and by an increase of $226,726 in the PSJ Information Systems Subfund for projects.

Change by Division

	FY18 Adopted Budget	FY19 Adopted 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	$11,111,094	$184,929	1.7%
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	$20,816,880	($697,128)	-3.2%
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	$39,688,868	$1,665,837	4.4%
Central Services Department				
PERSONNEL - FTE	222.55	225.65	3.10	1.4%
TOTAL EXPENDITURES	$91,336,678	$92,579,906	$1,243,228	1.4%

Change by Funding Source

General	$26,213,689	$26,047,835	($165,854)	-0.6%
Special Assessment Mgmt.	102,155	104,728	2,573	2.5%
Telecom Reg./Licensing	2,747,204	3,308,520	561,316	20.4%
Parking Services	401,966	395,512	(6,454)	-1.6%
Info. Systems and Services	13,762,115	13,015,741	(746,374)	-5.4%
Facilities Services	10,092,109	10,329,448	237,339	2.4%
Risk and Benefits	38,017,440	39,378,122	1,360,682	3.6%
TOTAL FUNDING SOURCES	$91,336,678	$92,579,906	$1,243,228	1.4%

Department Financial Summary

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted 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	61,404,296
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	$92,579,906
FUND SUMMARY					
General	$22,995,115	$23,996,990	$26,213,689	$28,801,823	$26,047,835
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	3,308,520
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	13,015,741
Facilities Services	8,665,980	8,828,087	10,092,109	10,034,757	10,329,448
Risk and Benefits	33,078,812	34,302,574	38,017,440	37,973,894	39,378,122
TOTAL	$73,283,404	$77,214,285	$91,336,678	$97,641,887	$92,579,906

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	781,646	10,329,448	11,111,094	58.50
Subtotal	0	781,646	10,724,960	11,506,606	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	39,322,309	41,469,884	30.85
Information Technology Services	0	5,650,653	15,934,713	21,585,366	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	55,807,111	74,286,592	140.15
Total	$2,455,749	$26,047,835	$66,532,071	$92,579,906	225.65

Division Financial Summary

Administration	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted 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	5,412,103
Capital Outlay	18,489	5,640	0	8,726	0
TOTAL EXPENDITURES	$9,335,017	$9,580,143	$10,926,165	$11,112,539	$11,111,094
FUND SUMMARY					
General	$665,956	$748,818	$830,056	$1,073,782	$781,646
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	10,329,448
TOTAL	$9,335,017	$9,580,143	$10,926,165	$11,112,539	$11,111,094

Finance	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted 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	13,000,570
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	$20,816,880
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	3,292,922
Info. Systems and Services	6,110,413	7,562,678	13,171,760	12,797,853	11,839,864
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	$20,816,880

Municipal Court	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted 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

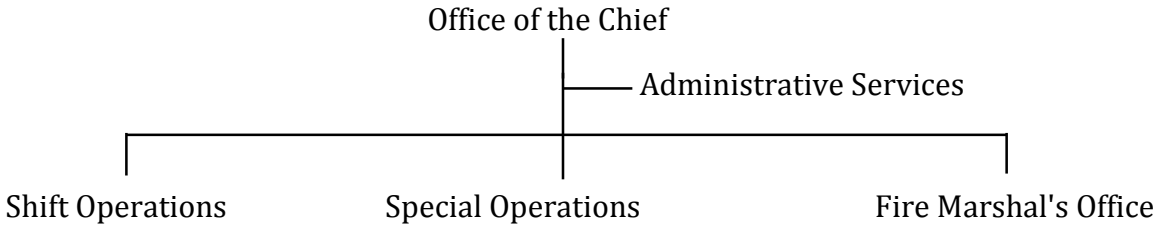
Police Auditor					
PERSONNEL-FTE	3.00	3.00	3.80	3.80	3.90
Personnel Services	$479,437	$445,891	$506,007	$506,007	$531,820
Materials and Services	66,120	70,381	73,488	75,479	67,907
TOTAL EXPENDITURES	$545,557	$516,272	$579,495	$581,486	$599,727
FUND SUMMARY					
General	$545,557	$516,272	$579,495	$581,486	$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	36,292,273
Capital Outlay	21,024	0	0	0	0
TOTAL EXPENDITURES	$33,007,248	$34,244,115	$38,023,031	$38,085,485	$39,688,868
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	39,288,868
TOTAL	$33,007,248	$34,244,115	$38,023,031	$38,085,485	$39,688,868

Mission Statement

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

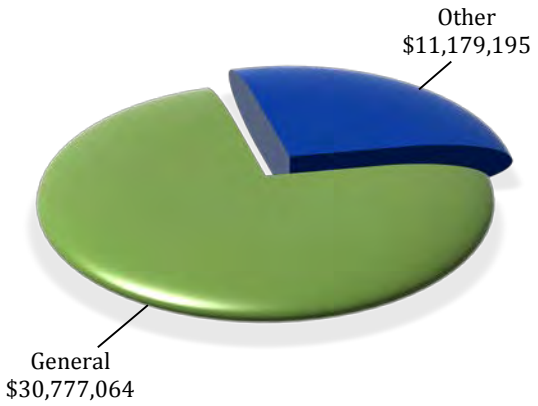
Organization Chart



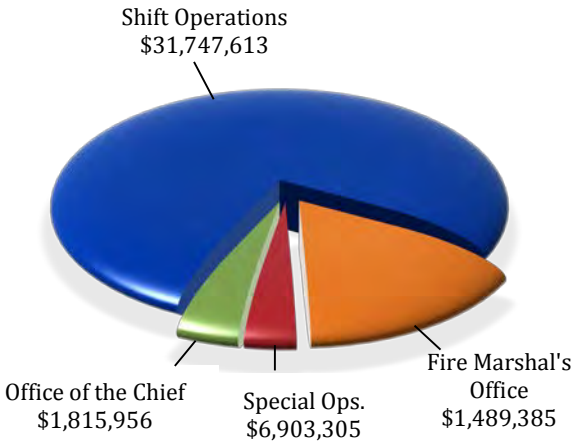
FY19 Adopted Operating Budget

$41,956,259

Funds



Divisions



Functional Organization Chart

Office of the Chief
Awards and Events
Citizen Complaint Investigations
City Attorney Liaison
Community Outreach Services
Council Liaison
Diversity Program
Employee Relations
Inter-agency Coordination
Inter-department Coordination
Intergovernmental Relations
Legislative Coordination
Strategic Planning and Analysis
Visioning

Finance and Administration
Administration
Budget Coordination
Business Financial Functions
Contract Administration and Mgmt.
Facilities and Capital Projects Management
Financial Planning and Analysis
Financial Systems Management
Fund Analysis and Forecasting
Grant Coordination and Management
Human Resources/Payroll
Information Services
Performance Reporting
Records Management
Statistics and Survey Coordination

Fire Prevention Bureau
Code Enforcement and Inspection
Community Risk Reduction
Department and Regional Training
Fire Cause Determination
Fire Incident Reporting Quality Assurance
Fire Prevention and Public Education
Hazardous Materials Operational Permits
Juvenile Firesetter Intervention
Medical Facility and Jail Inspection Program
New Construction Inspections
Operational Permits for Special Assembly

Fire Prevention Bureau (Continued)
Events
Planning and Land Use Dev. Review
Plans Review
Public Education
Recruitment and Outreach
School Inspections
State of Oregon Licensed Fac. Inspections
Toxics Right-to-Know Program
U of O Greek Housing Safety Program

Shift Operations
Emergency Medical Treatment and Transport
Fire Operations Planning
Fire Suppression, Rescue, and Emergency
Fleet Management
High Rise and Industrial Operations
Mapping for Streets, Fire Hydrants and Water Delivery Systems
Medical First Response
Mutual/Automatic Aid to Surrounding Districts
Neighborhood Based Operations
Non-emergency Public Education and Assistance
Operations Standard Operating Procedures
Quick Access Plan Development and Review
Safety Program
State Conflagration Task Force and Response
Resource Allocation, Response Patterns, and Station Location Management and Analysis

Special Operations and Support Services
Emergency Management Planning
Emergency Medical Services Administration
Emergency Medical Services Community Liaison
Hydrant Maintenance Program
Local and Regional Confined Space Rescue Team
Local and Regional Water Rescue Team
Local and State Hazardous Materials Team
Logistical and Maintenance Support
Quality Assurance Program
Regional Airport Rescue and Firefighting
Regional Special Events Planning and Operations
Research and Development

Department Budget Changes

This section describes significant changes in the department's FY19 Adopted Budget compared to 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. Overall, the Fire and Emergency Medical Services Department budget increased by $1,123,596, or 2.8%, over the FY18 Adopted Budget.

Changes in Full-Time Equivalent Employees

There are no FTE changes for the Fire and Emergency Medical Services Department in the FY19 Adopted Budget.

Significant Changes in Expenditures by Division

The FY19 Adopted 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 System ambulance. After accounting for this change, the budget increased by $92,736, or 0.3%.
- ***Special Operations:*** Budget increased $1,326,740, or 23.8%. The largest change in FY19 is the inclusion of a one-time increase of $750,000 to fund one Advanced Life Support 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 $126,740, or 2.3%.
- ***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 Adopted 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 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 Adopted 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	$6,903,305	$1,326,740	23.8%
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	$41,956,259	$1,123,596	2.8%

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	9,603,371	263,294	2.8%
TOTAL FUNDING SOURCES	$40,832,663	$41,956,259	$1,123,596	2.8%

Department Financial Summary

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted 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	6,699,349
Capital Outlay	9,391	92,037	0	35,000	0
TOTAL EXPENDITURES	$36,777,642	$38,109,537	$40,832,663	$42,681,971	$41,956,259
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	9,603,371
TOTAL	$36,777,642	$38,109,537	$40,832,663	$42,681,971	$41,956,259

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	8,695,209	38,564,479	187.44
Fire and EMS Department Admin.	0	907,794	908,162	1,815,956	9.56
Subtotal	3,295,237	30,777,064	9,603,371	40,380,435	197.00
Total	$3,295,237	$30,777,064	$11,179,195	$41,956,259	206.00

Division Financial Summary

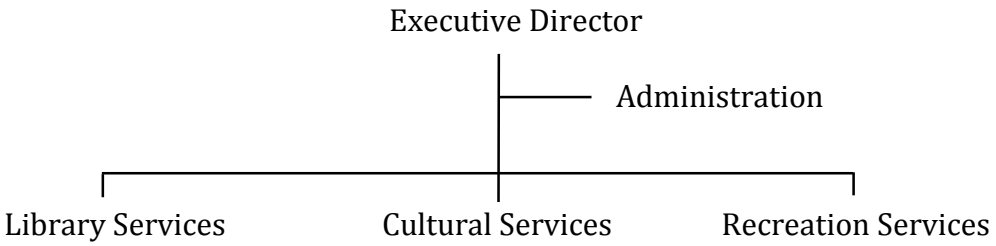
Office of the Chief	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
PERSONNEL-FTE	9.56	9.56	9.56	9.56	9.56
Personnel Services	$1,112,913	$1,034,518	$1,209,227	$1,209,227	$1,417,359
Materials and Services	384,109	483,548	391,874	391,874	398,597
TOTAL EXPENDITURES	$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	3,850,544
Capital Outlay	9,391	61,362	0	35,000	0
TOTAL EXPENDITURES	$5,970,900	$5,600,613	$5,576,565	$6,687,276	$6,903,305
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	2,846,562
TOTAL	$5,970,900	$5,600,613	$5,576,565	$6,687,276	$6,903,305

Fire Marshal's Office	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted 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
Construction and Rental Housing	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

Mission Statement

Library, Recreation and Cultural Services contributes to an economically healthy, socially vibrant community by providing access to a diverse range of services and experiences that foster lifelong learning and whole person development.

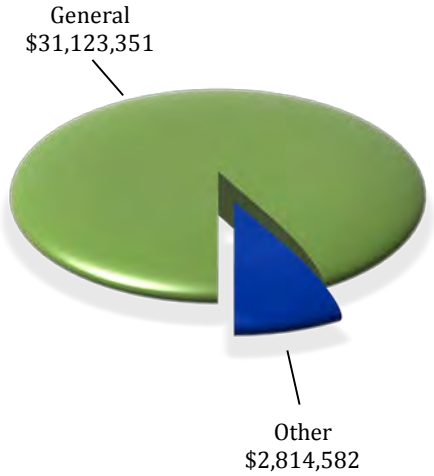
Organization Chart



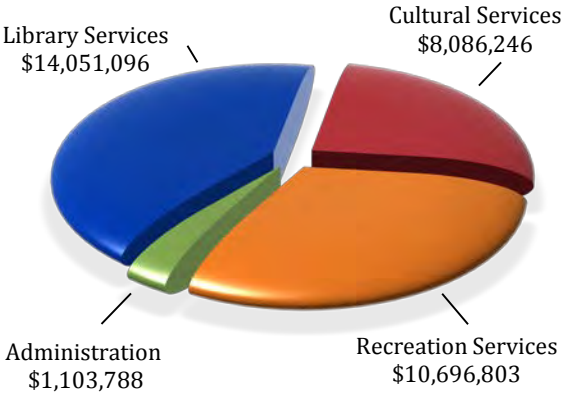
FY19 Adopted Operating Budget

$33,937,933

Funds



Divisions



Functional Organization Chart

Administration
Department Administration
- Budget/Financial Management and Analysis
- Community Relations
- Contract Management
- Facility Coordination and Management
- Grant Coordination
- Long Range Planning
- Personnel Management
- Systems Content and User Support Management
- Volunteer Coordination

Recreation Services
Administration
- Budget/Financial Management and Analysis
- Community Relations
- Contract Management
- Facility Coordination and Management
- Long Range Planning
- Personnel Management
- Systems Content and User Support Management
- Volunteer Coordination

Leased City Facility Management
- Kaufman House
- Shelton-McMurphey-Johnson House
- Wayne Morris Ranch House
- Westmoreland Community Center

Aquatics
- Amazon Pool
- Echo Hollow Pool and Fitness Center
- Sheldon Pool and Fitness Center

Athletics
- Adult Sport Leagues
- Athletic Facility Coordination

Senior and Adaptive Services
- Campbell Community Center
- Hilyard Community Center
- Lamb Cottage
- Petersen Barn Community Center
- Washington Park Community Center
- Therapeutic Service Program

Youth and Family Services
- Amazon Community Center
- Petersen Barn Community Center
- Sheldon Community Center
- KidCity Adventures-Before/After School Care

Recreation Services (Continued)
Outdoor Program
Out-of-School Recreation and Fitness
Ropes/Challenge Course
Summer Fun-for-All Program
Teen Court/Youth Leadership Development

Library Services
Administration
- Budget/Financial Management and Analysis
- Contract Management
- Customer Experience and Community Relations
- Facility Coordination and Management
- Long Range Planning
- Personnel Management
- Public Information/Marketing Coordination
- Systems Content and User Support Mgmt.
- Volunteer Coordination

Adult Services
Branch Services - Bethel/Sheldon
Circulation and Patron Services
Collection Support
- Acquisitions
- Cataloging

Virtual Branch and Technology Support
Youth Services

Cultural Services
Administration
- Budget/Financial Management and Analysis
- Community Relations
- Contract Management
- Facility Coordination and Management
- Long Range Planning
- Personnel Management
- Systems Content and User Support Mgmt.
- Volunteer Coordination

Community Events
- Event Management
- Facility Operations/Maintenance
- Guest Services and Concessions
- Technical Services

Hult Center for the Performing Arts
- Ticketing Services
- Grant Preparation
- Graphic Design

Cultural Services (Continued)

Public Information/Marketing Coordination

Supports Recreation and Cultural Services Div.

Marketing

Web Content Support

Department Budget Changes

This section describes significant changes in the department's FY19 Adopted Budget compared to 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. Overall, the Library, Recreation and Cultural Services (LRCS) Department budget increased by $377,456, or 1.1%, over the FY18 Adopted Budget.

Changes in Full-Time Equivalent Employees

The FY19 Adopted Budget includes an increase of 0.5 FTE in the Library, Recreation and Cultural Services Department. These position changes consist 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 Adopted 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 $126,334, or 1.5%. 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 $123,666, or 1.6%.

Significant Changes in Funding Sources

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

- ***Library, Parks and Recreation Fund:*** Decreased by $15,845, or 4.0% due to the reserve for encumbrance, which is for funds under various contracts that are not expended in the current budget year. The FY18 Adopted Budget included a reserve for encumbrance in the amount of $22,845, which was not included in the FY19 Adopted Budget. Excluding this change, the budget increased by $7,000, or 1.9%.

Change by Division

	FY18 Adopted Budget	FY19 Adopted 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	$8,086,246	($126,334)	-1.5%
Library Services				
Personnel - FTE	105.00	105.00	0.00	0.0%
Total Expenditures	$13,801,566	$14,051,096	$249,530	1.8%
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	$33,937,933	$377,456	1.1%

Change by Funding Source

General	$30,731,736	$31,123,351	$391,615	1.3%
Library Local Option Levy	2,415,896	2,417,582	1,686	0.1%
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	$33,937,933	$377,456	1.1%

Department Financial Summary

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted 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	$21,948,458
Materials and Services	9,572,148	11,277,663	11,956,546	13,894,311	11,989,475
Capital Outlay	22,645	0	205,050	271,742	0
TOTAL EXPENDITURES	$27,228,276	$30,246,078	$33,560,477	$35,564,934	$33,937,933
FUND SUMMARY					
General	$26,874,804	$28,162,350	$30,731,736	$32,759,038	$31,123,351
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	2,417,582
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	$33,937,933

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	8,066,246	20,000	8,086,246	36.13
Library	478,540	11,366,514	2,684,582	14,051,096	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	$31,123,351	$2,814,582	$33,937,933	196.58

Division Financial Summary

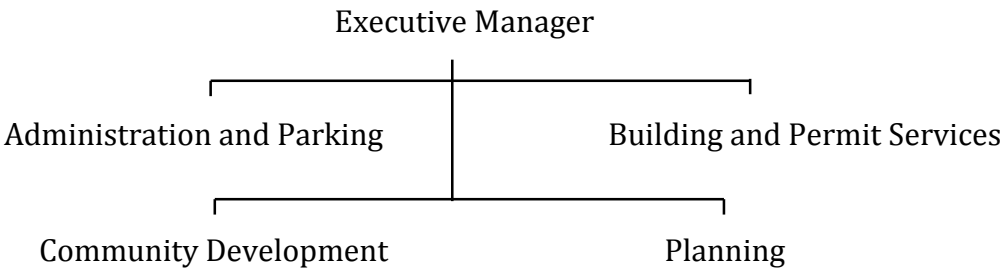
Administration	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
PERSONNEL-FTE	3.00	3.00	3.00	3.00	3.00
Personnel Services	$456,622	$494,332	$554,716	$554,716	$630,787
Materials and Services	344,268	328,613	449,217	469,420	473,001
TOTAL EXPENDITURES	$800,890	$822,945	$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	$4,223,676
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	$8,086,246
FUND SUMMARY					
General	$5,876,118	$6,563,335	$8,192,580	$9,643,900	$8,066,246
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	$8,086,246
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	4,127,303
Capital Outlay	22,645	0	0	0	0
TOTAL EXPENDITURES	$10,886,888	$12,615,907	$13,801,566	$13,850,253	$14,051,096
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	2,417,582
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	$14,051,096
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

Mission Statement

The Planning and Development Department (PDD) works with our community to develop and implement creative and practical programs, policies, and services to enhance Eugene's livability, prosperity and sustainability. PDD collaborates with community partners to:

- Implement our community's vision for how we will grow;
- Ensure safe, accessible buildings and facilities;
- Promote regional prosperity;
- Support safe, healthy and affordable housing;
- Maximize community resiliency while minimizing waste; and
- Respond and adjust regulations and policies to meet our community's evolving needs and priorities.

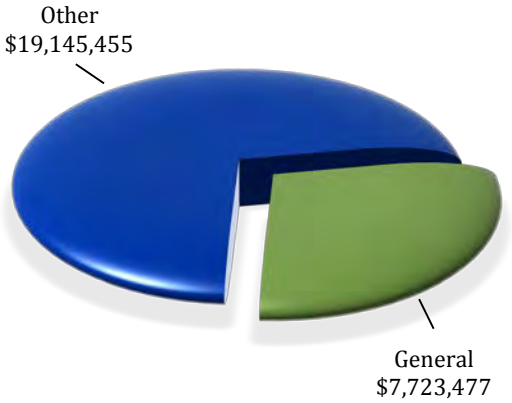
Organization Chart



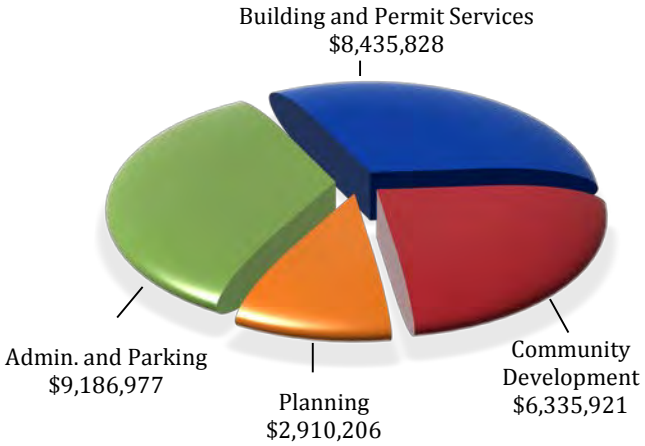
FY19 Adopted Operating Budget

$26,868,932

Funds



Divisions



Functional Organization Chart

Administration and Parking
Executive Support
Financial Management
Community Outreach and Participation
Communication and Policy Analysis
Parking Services
Personnel Management
Contract Management
Centralized Reception Services
Property Management
Department Technology Services
Waste Prevention/Green Building Program

Building and Permit Services
Administration
Business/Liquor/Tobacco/Public Passenger Vehicle/Licenses and Permits
Construction Permits, Inspections, Enforcement
Land Use and Nuisance Complaints and Enforcement
Land Use Information
Nuisance Code Enforcement
Rental Housing Code Program
Sign Permits and Enforcement
Tree Program, Private Property

Community Development
Affordable Housing Development
- Housing Interim Construction Loan Program
- Landbank Acquisition/Development

Business Development Loan Program
CDBG and HOME Grant Management
CDBG Human Services Capital Projects Management
Downtown Plan Implementation
Downtown Revitalization Loan Program
Economic Development and Regional Prosperity
Emergency Home Repair Program
Enterprise Zone Management
Fair Housing/Equal Opportunity
Historic Preservation Loan Program
Housing Rehabilitation Loan Program
Human Services Commission Fund Management
Multi-Unit Property Tax Exemption Program
Urban Renewal Agency (URA) Management
- Riverfront and Downtown Districts

Planning
Planning Commission Administration
Land Use Application Review
Land Use Code Amendments and Coordination
Public Information and Engagement
Envision Eugene Implementation
Eugene Comprehensive Plan Development
Urban Growth Boundary Update
Growth Monitoring Program
Urban Reserves Planning
Area Planning
Project Planning and Design Assistance
Urban Design Services
Land Use/Transportation Coordination
Natural Resources Planning
Development Readiness Planning
State Land Use Planning Coordination
Legislative Review and Coordiantion
Metro Plan/Refinement Plan Amendments
Metro Plan/Regional Coordination
GIS and Mapping Services
Historic Review Board Administration
Historic Preservation Program

Department Budget Changes

This section describes significant changes in the department's FY19 Adopted Budget compared to 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. Overall, the Planning and Development Department (PDD) budget increased by $23,268, or 0.1%, over the FY18 Adopted Budget.

Changes in Full-Time Equivalent Employees

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

- ***Administration and Parking:*** The total budget decreased by $67,088, or 0.7%. 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 that are not included in the FY19 Adopted Budget. 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 $384,962, or 4.5%.
- ***Community Development:*** The total budget decreased by $411,575, or 6.1%. The FY19 Adopted Budget's reserve for encumbrance, which is for funds under various contracts that are not expended in the current budget year, decreased by $98,691. 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. In FY19, the Budget Committee passed motions to allocate one-time funding of $60,000 for the Car Camping

program, $75,000 for contracted security personnel for downtown, and $200,823 to support the operation of the Dusk to Dawn program. The division also increased personnel and consultant budgets by $230,000 for work associated with the creation of the Fair Housing and Comprehensive Housing Plans, and an additional $56,000 for additional 0.5 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 Adopted Budget includes the following significant changes in funding sources:

- ***General Fund:*** Increased by $519,577, or 7.2%. This increase is due in large part to FY19 Budget Committee motions that added $60,000 in one-time funding for the permitted vehicle camping program (Car Camping), $75,000 in one-time funding for contracted downtown security personnel, and $200,823 in one-time funding for operational support of the Dusk to Dawn program which includes funding for a Housing Navigator position. Without these motions the increase would have been $183,754, or 2.6%.
- ***Community Development:*** Decreased by $646,215, or 16.6%. The Community Development CDBG Grant receipts are reduced in the current budget to cover decreased expenses. 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. Excluding these changes, the budget increased by $67,785, or 2.3%.
- ***Solid Waste and Recycling:*** Decrease of $3,502, or 0.3%. 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 $60,000. These decreases were offset significantly by an increase in staff funding for 1.3 FTE totaling $157,394. Excluding these changes, the budget increased by $7,354, or 0.8%.
- ***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.

Change by Division

	FY18 Adopted Budget	FY19 Adopted Budget	FTE or $ Change	% Change
Administration and Parking*				
Personnel - FTE	25.55	28.15	2.60	10.2%
Total Expenditures	$9,254,065	$9,186,977	($67,088)	-0.7%
Building and Permit Services*				
Personnel - FTE	50.00	50.25	0.25	0.5%
Total Expenditures	$8,114,551	$8,435,828	$321,277	4.0%
Community Development				
Personnel - FTE	16.10	17.60	1.50	9.3%
Total Expenditures	$6,747,496	$6,335,921	($411,575)	-6.1%
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	$26,868,932	$23,268	0.1%

Change by Funding Source

General	$7,203,900	$7,723,477	$519,577	7.2%
Community Development	3,890,857	3,244,642	(646,215)	-16.6%
Construction and Rental Housing	7,741,765	7,810,918	69,153	0.9%
Solid Waste and Recycling	1,115,198	1,111,696	(3,502)	-0.3%
System Dev. Capital Proj.	119,171	166,511	47,340	39.7%
Parking Services	6,267,708	6,293,570	25,862	0.4%
Facilities Services	507,065	518,118	11,053	2.2%
TOTAL FUNDING SOURCES	$26,845,664	$26,868,932	$23,268	0.1%

*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 and Parking. 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 Adopted 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	12,598,969
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	$26,868,932
FUND SUMMARY					
General	$5,860,617	$6,389,376	$7,203,900	$9,261,083	$7,723,477
Construction and Rental Housing	5,589,032	6,336,755	7,741,765	7,692,188	7,810,918
Solid Waste and Recycling	706,915	850,347	1,115,198	1,251,810	1,111,696
Community Development	1,842,138	1,519,211	3,890,857	4,000,863	3,244,642
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	6,293,570
Facilities Services	249,520	260,360	507,065	497,109	518,118
TOTAL	$18,077,411	$20,069,111	$26,845,664	$28,952,901	$26,868,932

Service Budget View for FY19

	Revenue	Expenditures			FTE
	General Fund	General Fund	Other Funds	All Funds	All Funds
Public Safety Services					
Social Services	$0	$1,159,823	$1,545,630	$2,705,453	0.00
Infrastructure and Planning Services					
Housing Opp. and Econ. Prosperity	28,262	704,914	1,449,210	2,154,124	12.72
Construction Permits	0	0	7,977,429	7,977,429	46.85
Greater Downtown Services	376,000	1,226,142	0	1,226,142	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	6,293,570	6,293,570	16.30
Infrastructure Project Management	0	0	249,802	249,802	0.00
Public Buildings and Facilities	0	0	518,118	518,118	0.30
Waste Prev./Green Bldg and Bus. Lic.	106,541	101,051	1,111,696	1,212,747	6.60
Zoning and Nuisance Admin.	89,100	635,993	0	635,993	4.55
Planning and Develop. Dept. Admin.	0	1,493,479	0	1,493,479	5.80
Subtotal	1,029,086	6,563,654	17,599,825	24,163,479	113.00
Total	$1,029,086	$7,723,477	$19,145,455	$26,868,932	113.00

Division Financial Summary

Administration and Parking*	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted 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	5,872,471
Capital Outlay	0	39,375	0	0	0
TOTAL EXPENDITURES	$5,688,233	$6,987,314	$9,254,065	$9,300,200	$9,186,977
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	1,111,696
Parking Services	3,728,998	4,617,098	6,267,708	6,130,677	6,293,570
Facilities Services	249,520	260,360	507,065	497,109	518,118
TOTAL	$5,688,233	$6,987,314	$9,254,065	$9,300,200	$9,186,977

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	2,145,718
Capital Outlay	7,945	0	30,000	30,000	0
TOTAL EXPENDITURES	$6,038,688	$6,631,810	$8,114,551	$8,236,955	$8,435,828
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	7,532,273
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	$8,435,828

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	3,879,348
Capital Outlay	74,126	0	0	0	0
TOTAL EXPENDITURES	$4,144,061	$4,178,215	$6,747,496	$7,429,297	$6,335,921
FUND SUMMARY					
General	$2,301,268	$2,653,049	$2,856,639	$3,428,434	$3,091,279
Community Development	1,842,138	1,519,211	3,890,857	4,000,863	3,244,642
Parking Services	655	5,955	0	0	0
TOTAL	$4,144,061	$4,178,215	$6,747,496	$7,429,297	$6,335,921

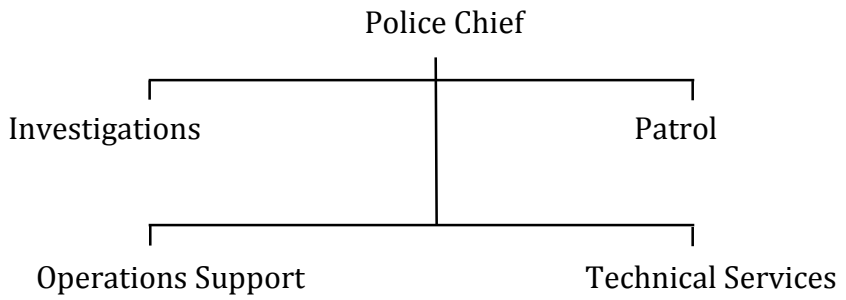
*FY16 Actual and FY18 Adopted Budget FTE and expenditures differ from those published in the FY18 Adopted Budget due to Technology Services and Waste Prevention being reclassified from Building and Permit Services to Administration and parking. The Department's total FTE and expenditures for these years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

Planning	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted 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

Mission Statement

In fulfillment of public trust, the Eugene Police Department works in partnership with our community to promote safety and security, enforce laws, prevent crimes and safeguard the constitutional rights of all people.

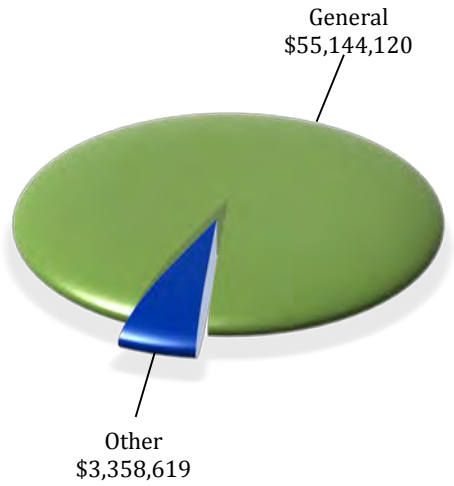
Organization Chart



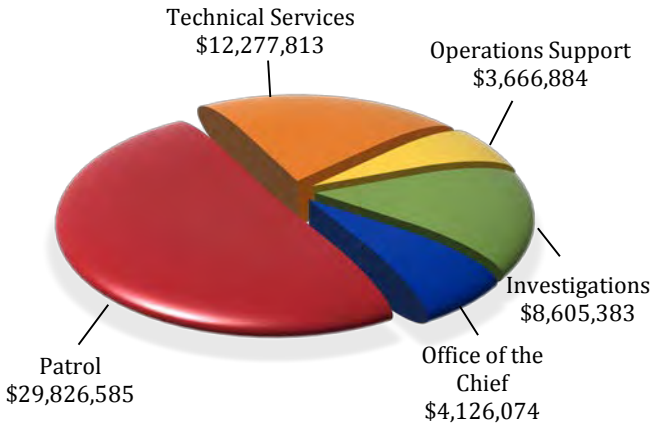
FY19 Adopted Operating Budget

$58,502,739

Funds



Divisions



Functional Organization Chart

Investigations
Violent Crimes
Property Crimes
Financial Crimes
Forensics Evidence
Arson
Vice/Narcotics/INET
Special Investigations
Evidence Control
Law Enforcement Gang Intelligence Team

Office of the Chief
Department Administration
Public Information and News
Support Services
Professional Standards and Accreditation
Planning and Analysis
Internal Affairs
Police Commission Coordination
Legislative Coordination

Operations Support
Financial Management
Capital Projects Management
Service Contracts Administration
Grant Management
Volunteer Coordination
Property Management
Crime Analysis
Dept. In-Service Training and Certification
Defensive Tactics
Firearms
Emergency Vehicle Operations
Firearms Training
Animal Services

Patrol
Uniformed Patrol Operations
Community Programs
Police Cadets
Public Safety Stations
Court Liaison
Crime Prevention and Education
Contractual Patrol Services
West University Foot Patrol
Downtown Patrol Team
Police Reserves Program
Major Collision Investigations
Airport Patrol
Safer Schools
Special Weapons and Tactics (SWAT)
Canine Unit
Traffic Enforcement Unit
Explosive Disposal Unit
Crisis Negotiations

Technical Services
Police/Fire/Emergency Medical Services
and Contracting Districts Comm.
Central Lane 9-1-1 Public Safety
Answering Point
Centralized Police Records Management
Public Service Counter
Information Technology (IT)

Department Budget Changes

This section describes significant changes in the department's FY19 Adopted Budget compared to 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. Overall, the Police Department budget increased by $2,430,938, or 4.3%, over the FY18 Adopted Budget.

Changes in Full-Time Equivalent Employees

The FY19 Adopted Budget includes an increase of 2.0 FTE in the Police Department, as well as a reallocation of FTE 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*** increased FTE by 1.0 FTE. A 1.0 FTE Evidence Specialist position moved from Patrol to Investigations, and 2.0 FTE officers were added as the result of the passage of the Parks and Recreation local option levy (Ballot Measure 20-288) in the May 2018 election.

Significant Changes in Expenditures by Division

The FY19 Adopted 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 Adopted 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 $1,218,473, or 41.9%. $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. An additional $500,000 increase is due to the Budget Committee motion to allocate one-time funding for Community Justice initiatives, including support for the 911 Communications Center. 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 Adopted Budget includes the following significant changes in funding sources:

- ***Parks and Recreation Local Option Levy:*** This is a new fund in FY19 due to the May 2018 passage of Ballot Measure 20-288 to fund parks and recreation operations. The $430,000 budgeted in FY19 will support two year-round bike patrol officers, who will provide additional park safety and security.
- ***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 fully support these costs. The FY19 increase is the second year of increases (the first occurred in FY18) as Public Works and the Police Department move towards a model where the Airport fully covers the costs of law enforcement operations at that location.

Change by Division

	FY18 Adopted Budget	FY19 Adopted 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	$4,126,074	$1,218,473	41.9%
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	164.00	1.00	0.6%
Total Expenditures	$29,265,129	$29,826,585	$561,456	1.9%
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	330.16	2.00	0.6%
TOTAL EXPENDITURES	$56,071,801	$58,502,739	$2,430,938	4.3%

Change by Funding Source

General	$53,279,325	$55,144,120	$1,864,795	3.5%
Parks and Recreation Local Option Levy	0	430,000	430,000	-
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	$58,502,739	$2,430,938	4.3%

*** 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 Adopted 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 Adopted Budget
PERSONNEL-FTE	328.16	328.16	328.16	328.16	330.16
Personnel Services	$43,040,977	$43,493,318	$45,971,341	$46,833,708	$48,173,192
Materials and Services	9,712,082	10,358,200	10,100,460	10,407,631	10,329,547
Capital Outlay	279,129	171,918	0	29,056	0
TOTAL EXPENDITURES	$53,032,188	$54,023,436	$56,071,801	$57,270,395	$58,502,739
FUND SUMMARY					
General	$50,050,092	$51,649,187	$53,279,325	$54,477,919	$55,144,120
Parks and Rec Local Option Levy	0	0	0	0	430,000
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	$58,502,739

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	430,000	29,117,585	161.00
Police Department Admin.	2,000	6,844,576	0	6,844,576	31.16
Subtotal	2,711,400	55,144,120	2,649,619	57,793,739	327.16
Infrastructure and Planning Services					
Airport	0	0	709,000	709,000	3.00
Total	$2,711,400	$55,144,120	$3,358,619	$58,502,739	330.16

Division Financial Summary

Investigations	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted 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	1,633,284
TOTAL EXPENDITURES	$2,129,550	$2,345,332	$2,907,601	$3,012,529	$4,126,074
FUND SUMMARY					
General	$2,129,550	$2,345,332	$2,907,601	$3,012,529	$4,126,074

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	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
PERSONNEL-FTE	157.00	163.00	163.00	162.00	164.00
Personnel Services	$15,666,204	$22,928,784	$24,474,639	$25,182,006	$25,549,397
Materials and Services	3,298,141	3,961,377	4,790,490	4,833,697	4,277,188
Capital Outlay	73,629	65,081	0	9,056	0
TOTAL EXPENDITURES	$19,037,974	$26,955,242	$29,265,129	$30,024,759	$29,826,585
FUND SUMMARY					
General	$18,486,767	$26,378,687	$28,630,853	$29,390,483	$28,687,585
Parks and Rec Local Option Levy	0	0	0	0	430,000
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	$29,826,585

Note: See note under Technical Services.

Technical Services

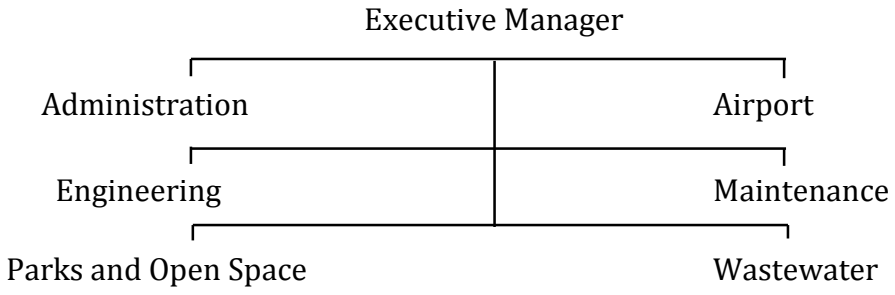
PERSONNEL-FTE	83.00	84.00	84.00	84.00	84.00
Personnel Services	$9,064,876	$8,959,017	$9,907,835	$10,057,835	$10,375,710
Materials and Services	2,287,041	1,548,742	1,642,361	1,642,361	1,902,103
Capital Outlay	28,800	0	0	0	0
TOTAL EXPENDITURES	$11,380,717	$10,507,759	$11,550,196	$11,700,196	$12,277,813
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 Adopted 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.

Mission Statement

Together we enhance the safety, welfare and livability of the community by providing and managing infrastructure and services for the airport, open spaces, parks, transportation, and stormwater and wastewater systems.

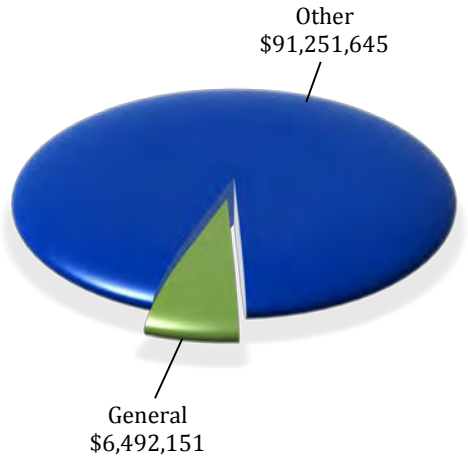
Organization Chart



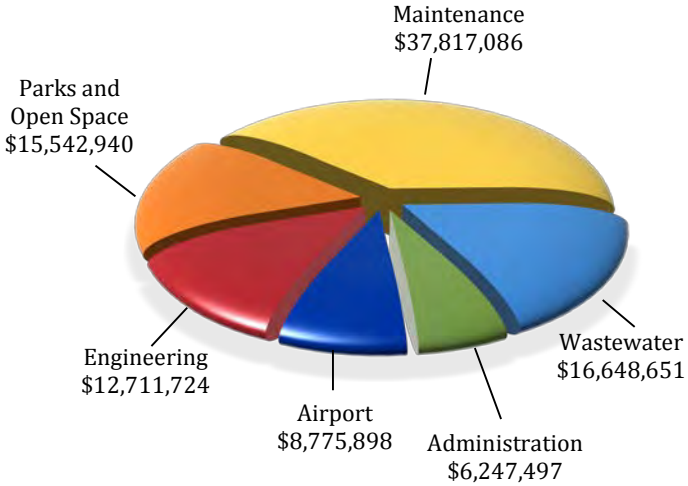
FY19 Adopted Operating Budget

$97,743,796

Funds



Divisions



Functional Organization Chart

Administration
- Executive Management and Support
- Financial Services
  - Utility Administration
- Public Affairs
  - Graphic Services
  - Stormwater Education
- Human Resources

Airport
- Finance and Administration
- Communication and Development
- Maintenance and Operations/Security

Engineering
- Administrative Support Team
- Information Team
- Land Development Review Team
- Project Teams (2)
- Transportation Team
- Water Resources

Maintenance
- Finance and Administration
  - Safety/Emergency Mgmt. and Asset Analysis
- Fleet Services
  - Vehicle Maintenance
  - Radio Communication Services
  - Parts
- Sub-Surface Operations
  - Wastewater Maintenance
  - Sub-Surface Technical Planning
  - Information Services
- Surface Operations
  - Stormwater Maintenance
  - Concrete Maintenance
  - Asphalt Maintenance
  - Surface Technical Planning
  - Utility Locates
- Traffic Operations
  - Traffic Engineering
  - Pavement Markings
  - Traffic Signals
  - Street Lighting – Arterial/Collector
  - Street Lighting – Residential
  - Traffic Signs

Parks and Open Space
- Finance and Administration
- Marketing and Outreach
  - Park Ambassadors
- Parks Planning
  - Volunteer Programs
  - Parks Development and Acquisition
  - Stormwater Mitigation
- Parks Operations
  - Parks Amenities
  - Floral Gardens
  - Landscapes
  - Median Maintenance
  - Turf
  - Irrigation and Sportsfields
  - Water Quality Facility Maintenance
  - Natural Areas
    - Natural Resource Restoration
    - Natural Resources Maintenance
    - Urban Forestry

Wastewater
- Finance and Administration
  - Business and Financial Management
  - Purchasing and Inventory Management
  - Health and Safety
  - Management Information Services
  - Project Services
- Environmental Services
  - Industrial Source Control
  - Laboratory
  - Sampling
- Operations/Maintenance
  - Residuals Management
  - Plant Operations
  - Equipment Maintenance
  - Electrical Maintenance
  - Pump Station Operations
  - Facilities Maintenance

Department Budget Changes

This section describes significant changes in the department's FY19 Adopted Budget compared to 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. Overall, the Public Works budget increased by $2,843,423 or 3.0%, over the FY18 Adopted Budget.

Changes in Full-Time Equivalent Employees

The FY19 Adopted Budget includes an increase of 14.0 FTE in the Public Works Department. These position 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: 1.0 FTE for an Engineering Associate to assist in the implementation of 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 8.0 FTE in total: 7.0 FTE for the implementation of the new Parks and Recreation Levy, including 5.0 FTE for Park Specialists to maintain existing parks within the city, 2.0 FTE for Parks Ambassadors to improve the safety of the parks and 1.0 FTE for a Parks Specialist to maintain Green Infrastructure.

Significant Changes in Expenditures by Division

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

- ***Airport:*** Budget decreased by $210,789, or 2.3%, from the FY18 Adopted Budget. The main reason for the decrease is due to the reserve for encumbrance, which is for funds under various contracts that are not expended in the current budget year. The FY19 Adopted Budget's reserve for encumbrance decreased by $825,754 from the FY18 Adopted Budget. Excluding this change, the budget increased by $614,965, or 7.5%. This increase is due to the addition of 2.0 FTE ($205,000) and increases in parking lot management contract costs ($168,000). Excluding these additions, the change would have been $241,965, or 3.0%.
- ***Parks and Open Space:*** Budget increased by $2,661,478, or 20.7% from the FY18 Adopted Budget. $2,000,000 of this increase is due to the passage of the Parks and Recreation Local Option Levy (Ballot Measure 20-288) in the May 2018 election. The increases include natural area maintenance ($250,000), mitigation of illicit activities ($300,000) park safety & security ($200,000), developed park maintenance ($700,000) and park development ($550,000); additionally, green infrastructure maintenance was increased ($100,000). Excluding these changes, the budget increased by $561,478, or 4.4%.

- ***Wastewater:*** Budget decreased by $456,224, or 2.7%, from the FY18 Adopted Budget. The main reason for the decrease is due to the reserve for encumbrance, which is for funds under various contracts that are not expended in the current budget year. FY19 Adopted Budget's reserve for encumbrance is $1,042,074 less than the FY18 Adopted Budget. Excluding this change, the overall budget increased by $585,850, or 3.6%.

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

- ***Parks and Recreation Local Option Levy:*** This is a new fund in FY19 due to the May 2018 passage of Ballot Measure 20-288 to fund parks and recreation operations. The $2,000,000 budgeted in FY19 will support natural area maintenance ($250,000), mitigation of illicit activities ($300,000), park safety & security ($200,000), developed park maintenance ($700,000) and park development ($550,000).
- ***Road:*** The Road Fund budget increased by $2,176,585, or 17.4%. The fund anticipates receiving an additional $2 million in ongoing revenue from the State Highway Trust Fund. Increases on the expenditure side include funding for the enhanced street repair program ($175,000), sidewalk maintenance programs ($374,000), urban forestry maintenance and tree planting ($210,000), Highway 99 jurisdictional transfer operations and maintenance ($275,000), 1.0 FTE add to assist with the Transportation System Plan (TSP) and Vision Zero ($120,000), work on the downtown streets master plan ($105,000) and work at the Roosevelt Yard facility ($107,000). Additionally, the FY19 Adopted Budget's reserve for encumbrance is $686,003 more than the FY18 Adopted Budget. Excluding these changes, the overall budget increased by $124,582, or 1.0%.
- ***Systems Development Capital Projects:*** The System Development Capital Projects Fund (Administration Costs) will decrease by $37,585, or 6.9%, from the FY18 Adopted Budget. This decrease is due to a reduction in rental property maintenance costs due to the property remaining vacant for future park use.
- ***Airport:*** The Municipal Airport Fund decrease of $211,048, or 2.3%, is described in the Significant Changes in Expenditures by Division section.
- ***Parking Services:*** The Parking Services Fund increased by $11,334, or 14.4%. This increase is primarily due to the FY19 Adopted Budget including $8,454 in reserve for encumbrances for funds under various contracts but not expended in FY18. Excluding these changes, the overall budget increased by $2,880, or 3.7%.
- ***Wastewater Utility*****:** The overall reduction of $246,868, or 1.0%, in the Wastewater Utility Fund (which includes both regional and local) is primarily due to the FY19 Adopted Budget's reserve for encumbrance for funds decreasing by $1,058,776. Excluding this change, the budget increased $811,908, or 3.4%
- ***Fleet Services:*** The Fleet Services budget has an overall reduction of $1,755,354, or 9.7%. This reduction is primarily due to the FY19 Adopted Budget's reserve for encumbrance (vehicle replacement) decreasing by $1,797,594 from the FY18 Adopted Budget. 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 Adopted 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	$8,775,898	($210,789)	-2.3%
Engineering				
Personnel - FTE	76.00	77.00	1.00	1.3%
Total Expenditures	$12,530,563	$12,711,724	$181,161	1.4%
Maintenance				
Personnel - FTE	131.25	134.25	3.00	2.3%
Total Expenditures	$37,340,464	$37,817,086	$476,622	1.3%
Parks and Open Space				
Personnel - FTE	79.10	87.10	8.00	10.1%
Total Expenditures	$12,881,462	$15,542,940	$2,661,478	20.7%
Wastewater				
Personnel - FTE	84.50	84.50	0.00	0.0%
Total Expenditures	$17,104,875	$16,648,651	($456,224)	-2.7%
Public Works Department				
PERSONNEL - FTE	427.35	441.35	14.00	3.3%
TOTAL EXPENDITURES	$94,900,373	$97,743,796	$2,843,423	3.0%

Change by Funding Source

General	$6,463,030	$6,492,151	$29,121	0.5%
Parks and Recreation Local Option Levy	0	2,000,000	2,000,000	-
Road	12,517,888	14,694,473	2,176,585	17.4%
Construction and Rental Housing	465,363	481,074	15,711	3.4%
System Dev. Capital Proj.	544,406	506,821	(37,585)	-6.9%
Municipal Airport	9,033,831	8,822,783	(211,048)	-2.3%
Parking Services	78,727	90,061	11,334	14.4%
Wastewater Utility	25,179,845	24,932,977	(246,868)	-1.0%
Stormwater Utility	15,817,205	16,574,573	757,368	4.8%
Fleet Services	18,157,111	16,401,757	(1,755,354)	-9.7%
Professional Services	6,642,967	6,747,126	104,159	1.6%
TOTAL FUNDING SOURCES	$94,900,373	$97,743,796	$2,843,423	3.0%

*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 Adopted Budget
PERSONNEL-FTE	422.25	423.35	427.35	428.35	441.35
Personnel Services	$42,813,235	$43,601,881	$49,130,097	$49,471,497	$51,665,294
Materials and Services	27,755,913	28,032,994	35,266,799	31,826,699	34,618,512
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	$97,743,796
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	14,694,473
Construction and Rental Housing	411,801	430,663	465,363	465,363	481,074
Library, Parks and Recreation	0	0	0	10,335	0
Parks and Rec Local Option Levy	0	0	0	0	2,000,000
Systems Dev. Cap. Proj.	232,238	373,897	544,406	540,130	506,821
Municipal Airport	6,649,995	7,499,991	9,033,831	8,597,125	8,822,783
Parking Services	76,401	61,509	78,727	78,727	90,061
Wastewater Utility	20,662,901	21,222,194	25,179,845	25,460,259	24,932,977
Stormwater Utility	13,291,306	13,776,144	15,817,205	15,804,818	16,574,573
Fleet Services	8,135,384	10,608,905	18,157,111	18,628,492	16,401,757
Professional Services	5,978,436	6,028,890	6,642,967	6,639,715	6,747,126
TOTAL	$73,893,748	$77,705,318	$94,900,373	$96,210,546	$97,743,796

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	$8,822,783	$8,822,783	41.91
Construction Permits	0	0	1,712,942	1,712,942	12.20
Parks and Open Space	109,028	4,371,639	2,110,598	6,482,237	33.92
Parking	0	0	90,061	90,061	0.00
Infrastructure Project Management	0	0	6,747,126	6,747,126	42.29
Stormwater Management	0	0	14,842,003	14,842,003	77.24
Transportation	0	205,942	13,538,287	13,744,229	61.72
Urban Forestry	17,500	111,516	2,260,645	2,372,161	11.30
Wastewater Collection and Treatment	0	0	24,725,443	24,725,443	123.17
Public Works Department Admin.	0	1,712,246	0	1,712,246	7.65
Subtotal	126,528	6,401,343	74,849,888	81,251,231	411.40
Culture and Recreation Services					
Athletics	0	90,808	0	90,808	0.75
Central Business Functions					
Fleet and Radio Communication Svcs.	0	0	16,401,757	16,401,757	29.20
Total	$126,528	$6,492,151	$91,251,645	$97,743,796	441.35

Division Financial Summary

Administration	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted 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	$5,117,200	$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	4,014,907
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	$8,775,898
FUND SUMMARY					
Municipal Airport	$6,594,286	$7,449,217	$8,977,295	$8,540,589	$8,766,299
Professional Services	2,147	0	9,392	9,392	9,599
TOTAL	$6,596,433	$7,449,217	$8,986,687	$8,549,981	$8,775,898

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	2,711,184
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	$12,711,724
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	2,364,853
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	417,027
Wastewater Utility	1,059,755	1,043,994	1,567,175	1,569,406	1,601,513
Stormwater Utility	1,617,723	1,552,794	2,087,951	2,084,817	2,114,997
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	5,766,089
TOTAL	$11,811,966	$10,497,180	$12,530,563	$12,671,051	$12,711,724

Maintenance	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted 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	13,192,854
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	$37,817,086
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	10,121,711
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	90,061
Wastewater Utility	4,683,099	4,601,206	5,157,134	5,144,918	5,321,638
Stormwater Utility	4,520,756	4,447,839	5,111,443	5,111,443	5,425,114
Fleet Services	8,124,605	10,598,004	18,136,419	18,607,800	16,380,646
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	$37,817,086

Parks and Open Space

PERSONNEL-FTE	78.90	79.10	79.10	79.10	87.10
Personnel Services	$7,649,280	$7,761,255	$8,693,516	$8,933,516	$9,496,011
Materials and Services	3,611,643	4,663,914	4,137,946	4,532,368	6,046,929
Capital Outlay	0	0	50,000	50,000	0
TOTAL EXPENDITURES	$11,260,923	$12,425,169	$12,881,462	$13,515,884	$15,542,940
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	2,027,283
Library, Parks and Recreation	0	0	0	10,335	0
Parks and Rec Local Option Levy	0	0	0	0	2,000,000
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	6,296,537
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	$15,542,940

Wastewater	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted 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	4,570,574
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	$16,648,651
FUND SUMMARY					
Wastewater Utility	$13,401,312	$13,994,712	$16,580,254	$16,870,653	$16,113,492
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	$16,648,651

Capital Budget

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What is a Capital Project?

A capital project is defined as an activity that creates, improves, replaces, repairs or maintains a capital asset and results in a permanent addition to the City's asset inventory. This is accomplished through one or more of the following actions:

- Rehabilitation, reconstruction or renovation of an existing facility to a condition which extends its useful life or increases its usefulness or capacity;
- Acquisition of property; and/or
- Construction of new facilities.

Capital assets include land, site improvements, parks, buildings, streets, bike paths, bridges, stormwater facilities and wastewater systems. Certain types of equipment, such as the hardware attached to or purchased with the land or building, are also included. The purchase of vehicles is not typically considered a capital project.

Capital projects are generally large-scale endeavors in terms of cost, size and benefit to the community. They involve non-recurring expenditures or capital outlays from a variety of specifically identified funding sources and do not duplicate normal maintenance activities funded by the operating budget.

Rehabilitation and Preservation of Existing Capital Assets

As an asset ages, it requires preservation to protect or extend its useful life. If an asset is not preserved, it will deteriorate prematurely, and its benefit to the community will be lost. In addition, reconstruction costs are frequently four to five times the cost of preservation and maintenance, particularly for street surfaces. As a result, the City's Capital Improvement Program (CIP) reflects the broad direction of the City Council as set forth in the Financial Management Goals and Policies to preserve existing capital assets before they fall into disrepair that leads to expensive rehabilitation or replacement.

The City currently preserves and maintains a wide variety of capital assets (including municipal buildings, infrastructure, land and equipment) and leased facilities. Examples of facilities maintained by the City include:

Historic Buildings
- McNail Riley House
- Morse Ranch Museum
- Shelton-McMurphey-Johnson House

Municipal Airport
- Airfield pavement (8,564,000 square feet)

Public Buildings
- Atrium Building
- Community Centers (6)
- Cuthbert Amphitheater
- Hult Center
- Library Building
- Lamb Cottage

Public Works
- Stormwater drainage lines (601 miles)
- Wastewater collection lines (842 miles)

Recreation Facilities
- Athletic fields (47)
- Jogging and hiking trails (47 miles)
- Laurelwood Golf Course
- Parks (4,800 acres of land, developed and undeveloped parks and natural areas)
- Park equipment and structures
  - -Playgrounds (52)
  - -Swimming pools (3)

Parking
- Downtown surface lots (4)
- Garages (8 downtown)

Transportation Infrastructure
- Alleys (43 miles)
- Bridges, overpasses and culverts (111)
- On/off street bike lanes/paths (213 miles)
- Sidewalks and pedestrian ways (770 miles)
- Street lights (10,065)
- Streets maintained (550 centerline miles of dedicated right-of-way)
- Traffic signals (431)
- Traffic signs (19,900)
- Street name signs (9,870)

Public Safety
- 911 Center
- Fire Stations (11)
- Police/Fire Training Facilities
- Police Headquarters
- Police Public Service Building

New Capital Facilities and Capacity Enhancements

As the community's population expands, the need to provide safe and efficient capital facilities increases. New streets are necessary for public access and the delivery of goods and services to developing areas. In addition, wastewater and stormwater systems are necessary for the health, welfare and safety of the community.

The increased need for additional capacity is reflected not only in the City's wastewater, stormwater and road systems but in other areas as well, such as facilities for parks, recreational services and emergency services.

Capital Improvement Program

The Capital Improvement Program (CIP) forecasts Eugene's capital needs over a six-year period based on various City-proposed long-range plans, goals and policies. The City updates the CIP every two years; FY19 is the second year of the current CIP. The FY18-23 CIP was changed from previous versions. More information on the changes can be found in the Executive Summary of the FY18-23 CIP, which can be viewed at www.eugene-or.gov/371/Capital-Improvement-Program.

Capital Improvement Program Goals

The goals of the CIP are to:

- Provide a balanced program for capital improvements given anticipated funding over a six-year planning period;
- Illustrate unmet capital needs based on anticipated funding levels; and
- Serve as the basis for the Capital Budget for the coming two fiscal years.

Qualifying Criteria

Capital projects must meet one or more of the following criteria to be included in the CIP:

1. Contribute to the development or implementation of Council-adopted plans and policies, including the Financial Management Goals and Policies, the Growth Management Policies and the Downtown Space Plan;
2. Address health and safety needs, reduce City liability or improve access to City facilities by those with disabilities (address Federal Section 504 requirements);
3. Maintain existing assets or improve the efficiency of City operations;
4. Improve revenue potential or enhance existing programs;
5. Respond to a request from a neighborhood group, citizen, government entity or City advisory group;
6. Be funded from within current and/or projected revenue streams (including additional operating requirements). Placeholder projects and projects with funding not identified are not included in the CIP.

Capital Improvement Program (CIP) Planning Process

The CIP is compiled once every two years during the summer and fall of even numbered years.

Project Identification — Ongoing Planning

- Public Requests
- Prior Plans and Studies such as the Airport Master Plan, PROS Plan, ADA Transition Plan and Transportation Plan
- Infrastructure Improvement and/or Replacement Programs
- Maintenance/Monitoring Programs such as Facility Condition Reports

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Project Proposals Developed — August - December

- Project Timeline
- Size and Scope
- Cost Estimates
- Funding Sources
- Marginal Operating Costs

Draft CIP Project List Based On

- Available Resources
- City-wide Project Coordination
- Funding Constraints

↓

Draft CIP Document — January

The Draft CIP is distributed to the Budget Committee members and posted on the City's website.

↓

Citizen Involvement — January - February

Citizens are invited to provide feedback on the Draft CIP.

Budget Committee accepts public comments on the Draft CIP and makes a recommendation to the City Council.

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Adopted CIP Document — February - May

City Council holds a public hearing, makes changes to the CIP if necessary and adopts the CIP. The Adopted CIP becomes the basis for the Proposed Capital Budget.

The Adopted CIP is distributed to the Budget Committee members and posted on the City's website.

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ⓘ Indicates opportunities for public input.

Capital Budget Overview

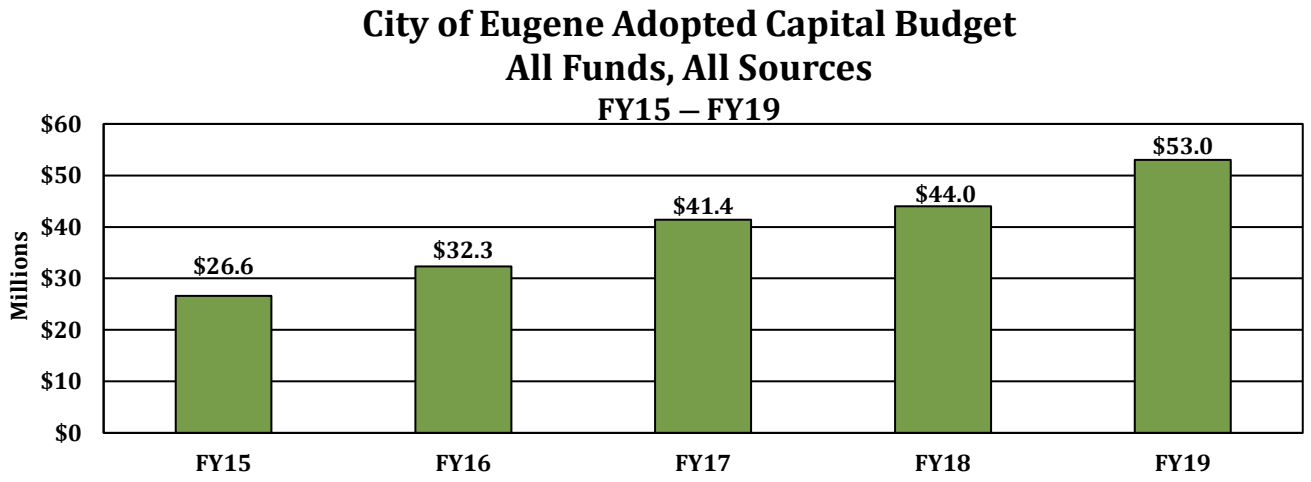
The FY19 Adopted Capital Budget includes $53.0 million for new projects. Funded projects listed in the second year of the FY18-23 Capital Improvement Program provide the basis for the FY19 Capital Budget.

A few of the larger capital projects budgeted for FY19 are:

Pavement Preservation Program – $10.4 million
Improve existing streets and alleys through overlays and surface treatments, and reconstruct deteriorated roadways and bike paths using 2012 Street Bond proceeds and Local Motor Vehicle Fuel Tax.

Parks General Site and Facilities Improvements – $9.7 million
Some of the major improvements within this project include the Campbell Center renovation and expansion, Echo Hollow Pool renovation and expansion, and Sheldon Pool renovation and expansion. All three renovations aim to achieve Leadership in Energy and Environmental Design (LEED) Silver certifications upon completion.

I-5 to Walnut Street Paving Project – $4.3 million
This project is for capital pavement preservation and associated work for this segment of Franklin Boulevard as a result of the jurisdictional transfer from the Oregon Department of Transportation.



Funding

The major sources of funds available for capital projects are dedicated funds. The use of dedicated funds is restricted by the limitations imposed by local, state or federal laws associated with the funding source. Projects that are not supported by dedicated revenues are financed by a transfer from the General Fund. The City may also receive direct funding for projects from other jurisdictions or through grants and donations. For major projects with city-wide benefits, the City Council may request voter approval of a property tax levy to repay General Obligation bonds.

FY19 Capital Funding	
General Government	
General Fund Transfer	$3,269,300
Parks and Recreation Bonds	8,749,500
Street Bonds	6,580,000
Other	
Donations	53,792
Grants	241,614
Miscellaneous	358,856
System Development Charges (SDC)	8,550,000
User Fees/Fees for Services	130,000
Municipal Airport	
Grants	2,917,258
User Fees	695,742
Parking Services	
User Fees	1,500,000
Stormwater Utility	
Wetlands Mitigation Bank Credits	50,000
User Fees	2,050,000
Transportation	
Grants	2,954,000
Intergovernmental	7,100,000
Local Motor Vehicle Fuel Tax	3,100,000
Road Fund Transfer	2,110,000
Wastewater User Fees	100,000
Stormwater User Fees	500,000
Wastewater Utility	
User Fees	2,005,000
Total Capital Funding - All Sources	**$53,015,062**

Capital Projects

Capital Projects are organized into six main project areas:

1. **Airport –** Includes the preservation, improvement and construction of airport facilities.

2. **Parks and Open Space –** Includes the preservation, maintenance and modification of existing parks and open space facilities to meet operational, safety and cost-efficiency goals, and park development and acquisition necessary to address community growth.

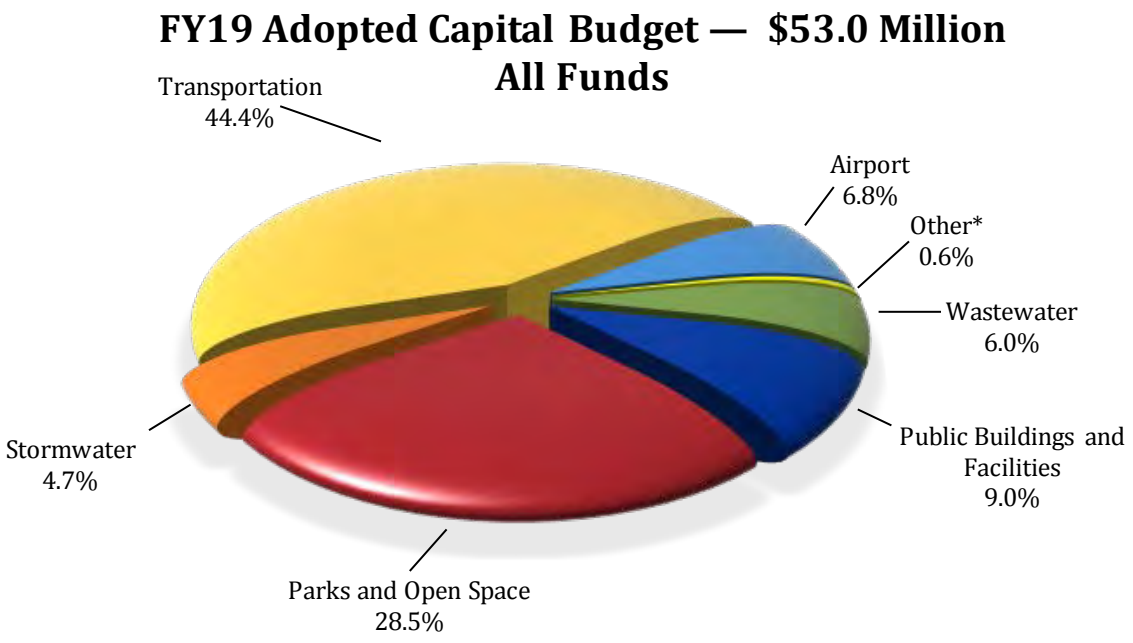
3. **Public Buildings and Facilities –** Provides for the preservation and maintenance of such public facilities as community centers, swimming pools, fire stations, government offices, parking structures and the public library.

4. **Stormwater –** Includes projects designed to preserve the investment in existing facilities, restore stormwater facilities to a more natural condition, improve stormwater quality and increase the system's capacity.

5. **Transportation –** Includes preserving and reconstructing the roadway system, improving substandard streets with City standard curbs, gutters, sidewalks and addressing system capacity needs.

6. **Wastewater –** Includes projects that extend service to growth areas within the urban growth boundary and provides for maintenance of the wastewater collection system.

The chart below shows the FY19 Adopted Capital Budget for new projects by project area:



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

Project Categories

Additionally, each capital project is assigned to a specific project subcategory:

Capacity Enhancements – Projects in this subcategory provide greater carrying capacity for existing facilities.

Functional and Safety Improvements – Projects in this subcategory preserve existing systems by improving the operation and safety of the facility.

New Capital Facilities – Projects in this subcategory are for new or replacement facilities, or projects that expand existing facilities/services and are of such a scale as to warrant being classified as standalone projects.

Preservation and Maintenance – Projects in this subcategory preserve, maintain and repair systems associated with existing facilities. These projects allow facilities to achieve their useful lifespan and to be maintained at a level required for effective service delivery to the public.

Restoration – Projects in this subcategory are designed to meet the goals of the Comprehensive Stormwater Management Plan, which relate to multiple objectives and to re-establish natural systems where appropriate.

Site and Facility Improvements – Projects in this subcategory modify and/or add to existing facilities to meet operational, safety and cost-efficiency goals. The primary goal of this category is to address changing program functions and needs to improve service delivery.

Upgrades and Capacity Enhancements – Projects in this subcategory normally add to existing structures or facilities to increase capacity. This includes the modification, improvement or expansion of existing facilities.

CIP to Capital Budget Process

The first year of the Adopted CIP becomes the basis for that year's capital budget. Staff analysis and review of the capital budget take place in the Finance Division along with City departments involved in capital project activity. The CIP may be amended during the budget process to meet changing capital needs and/or revenue projections. The changes are incorporated in the adopted capital budget, and submitted to the Budget Committee for review and approval. Approval of the capital budget automatically revises the CIP.

The FY19 Adopted Capital Budget is based on the second year of the FY18-23 CIP as adopted by the City Council on March 13, 2017, with some changes as noted in the following table.

CIP to Adopted Capital Budget Reconciliation

Second Year of FY18-23 Adopted CIP	$29,361,000
Changes via FY19 Capital Budget	
Airport	(752,000)
Parks and Open Space	12,140,679
Public Buildings and Facilities	33,883
Stormwater	(100,000)
Transportation	12,331,500
Wastewater	0
	23,654,062
FY19 Adopted Capital Budget for New Projects	**$53,015,062**

Impact of Capital Projects on Marginal Operating Costs

Generally, projects that create new capital facilities or increase capacity will have associated long-term operating, preservation and maintenance costs.

For the City's transportation, stormwater and wastewater systems, the marginal operating cost of system expansion can be estimated based on the current "per unit" cost of operations and maintenance of those facilities. Except for additions to the transportation and park systems, the operating costs due to system expansions are recovered primarily through the increase in user fees as system usage increases. Projected unit costs for these systems for FY19 are:

Parks and Open Space-Developed Acreage	$17,000 per acre
Parks and Open Space Natural Area Acreage	$ 1,100 per acre
Stormwater System Operations and Maintenance	$24,400 per mile
Transportation System Operations and Maintenance	$26,800 per mile
Wastewater System Operations and Maintenance	$11,100 per mile
Wetlands	$ 1,437 per acre

The marginal operating cost of additions to the City's stock of public buildings depends on the specific project, as various types of facilities and different levels of usage impact maintenance and utility costs differently. For example, the monthly operating and maintenance costs including utilities of a City pool is $2.59 per square foot, whereas the corresponding cost of the City parking structures averages $0.12 per square foot per month. The average cost of general office buildings, which is the most useful measure for benchmarking costs, averages $1.13 per square foot per month.

FY19 Adopted Capital Budget by Fund

The Adopted Capital Budget consists of three major components:

Proposed Capital Budget – appropriations for new capital projects as proposed by the City Manager in the Proposed Budget.

Capital Carryover – estimated balances for capital projects that were previously appropriated but not completed in the preceding fiscal year, as approved by the City Council.

Elections/Budget Committee Changes – changes to next fiscal year's capital appropriations as approved by voters and the Budget Committee. Voters approved Ballot Measure 20-289 to fund park and recreation projects using General Obligation bonds. The Budget Committee approved related changes to the FY19 Proposed Capital Budget as a result of the elections.

The table below summarizes these components of the FY19 Adopted Capital Budget by fund:

Proposed Through Adopted FY19 Capital Budget

Fund Name	Fund	FY18 Budget 12/31/17	FY19 Proposed Cap. Budget	FY19 Estimated Carryover	FY19 Elections/BC Changes	FY19 Adopted Cap. Budget
Telecom Registration/Licensing	135	$1,900,000	$0	$0	$0	$0
Comm. Develop. Block Grant	170	488,642	241,614	488,642	0	730,256
Library, Parks and Rec. Fund	180	803,505	56,679	674,357	0	731,036
General Capital Projects Fund	310	26,893,255	3,315,269	23,233,048	8,749,500	35,297,817
Sys. Develop. Capital Projects	330	17,164,723	5,160,500	15,525,272	3,389,500	24,075,272
Transportation Capital Fund	340	39,466,713	21,909,000	28,680,857	0	50,589,857
Municipal Airport Fund	510	19,628,232	3,613,000	12,804,223	0	16,417,223
Parking Services Fund	520	287,210	1,500,000	220,633	0	1,720,633
Wastewater Utility Fund	530	5,852,638	2,140,000	5,317,812	0	7,457,812
Stormwater Utility Fund	539	7,785,327	2,665,000	5,552,835	0	8,217,835
Facilities Services Fund	615	185,551	275,000	477,567	0	752,567
Total		**$120,455,796**	**$40,876,062**	**$92,975,246**	**$12,139,000**	**$145,990,308**

Overview

Capital projects for the Eugene Airport are outlined in the Eugene Airport Master Plan Update and the five-year Federal Aviation Administration (FAA) Capital Improvement Plan. These documents provide for the planned development of the Airport property and facilities to accommodate future aviation demand while remaining compatible with the environment and community development. Project priorities are determined through a process based on the adopted Master Plan Update and FAA approval. The Airport Advisory Committee provides direction and citizen input for this process.

The primary construction projects in FY19 will be:

- Taxiway "Golf" ramp construction;
- Mitigation of open water;
- The purchase of snow removal equipment and an aircraft rescue and fire fighting vehicle.

Eugene Airport Terminal Building

Other Airport projects in the FY19 Adopted Capital Budget include smaller capital improvement projects and a parking lot expansion.

Funding

Eugene Airport main runway overlay project was funded primarily with FAA grants.

Eugene Airport's capital projects receive the majority of their funding from FAA grants and Passenger Facility Charges (PFC) and Customer Facility Charges (CFC). The FAA grants include money from both an Entitlement Fund and a Discretionary Fund. Levels of available Discretionary Funds are subject to Congressional legislation and the FAA's priority system. The Taxiway Alpha rehabilitation was an example of a capital project largely funded with FAA grants.

Funding Summary

Airport Projects	Fund*	Funding Source	Amount
Snow Removal Equipment	510	Grants	$1,405,158
		User Fees	94,842
Aircraft Rescue and Fire Fighting Vehicle	510	Grants	856,000
		User Fees	57,000
Airport Taxiway Golf Ramp	510	Grants	375,000
		User Fees	25,000
Mitigation of Open Water	510	Grants	281,100
		User Fees	18,900
Airport Improvement Projects	510	User Fees	250,000
Parking Lot Expansion	510	User Fees	250,000
Total Airport			**$3,613,000**
Funding Recap		**Funding Source**	**Amount**
		Grants	$2,917,258
		User Fees	695,742
Total			**$3,613,000**

*Please see Fund Descriptions at the end of the Capital Budget section.

CIP to Adopted Capital Budget Reconciliation

Second Year of FY18-23 Adopted CIP - Airport	$4,365,000
Changes via FY19 Capital Budget	
Snow Removal Equipment	$899,000
Parking Lot Expansion	50,000
Mitigation of Open Water	(700,000)
Safety Management System	(1,001,000)
	(752,000)
FY19 Adopted Capital Budget - Airport	$3,613,000

ADOPTED FY19 AIRPORT PROJECTS*

Functional and Safety Improvements	$300,000
• **Mitigation of Open Water** Mitigation of nearby wetlands to limit safety risks from potential bird attractants. Birds are a serious hazard to aviation for incoming or outbound aircraft.	300,000

New Capital Facilities	$2,413,000
• **Aircraft Rescue and Fire Fighting Vehicle** The City's oldest aircraft rescue and fire fighting vehicle is scheduled for replacement per FAA guidelines.	913,000
• **Snow Removal Equipment** Construct concrete foundation and spring form building to expand snow removal equipment storage and consolidate winter storm materials into a single location. Project will improve winter operation efficiencies.	1,500,000

Preservation and Maintenance	$400,000
• **Taxiway "Golf" Ramp Construction** The area next to the terminal servicing larger commercial aircraft that is currently referred to as Taxiway "Golf" will be reconfigured into a larger terminal ramp area for commercial aircraft.	400,000

Site and Facility Improvements	$250,000
• **Improvement Projects** Provide funding for small (less than $50,000) airport improvement, preservation and maintenance projects.	250,000

Upgrades and Capacity Enhancements	$250,000
• **Parking Lot Expansion** Repurposing a section of the airport parking lot currently used for car rental wash and service. Location will be converted to paid parking with express pay options.	250,000

TOTAL FY19 AIRPORT PROJECTS	$3,613,000

*Does not include Capital Carryover projects. For additional information on the individual capital projects, please see the FY18-23 Adopted CIP.

Overview

The City of Eugene owns, manages and maintains a large network of parks, recreation facilities and open space areas. The City's goals for the parks and open space system include providing opportunities for active and passive recreation, conserving open space and natural resources, and contributing to water quality and wildlife habitat.

As the community continues to grow, the City strives to provide new and/or expanded facilities to meet the increased demands for parks and open space, while maintaining the safety and functionality of existing infrastructure in older parts of the parks and open space system. In January 2018, the City released a draft update to the Parks System Plan. The draft is based on extensive public outreach; over 12,000 voices contributed to its development. Included in the Parks System Plan update is both a 30-year vision for Eugene's parks and open spaces, as well as a 10-year implementation plan.

Funding

On May 15, 2018, Eugene's citizens made an investment in the future of their parks and recreation system by supporting the Parks and Recreation Bond (Ballot Measure 20-289) and Operating Levy (Ballot Measure 20-288). With the passage of these measures, City staff will begin working on the first steps in implementing the newly funded projects and increased service levels.

The $39.35 million General Obligation Bond funds capital work to renovate and build new parks, trails and habitat areas; renovate two recreation pools and a community center; build four new turf fields as part of a new sports complex; and replace turf fields in partnership with Eugene school districts.

Ridgeline Open Space

Although not part of the Capital Budget, the operations and maintenance levy is scheduled to begin in FY19 and is for $3.15 million annually over the next five years. The levy funds will be used for increased public safety presence in parks; increased park, habitat and natural area maintenance; general maintenance and operations of new and renovated parks, pools and community centers; and phase one of a new sports complex.

The other primary capital funding source for Parks and Open Space development projects is Park System Development Charges (SDCs). Park SDCs paid by new residential construction are primarily meant to fund capacity enhancement projects to serve park and open space system expansion efforts, and only a small percentage of SDC funds may be used for preservation and maintenance of existing park assets.

Stormwater and Wastewater capital funds are also used for park development projects on a very limited basis and only where those projects advance goals specific to the purpose of these dedicated funds. A limited amount of capital funding from the City's General Fund is also used for rehabilitation and renovation of existing assets. In addition, whenever possible, outside funding sources, such as grants, have been sought to augment existing City funds.

Partnerships, donations and volunteer efforts are increasingly important for park development and renovation. The Eugene Park Stewards program, a volunteer program, is working in conjunction with community partners, park adoption groups and the Eugene Parks Foundation to raise private dollars and increase volunteer efforts in support of park maintenance.

Funding Summary

Parks and Open Space Projects	Fund*	Funding Source	Amount
ADA Parks Improvements	330	SDCs	$150,000
Community/Regional Park Development	330	SDCs	1,300,000
	310	2018 Parks and Rec Bond	60,000
General Site and Facilities Improvements	310	2018 Parks and Rec Bond	6,918,500
	330	SDCs	2,760,500
Hays Memorial Interest Project	180	Miscellaneous	2,208
Hendricks Park Interest Project	180	Miscellaneous	464
Lindholm Memorial Interest Project	180	Miscellaneous	215
Neighborhood and Community Park Acquisition	310	SDCs	750,000
Parks Donation Projects	180	Donations	53,792
Parks Lighting Projects	310	2018 Parks and Rec Bond	915,000
Restroom Improvements	310	2018 Parks and Rec Bond	20,000
Santa Clara Community Park Development	310	SDCs	225,000
Site Renovations and Rehabilitation	330	SDCs	650,000
	310	General Fund Transfer	360,000
Synthetic Turf Field Replacement	310	2018 Parks and Rec Bond	500,000
Street Tree Stocking & Planting Program	539	User Fees	30,000
Trails and Habitat Projects	310	2018 Parks and Rec Bond	336,000
	330	SDCs	104,000
Total Parks and Open Space			**$15,135,679**
Funding Recap		**Funding Source**	**Amount**
		2018 Parks and Rec Bond	$8,749,500
		Donations	53,792
		General Fund Transfer	360,000
		Miscellaneous	2,887
		SDCs	5,939,500
		User Fees	30,000
			$15,135,679

*Please see Fund Descriptions at the end of the Capital Budget section.

CIP to Adopted Capital Budget Reconciliation

Second Year of FY18-23 Adopted CIP - Parks and Open Space	$2,995,000
Changes via FY19 Capital Budget	
General Site and Facilities Improvements	$9,679,000
Parks Lighting Projects	915,000
Synthetic Turf Field Replacement	500,000
Trails and Habitat Projects	440,000
Commmunity/Regional Park Development	360,000
Santa Clara Community Park Development	225,000
Restroom Improvements	20,000
Parks Donation Projects	(1,208)
Hays Memorial Interest Proj	2,208
Lindholm Memorial Interest Proj	464
Hendricks Park Interest Proj	215
	12,140,679
FY19 Adopted Capital Budget - Parks and Open Space	$15,135,679

ADOPTED FY19 PARKS AND OPEN SPACE PROJECTS*

Functional and Safety Improvements **$1,065,000**

- **ADA Parks Improvements** **150,000**
  Make improvements to park paths, playgrounds, ramps, gates, benches, tables and other park amenities to improve accessibility and comply with Americans with Disabilities Act (ADA) requirements.

- **Parks Lighting Projects** **915,000**
  Replace outdated light fixtures with energy efficient lights and improve safety along Willamette River parks including Alton Baker Park.

Land Acquisition **$750,000**

- **Neighborhood and Community Park Acquisition** **750,000**
  This is an ongoing project. Funds are budgeted under this general project and are subsequently transferred to specific projects as needs are identified and developed.

New Capital Facilities **$1,585,000**

- **Community/Regional Park Development** **1,360,000**
  Design and construct typical neighborhood park elements in high priority, undeveloped neighborhood park sites. Begin planning and public process for Striker Field Park.

- **Santa Clara Community Park Development** **225,000**
  Begin public process and planning for phase one of community park development to serve River Road/Santa Clara planning area.

Preservation and Maintenance	$2,026,679

- **Hays Memorial Interest Project** **2,208**
  Provides funding for projects eligible under the Hays Trust.

- **Hendricks Park Interest Project** **464**
  Provides funding for projects at Hendricks Parks.

- **Lindholm Memorial Interest Project** **215**
  Provides funding for projects eligible under the Lindholm Trust.

- **Parks Donation Projects** **53,792**
  Provide support for volunteer-supported and donation-funded projects in existing parks. Examples of projects that have been funded with donations and/or volunteer labor include the installation and preservation of memorials, plaques, benches and trees in Hays Tree Garden and parks such as Owen Rose Garden and RiverPlay Discovery Village playground.

- **Restroom Improvements** **20,000**
  Develop a strategic plan that identifies critical restroom needs that are in most urgent need of repair, including the roofs and plumbing in aging restrooms.

- **Site Renovations and Rehabilitation** **1,010,000**
  Repair or replace aging, damaged or non-compliant park facilities and amenities throughout the park and open space system. These are typically large-scale capital projects that are beyond the scope of available annual operations and maintenance funds appropriated to Preservation and Maintenance. These projects will address a broad range of park infrastructure renovations.

- **Synthetic Turf Field Replacement** **500,000**
  Work in conjunction with school districts to renovate joint use synthetic turf fields at Spencer Butte Middle School and Arts and Technology Academy.

- **Trails and Habitat Projects** **440,000**
  Engineer bridge to be constructed over Dedrick Slough to complete Delta Ponds Loop Trail and renovate Amazon Park Running Trail and lighting. Improve habitat at Ridgeline Park properties with large scale removal of invasive weeds and replanting with native plants.

Upgrades and Capacity Enhancements	$9,709,000

- **General Site and Facilities Improvements** **9,679,000**
  Some of the major improvements within this project include the Campbell Center renovation and expansion, Echo Hollow Pool renovation and expansion, and Sheldon Pool renovation and expansion. All three renovations aim to achieve Leadership in Energy and Environmental Design (LEED) Silver certifications upon completion.

- **Street Tree Stocking and Planting Program** **30,000**
  Provides support for planting street trees in areas needing new trees and where trees were removed due to damage or disease.

TOTAL FY19 PARKS AND OPEN SPACE PROJECTS	$15,135,679

* Does not include Capital Carryover projects. For additional information on the individual capital projects, please see the FY18-23 Adopted CIP or Ballot Measure 20-289.

Overview

The City maintains a wide range of public facilities, including neighborhood, community and metropolitan park buildings, community centers, swimming pools, fire stations, government office buildings, parking structures and the library. In all, the City maintains and preserves more than 180 buildings totaling approximately 2 million square feet in area. Public Buildings and Facilities projects are derived from several adopted plans and facility condition reports, including the following:

- 2017 Facility Condition Report
- Parks and Recreation Plan
- Public Safety Long Range Plan
- Fire and Emergency Medical Services Redeployment Plan
- Urban Renewal Plans
- Public Works Facility Master Plan Update
- Housing and Urban Development Consolidated Plan
- Facility Accessibility Evaluation
- Americans with Disabilities Act Transition Plan
- Eugene Municipal Parking Structure Condition Analysis

Inadequate funding for preservation programs in the last several decades have resulted in a backlog of rehabilitation projects, primarily related to General Fund assets and to Eugene's street systems:

- Operating budget for ongoing building maintenance funded through the Facilities Services Fund. The primary revenue source supporting these expenditures is the internal service fund facility rates charged to various funds for departments that occupy the buildings. The FY19 funding associated with this component is $2,232,783.
- Capital budget for facilities preservation and maintenance, which is funded through the annual transfer from the General Fund to the General Capital Projects Fund. There are several recurring capital projects that are funded as part of the capital budget allocation, four of which are used for facility preservation:

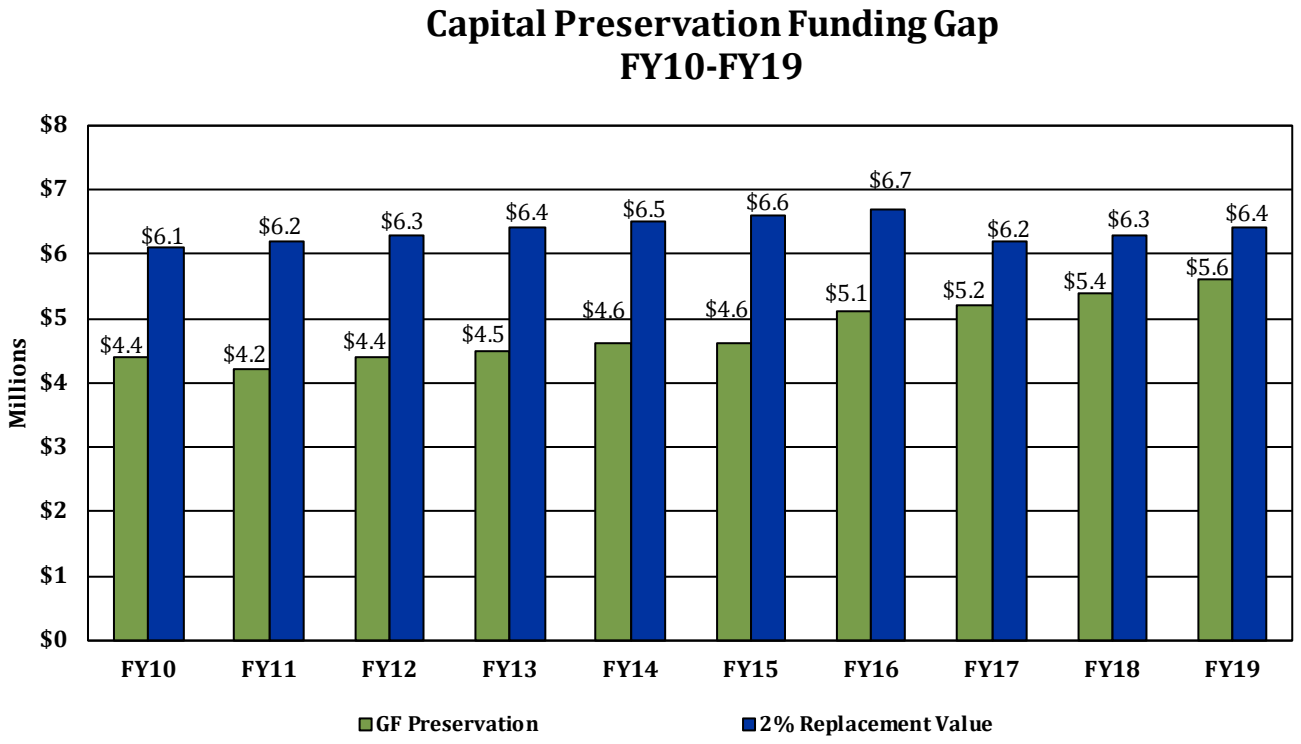
    - ***Building Service Systems*** – To preserve and maintain building service systems, such as elevators, mechanical systems (plumbing, heating, cooling) and electrical systems.
    - ***Health, Safety and Welfare*** – To preserve and maintain health, safety and welfare of users of City facilities, including asbestos abatement, air quality and building safety systems designed to protect the public and employees.
    - ***Primary Building Systems*** – To preserve and maintain the exterior systems of City buildings, such as foundations, exterior enclosures and roofs.
    - ***Secondary Building Systems*** – To preserve and maintain the interior of the buildings, such as doors, walls, floors, ceilings and related finishes.

For FY19, the General Capital Projects Fund includes General Fund support of $3,269,300. The funding built into the FY19 Adopted Budget for facility capital preservation projects is $2,520,000. The remainder of the FY19 General Capital funding is dedicated to site/facility improvements,

park renovations and rehabilitations, parking and accessibility (ADA) capital improvements. If funds are available and approved by the City Council, an additional transfer of $900,000 will be completed as part of the supplemental budget action in December 2018. Of this amount, $100,000 is dedicated to Parks and Open Space preservation projects and the remaining $800,000 for Public Buildings and Facilities preservation projects.

Industry standards are to dedicate 2% to 4% of a building's replacement value on an annual basis to preservation and maintenance of public buildings, which equates to a 25 to 50 year life span. The FY19 General Fund Capital Budget funding level and the potential mid-year increase, combined with Facility Management major maintenance activities, amounts to approximately 1.7% of current General Fund building replacement value, compared to the 2% minimum industry recommended reinvestment ratio to adequately maintain facilities. Increasing the combined capital preservation and major maintenance funding to a threshold of 2% of building asset value would require an estimated $1.0 million in additional resources annually. At this higher level, capital preservation could begin to address the backlog of building deficiencies.

A multi-year comparison of the General Fund contributions to the Capital Budget versus the level of funding needed to meet the target of reinvesting 2% of replacement value is shown below.



The major factors affecting facility maintenance and preservation are the increased square footage of City facilities and the age of the remaining facilities. The demolition of City Hall in FY15 has temporarily reduced the total square footage of General Fund building assets. However, in the past 20 years, the fire complex, four fire stations, the 911 Center, the Downtown Library, Police Department headquarters, the Police Services Building (housing the property control and forensics functions), the Eugene Depot, and a number of park restrooms and utility buildings have been added to the General Fund building inventory. These projects have increased the City's building inventory by 450,000 square feet, which is approximately half of the current total square footage of General Fund building assets. This large increase in building area, although with relatively energy-efficient and low-maintenance facilities, increases the overall costs of building operation and maintenance.

Police Department Headquarters

Even with the addition of newer buildings, a large component of the General Fund facility inventory is significantly older. The average age of General Fund buildings is over 30 years old, and almost 25% of the square footage of General Fund buildings is 40 years old or older. This aging component of the City's building inventory requires increasingly costly building maintenance and preservation. In the near future, these assets will require funding for renovation that is beyond the level supported by the ongoing capital preservation program.

Funding

The General Fund is the primary source of funding for Public Buildings and Facilities projects. Public building projects at the Eugene Airport are included in the Airport section of the budget. Community Development Block Grant (CDBG) funds are the primary funding source for the housing site acquisition projects. The Atrium Fund, which receives rental revenue, is the primary funding source for the Atrium Building. The Parking Fund provides resources for City parking garages primarily through charges for services revenue, rental income, fines and forfeits.

Projects associated with the wastewater treatment plant are part of the Metropolitan Wastewater Management Commission capital program and are not included in the City of Eugene FY19 Adopted Capital Budget.

Funding Summary

Public Buildings and Facilities Projects	Fund*	Funding Source	Amount
ADA Renovations	310	General Fund Transfer	$127,300
Atrium Improvements	615	Miscellaneous	275,000
Building Service Systems	310	General Fund Transfer	745,000
General Site and Facilities Improvements	310	General Fund Transfer	262,000
Health, Safety and Welfare	310	General Fund Transfer	513,000
Housing Development Acquisition	170	Grants	241,614
	310	Miscellaneous	45,969
Parking Structures Upgrades and Repairs	520	Parking User Fees	1,500,000
Primary Building Systems	310	General Fund Transfer	1,027,000
Roosevelt Yard Site Renovation and Rehabilitation	530	Wastewater User Fees	35,000
	539	Stormwater User Fees	35,000
	340	Miscellaneous	35,000
Secondary Building Systems	310	General Fund Transfer	235,000
Total Public Buildings and Facilities			**$5,076,883**
Funding Recap		**Funding**	**Amount**
		General Fund Transfer	$2,909,300
		User Fees	1,570,000
		Miscellaneous	355,969
		Grants	241,614
			$5,076,883

*Please see Fund Descriptions at the end of the Capital Budget section.

CIP to Adopted Capital Budget Reconciliation

Second Year of FY18-FY23 Adopted CIP - Public Buildings and Facilities	$5,043,000
Changes via FY19 Capital Budget	
Atrium Building Improvements	$75,000
ADA Renovations	(35,700)
Building Service Systems	(204,000)
General Site and Facility Improvements	(70,000)
Parking Structure - Upgrade/Rehab	471,000
Health, Safety and Welfare	(142,000)
Primary Building Systems	(283,000)
Secondary Building Systems	(65,000)
Other - Housing Development Acquisition	287,583
	33,883
FY19 Adopted Capital Budget - Public Buildings and Facilities	$5,076,883

ADOPTED FY19 PUBLIC BUILDINGS AND FACILITIES PROJECTS*

New Capital Facilities	$287,583

- **Housing Development Acquisition** **287,583**
  Ongoing program of acquiring land parcels for future development of affordable housing for low-income households. Individual sites are later awarded to projects through a competitive process. Examples of projects developed on former City landbank sites include West Town on 8th Avenue, Turtle Creek Apartments, Stellar Apartments and Bascom Village Phase I. Funding for landbank acquisition comes primarily from the federal Community Development Block Grant (CDBG).

Preservation and Maintenance	$4,125,000

- **Building Service Systems** **745,000**
  Preserve and maintain building service systems, including elevators, mechanical systems (plumbing, heating, cooling) needed to maintain reasonable service levels. Program includes electrical systems necessary for lighting, equipment and computers. This program area is receiving increasing emphasis as it becomes more cost effective to replace systems rather than continue repairs due to the aging of mechanical systems in City buildings.

- **Health, Safety and Welfare** **513,000**
  Preserve and maintain the health, safety and welfare of users of City facilities, including asbestos abatement, air quality and building safety programs designed to protect the public and employees. Typical projects within these program areas include hazardous materials abatement, building seismic modifications, building security improvement and building safety hazard mitigation.

- **Parking Structures Upgrades and Rehabilitation** **1,500,000**
  Targeted projects for this funding are the modernization of five elevators, the sealing of the City's largest parking garage decks over commercial lease space, and continuing to address the estimated $10.2 million in deferred maintenance to buildings and building systems across the City's parking system.

- **Primary Building Systems** **1,027,000**
  Preserve and maintain the exterior systems of City buildings, such as foundations, sub/superstructures, floors, exterior enclosures and roofs. The scale of these systems can involve major rehabilitation of facilities. A historic preservation and maintenance program was initiated in 2000 to address the City's growing inventory of historic buildings.

- **Roosevelt Yard Site Renovation and Rehabilitation** **105,000**
  Project is for improvements and major maintenance to the Roosevelt Yard. Past projects have been emergency generators and building roof.

- **Secondary Building Systems** **235,000**
  Preserve and maintain interior building features, such as doors, walls, floors, ceilings and all related finishes. These elements can be combined into a major interior rehabilitation project in some cases.

Site and Facility Improvements	$664,300

- **ADA Renovations** **127,300**
  Improve and maintain access to City buildings and park facilities for people with disabilities. Addresses federal regulations, the Uniform Building Code and City-wide Facilities Accessibility Study. Examples include implementation of ADA requirements at City facilities.

- **Atrium Building Improvements** **275,000**
  Repair and replace aging interiors and features. The Atrium building contains a mix of public and private office space. Capital improvements address necessary work on elevator, HVAC, and other utility and structural systems (including tenant improvements related to leases).

- **General Site and Facilities Improvements** **262,000**
  Modify and/or add to existing facilities to meet operational, safety and cost-efficiency goals. Primary goal is to address changing program functions/needs and/or to improve service delivery. This project does not include land or property acquisition or construction of new facilities.

TOTAL FY19 PUBLIC BUILDING AND FACILITIES PROJECTS	$5,076,883

* Does not include Capital Carryover projects. For additional information on the individual capital projects please see the FY18-23 Adopted CIP.

Overview

The City's stormwater capital program reflects the goals of the Comprehensive Stormwater Management Plan (CSWMP) and the City's compliance with the National Pollutant Discharge Elimination System stormwater permit.

The goals of the stormwater capital improvements include the following:

1. Protect the community from excessive flood damage.
2. Meet the requirements of the Clean Water Act for managing non-point source water pollution.
3. Incorporate the multiple objectives outlined in the CSWMP into capital projects: flood protection, water quality protection and enhancement, and related natural resource protection.
4. Integrate stream corridors into the City's green infrastructure system through a combination of acquisition, restoration and rehabilitation.
5. Participate in the ongoing management and implementation of the West Eugene Wetlands Plan and associated wetland bank program.
6. Preserve the effectiveness of the stormwater system through an ongoing operations and maintenance program.

Funding

Stormwater preservation and maintenance projects include system rehabilitation and improvements, wetland restoration and stream corridor acquisitions. Projects are funded primarily through stormwater user fees and Systems Development Charges (SDCs).

Ferndale Park Swale is an example of a stormwater retention and filtration system.

Wetland restoration projects are designed to meet multiple objectives included in the CSWMP and to reestablish natural systems where appropriate. The primary revenue source for restoration is the Wetlands Mitigation Bank. The City, under an interagency agreement with the Federal Bureau of Land Management, the Army Corps of Engineers and the Oregon Division of State Lands, manages the Bank to restore, construct and maintain wetlands to replace those wetlands permitted to be developed in accordance with the West Eugene Wetlands Plan. As part of the development process, private developers have the option to purchase replacement wetlands through the Bank.

Funding Summary

Stormwater Projects	Fund*	Funding Source	Amount
A3 Channel Water Quality Improvements	539	User Fees	$400,000
Amazon Creek Restoration: 19th-24th Avenue	539	User Fees	300,000
	330	SDCs	200,000
Drywell Elimination Program	539	User Fees	500,000
Stormwater System Rehabilitation	330	SDCs	200,000
	539	User Fees	650,000
Stream Restoration and Stabilization	330	User Fees	100,000
Water Quality Facilities	539	User Fees	100,000
Wetland Mitigation Bank Projects	539	Mitigation Credits	50,000
Total Stormwater			**$2,500,000**
Funding Recap		**Funding Source**	**Amount**
		Mitigation Credits	$50,000
		SDCs	400,000
		Stormwater User Fees	2,050,000
			$2,500,000

*Please see Fund Descriptions at the end of the Capital Budget section.

CIP to Adopted Capital Budget Reconciliation

Second Year of FY18-23 Adopted CIP - Stormwater	$2,600,000
Changes via FY19 Capital Budget	
Water Quality Facilities	(100,000)
	(100,000)
FY19 Adopted Capital Budget - Stormwater	$2,500,000

ADOPTED FY19 STORMWATER PROJECTS*

Preservation and Maintenance	$2,450,000
• **A3 Channel Water Quality Improvements** Construction of a large water quality structure to treat stormwater drainage going to the Seneca outfall to the A3 Channel.	400,000
• **Amazon Creek: 19th-24th Avenue** This project will remove the concrete channel between 19th and 24th Avenues and restore and naturalize the creek by laying back the banks and adding vegetation to improve water quality and flow capacity.	500,000
• **Drywell Elimination Program** Remove or retrofit drywells using either piped systems or infiltration systems such as rain gardens. Many of these drywells are located in the River Road and Santa Clara basins.	500,000
• **Stormwater System Rehabilitation** Rehabilitate, reconstruct and install stormwater system where needed due to various problems, such as deterioration due to age, poor materials, localized flooding and/or systems limitations. Where feasible, natural systems are used to address existing problems in conformance with Comprehensive Stormwater Management Plan.	850,000
• **Stream Restoration and Stabilization** Implement streambank stabilization projects to help streams adjust to increased runoff volumes while limiting negative impacts associated with downcutting, sedimentation and erosion.	100,000
• **Water Quality Facilities** Improve water quality by installing structural water quality facilities to address pollutants of concern.	100,000
Restoration	**$50,000**
• **Wetland Mitigation Bank Projects** Enhance and restore wetlands in West Eugene on various sites. Mitigation work in advance of development will result in certified credits to be sold to developers.	50,000
TOTAL FY19 STORMWATER PROJECTS	**$2,500,000**

* Does not include Capital Carryover projects. For additional information on the individual capital projects please see the FY18-23 Adopted CIP.

Overview

The majority of projects in the Transportation section are derived from the Eugene Transportation System Plan adopted in 2013 and the Regional Transportation Plan, updated in 2011. Other transportation-related plans and policies include:

- Americans with Disabilities Transition Plan;
- Arterial-Collector Street Plan;
- Community Climate and Energy Action Plan;
- Envision Eugene;
- Master Traffic Communications Plan;
- Neighborhood and local area refinement plans;
- Pavement Management Program;
- Pedestrian and Bicycle Master Plan.

Transportation projects are generally described as preservation, functional and safety improvements, upgrades, capacity enhancement, and new capital facilities. Preservation projects typically include overlays and reconstruction of existing streets and alleys. Functional and safety improvement projects include neighborhood transportation livability, accessible pedestrian signals, sidewalk access improvements, pedestrian crossings and intersection improvements.

Jefferson Street paving project

Upgrades typically involve improving bike paths and substandard arterial or collector streets to City standards. Capacity enhancements provide greater carrying capacity for motorists, bus transit, bicycles and/or pedestrians. Upgrades and capacity enhancements are funded from a combination of assessments (used where the improvements benefit specific property owners) and the improvement component of transportation system development charges.

During the 2018 construction season, the Public Works Department will oversee major overlays or reconstruction of the following City streets:

7th Place (Bailey Hill to Hwy 99)
11th Avenue (Danebo to Bertelsen)
30th Avenue (Willamette to Ferry)
Bailey Hill Road (Village to 18th)
Carmel Avenue (Minda to 400' South)
Cody Avenue (Golden Gardens to Blue Heron)
Corydon Street (Forrester to Tandy Turn)
Danebo Avenue (Cody Ave to Burnett Ave)
Forrester Way (Coburg to address 1033)
Garfield Street (Roosevelt to 6th)
Golden Gardens Street (Jessen to Barger)
Larkspur Avenue (Norkenzie to 640' West)
Larkspur Loop (Norkenzie North to South)
Mill Street (30th North to 30th South)
Piper Lane (Chasa to Fir Acres)
Roland Way (Oakway to Cal Young)
Sharon Way (Coburg to 1023)
Tulip Street (Crescent to Holly)
West Amazon Drive (Hilyard to Fox Hollow)
Woodside Drive (Cal Young to Sharon)

Funding

The City of Eugene transportation system is a public asset with an estimated replacement value of $387 million. Adequate maintenance of this asset requires continuing investment in pavement preservation along with capacity enhancements to match population growth. Over time, street repair funding levels have failed to keep pace with rehabilitation needs. In 2003, the City established a local gas tax at $0.05 per gallon to help fund the Pavement Preservation Program. The motor vehicle fuel tax is projected to provide about $3 million annually for pavement preservation. These funds may only be used to preserve current assets and cannot be used to expand transportation system capacity. Despite the 2003 motor fuel tax, the backlog of needed preservation and reconstruction projects is estimated to necessitate $7 million annually to fully fund and stabilize the transportation system.

In November 2012, Eugene voters approved a five-year General Obligation bond measure to continue repairing the backlog of streets with maintenance needs. The $43 million five-year plan will be used to repave approximately 74 lane miles of streets and help fund pedestrian and bicycle projects. The bond measure provides additional funds through FY19. In November 2017, Eugene voters continued to support street repairs and approved another five-year General Obligation bond measure totaling $51.2 million for 91 road repair projects on 78 streets, as well as bicycle and pedestrian projects. Construction of 2017 Street Bond financed projects will begin in 2019.

The proceeds of the bond measures, in addition to the local motor vehicle fuel tax and the reimbursement component of the transportation system development charges, represent significant investments in the preservation of the City's transportation infrastructure. However, there is still a substantial pavement preservation backlog. The pavement preservation backlog as a monetary value was estimated at $79.8 million at the end of 2017.

The FY19 Adopted Capital Budget provides $23.5 million for transportation projects.

Funding Summary

Transportation Projects	Fund*	Funding Source	Amount
Enhanced Walking Network	340	Grants	$1,130,000
	330	SDCs	130,000
Ferry Street Bridge and Viaduct Repair	330	SDCs	329,000
Highway 99 Charnelton to Beltline	340	Intergovernmental	2,800,000
I-5 to Walnut Street Paving Project	340	Intergovernmental	4,300,000
Illicit Activity Mitigation in Right of Way	340	Road Fund Transfer	190,000
Neighborhood Transportation Livability	340	General Fund Transfer	30,000
		Road Fund Transfer	70,000
Pavement Preservation Program	539	Stormwater User Fees	500,000
	530	Wastewater User Fees	100,000
	340	Local Motor Vehicle Fuel Tax	3,100,000
	330	SDCs	96,000
Pavement Preservation Program – Street Bonds	340	Street Bonds	6,580,000
Railroad Quiet Zone	340	Road Fund Transfer	1,300,000
Roosevelt Boulevard Path Extension	340	Grants	701,000
	330	SDCs	77,000
Seismic Bridge Strengthening	340	Grants	1,123,000
	330	SDCs	128,500
Traffic Controller Signal Replacement	340	Road Fund Transfer	50,000
Traffic Operations Improvement Program	330	SDCs	150,000
	340	Road Fund Transfer	250,000
Traffic Signal Improvements and Upgrades	330	SDCs	150,000
Traffic Signal Strain Pole Replacement	340	Road Fund Transfer	250,000
Total Transportation			**$23,534,500**

Funding Recap	Funding Source	Amount
	General Fund Transfer	$30,000
	Grants	2,954,000
	Intergovernmental	7,100,000
	Local Motor Vehicle Fuel Tax	3,100,000
	Road Fund Transfer	2,110,000
	SDCs	1,060,500
	Street Bonds	6,580,000
	Stormwater User Fees	500,000
	Wastewater User Fees	100,000
		$23,534,500

*Please see Fund Descriptions at the end of the Capital Budget section.

CIP to Adopted Capital Budget Reconciliation

Second Year of FY18-23 Adopted CIP - Transportation	$11,203,000
Changes via FY19 Capital Budget	
Enhanced Walking Network	$1,260,000
Highway 99 Charnelton to Beltline	2,800,000
I-5 to Walnut Street Paving Project	4,300,000
Illicit Activity Mitigation in Right of Way	190,000
Neighborhood Transportation Livability	70,000
Pavement Preservation Program	250,000
Pavement Preservation Program – Street Bonds	360,000
Railroad Quiet Zone	1,300,000
Seismic Bridge Strengthening	1,251,500
Traffic Controller Signal Replacement	50,000
Traffic Operations Improvement Program	250,000
Traffic Signal Strain Pole Replacement	250,000
	12,331,500
FY19 Adopted Capital Budget - Transportation	$23,534,500

ADOPTED FY19 TRANSPORTATION PROJECTS*

Functional and Safety Improvements **$3,500,000**

- **Enhanced Walking Network** **1,260,000**
  This project will reduce or eliminate gaps in the walking network by improving crossings of several busy streets with enhanced crossings, installing illumination and completing sidewalk connections.

- **Illicit Activity Mitigation in Right of Way** **190,000**
  Critical safety and security improvements in shared-use underpasses in the Ferry Street Bridge area. These areas have become havens for illicit activities and camping that discourage use by pedestrians and cyclists. Capital investment in these locations support safe walkable neighborhoods and align with Envision Eugene, the Transportation System Plan, Vision Zero, the Climate Recovery Ordinance, 2021 preparations and the Parks and Recreation System Plan.

- **Neighborhood Transportation Livability** **100,000**
  Neighborhood transportation projects on local streets including traffic calming projects: speed humps, diverters, chokers, circles, street lights; bike and pedestrian improvements; transit facilities; and other street enhancements. Program addresses neighborhood livability issues which are prioritized with the assistance of neighborhood organizations.

- **Railroad Quiet Zone** **1,300,000**
  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.

- **Traffic Operations Improvement Program** **400,000**
  Safety and transportation system management improvements include adding turn lanes and bicycle lanes, median islands, safety devices, and other restriping and channelization modifications.

- **Traffic Signal Strain Pole Replacement** **250,000**
  Structurally deficient traffic signal strain poles have a history of failure and are highly vulnerable to vehicle strikes and earthquake forces. Replacement with new poles or, when appropriate, stop signs is needed to maintain a safe and efficient multi-modal transportation system. Replacement of structurally deficient traffic signal strain poles will also support reconfiguration of downtown streets from one-way to two-way and integration of bicycle signals as appropriate to support active transportation projects.

New Capital Facilities **$778,000**

- **Roosevelt Boulevard Path Extension** **778,000**
  Shared use paths promote the use of active transportation modes by linking places where people live to places where people work, recreate and shop. This path will connect northwest Eugene commercial areas and residential areas to downtown.

Preservation and Maintenance **$15,005,000**

- **Ferry Street Bridge and Viaduct Repair** **329,000**
  Preserve the Ferry Street Bridge through deck rehabilitation, minor structural repairs to support members and spot painting. Repairs to the Viaduct include deck sealing, minor structural member repair and repairs to the bridge railing.

- **I-5 to Walnut Street Paving Project** **4,300,000**
  This project is for capital pavement preservation and associated work for this segment of Franklin Boulevard as a result of the jurisdictional transfer from the Oregon Department of Transportation.

- **Pavement Preservation Program** **3,796,000**
  Preserve existing improved streets and alleys citywide, through overlays and surface treatments. This program also includes reconstruction projects for roadways deteriorated to a point where investment in capital preservation and preventative maintenance are not cost-effective.

- **Pavement Preservation Program – Street Bonds** **6,580,000**
  Street and bike path rehabilitation projects funded through the General Obligation bonds approved by voters in 2012.

Upgrades and Capacity Enhancements	$1,451,500

- **Seismic Bridge Strengthening** **1,251,500**
  The first phase of the seismic evaluation of City bridges identified as vulnerable to a seismic event and in need of seismic strengthening. The next step in the process is to complete a more in-depth seismic analysis and development of 30% of the plans and cost estimates for the fifteen bridges.

- **Traffic Controller Signal Replacement** **50,000**
  To bring traffic signal controllers up to current technology allowing consolidation of remote signal monitoring and controls for signals that currently have remote communication capability. In addition, updating controller technology will allow additional functionality relating to optimizing safety and efficiency of the transportation system.

- **Traffic Signal Improvements and Upgrades** **150,000**
  Install new traffic signals and upgrade the traffic signal system to improve responsiveness, reduce delay, improve air quality and facilitate multi-modal traffic flow. Locations for installing new traffic signals are based on a priority rating system that considers traffic volumes, delays, accidents, standard signal warrants, and other traffic and development-dependent factors.

TOTAL FY19 TRANSPORTATION PROJECTS	$23,534,500

* Does not include Capital Carryover projects. For additional information on the individual capital projects please see the FY18-23 Adopted CIP.

Overview

The City's wastewater collection system collects and transmits wastewater from Eugene to the regional water pollution control facility, which is owned and operated by the Metropolitan Wastewater Management Commission (MWMC). Projects associated with the regional water pollution control facility and other regional facilities are separately managed and funded by the MWMC Capital Program.

Wastewater rehabilitation project

The majority of projects in the Wastewater section of the capital budget are derived from the Urban Sanitary Sewer Master Plan and the Wet Weather Flow Management Plan. Both plans include recommendations for the rehabilitation of existing systems and management of inflow and infiltration (I&I) entering the wastewater collection system. During periods of wet weather, excessive amounts of groundwater and/or rainwater enter the system due to the deterioration of the collection system (open joints, cracks, etc.). When this occurs, it reduces the carrying capacity of the collection system and results in increased inflow that must be treated at the wastewater treatment plant. The I&I program was designed to reduce the amount of groundwater and/or rainwater flow entering the system.

Funding

The Wastewater Capital Program is supported by local wastewater user fees, wastewater Systems Development Charges (SDCs) and assessments to property owners. Expansion of the wastewater collection system is financed primarily by assessments and SDCs on new development.

Funding Summary

Wastewater Projects	Fund*	Funding Source	Amount
Community Sewers Rehabilitation	530	Wastewater User Fees	$255,000
Pump Station Rehabilitation	530	Wastewater User Fees	200,000
Services for New Development	330	SDCs	200,000
Wastewater System Rehabilitation	330	SDCs	200,000
	530	Wastewater User Fees	1,300,000
West Irwin Pump Station Replacement	330	SDCs	750,000
	530	Wastewater User Fees	250,000
Total Wastewater			**$3,155,000**
Funding Recap		**Funding Source**	**Amount**
		SDCs	$1,150,000
		Wastewater User Fees	2,005,000
			$3,155,000

*Please see Fund Descriptions at the end of the Capital Budget section.

CIP to Adopted Capital Budget Reconciliation

Second Year of FY18-23 Adopted CIP - Wastewater	$3,155,000
Changes via FY19 Capital Budget	
No Changes	0
	0
FY19 Adopted Capital Budget - Wastewater	$3,155,000

ADOPTED FY19 WASTEWATER PROJECTS*

Functional and Safety Improvements	**$1,000,000**
• **West Irwin Pump Station Replacement** Replacement of the West Irwin Pump Station, which was originally constructed in 1964. This is the City's second largest pump station and complete reconstructions is needed to mitigate capacity constraints, safety considerations and structural issues.	**1,000,000**

New Capital Facilities	**$200,000**
• **Services for New Development** Addresses City's share of miscellaneous wastewater system projects petitioned for by benefiting property owners. Funding allows the City to respond to requested projects in a timely manner.	**200,000**

Preservation and Maintenance	**$1,955,000**
• **Community Sewers Rehabilitation** Addresses the portion of the wastewater system that involves long private laterals in the public right-of-way or laterals crossing multiple properties to get to the public system. Projects extend public sewer to individual lots. Work will be done in conjunction with the Wastewater System Rehabilitation projects, in coordination with the Pavement Preservation Program or independently as problems arise.	**255,000**
• **Pump Station Rehabilitation** Provides service to aging pump stations in the local system to maximize efficient operation and minimize costs and operational problems.	**200,000**
• **Wastewater System Rehabilitation** Preserves and rehabilitates an aging wastewater system; decreases inflow and infiltration; and addresses increased wet weather flows.	**1,500,000**

TOTAL FY19 WASTEWATER PROJECTS	**$3,155,000**

* Does not include Capital Carryover projects. For additional information on the individual capital projects please see the FY18-23 Adopted CIP.

Fund 170 Community Development Fund

Funding: Federal grants received under the provisions of Title I of the Community Development Act of 1974 and Title II of the Cranston-Gonzalez National Affordable Housing Act.

Purpose: Federal CDBG and HOME grants fund program activities for the benefit of low-income individuals. This fund also accounts for General Fund low-income housing development and the historic preservation and downtown revitalization loan programs administered by the Community Development Division.

Fund 180 Library, Parks and Recreation Special Revenue Fund

Funding: Contributions from private donors, grants and revenue for reimbursable services.

Purpose: The resources of this fund may be used in combination with other park-related capital funds (e.g. General Fund, Parks System Development Charges, and/or Parks and Open Space Bond funds), as appropriate to fund parks capital projects.

Fund 310 General Capital Projects Fund

Funding: Transfer from the General Fund (property taxes and other City general revenue sources) and 2018 Parks and Recreation Bonds.

Purpose: General Capital Project Funds are used for any specific project, service or program not supported by dedicated or other funding.

Fund 330 System Development Capital Projects Fund

Funding: System Development Charges (SDCs) for transportation, stormwater, wastewater and parks.

Purpose: Capital projects using these funds include improvements to streets, wastewater lines and pump stations, stormwater systems and parks, as well as the construction of off-street bike paths. Financing is provided by a systems development charge levied against developing properties. Expenditures of improvement fee SDCs are restricted by state law to capacity-enhancing projects for the following systems: transportation, wastewater, stormwater and parks facilities. The reimbursement portion of SDCs may be used for capital projects related to the system for which the fee was collected, including rehabilitation of existing systems. Eugene currently has a reimbursement fee for transportation, wastewater and stormwater systems.

Fund 340 Transportation Capital Projects Fund

Funding: Grants, intergovernmental agreements, Local Motor Vehicle Fuel Tax, 2012 General Obligation Street Bonds and 2017 General Obligation Street Bonds.

Purpose: The City's Transportation Capital Projects Fund accounts for revenues received from multiple sources. These capital funds are used for transportation related purposes, such as preservation and maintenance of existing transportation capital assets or new capital facility construction.

Fund 510 Municipal Airport Fund

Funding: Airport parking fees, landing fees, terminal rents, fees from other operations, special federal funding and Passenger Facility Charges.

Purpose: Projects include capital improvements to the Eugene Airport terminal, runways, taxiways, and other airport buildings and surrounding areas.

Fund 520 Parking Services Fund

Funding: Parking fees, fines and rent.

Purpose: Funds are used for the upgrade and rehabilitation of the parking structures, downtown surface lot parking and on-street parking. These facilities operate as self-supporting enterprise funds with established reserves set aside for major rehabilitation and maintenance. Projects include improvements required by the Americans with Disabilities Act (ADA), meter security and lock upgrades and upgrading of energy-efficient lighting.

Fund 530 Wastewater Utility Fund

Funding: Wastewater user fees and charges.

Purpose: Projects are wastewater improvements in developed areas and the construction of major trunk sewers. Capital projects budgeted in the Wastewater Fund are funded by user fees. User fees are established annually to cover both operating and capital budgets.

Fund 539 Stormwater Utility Fund

Funding: Stormwater user fees and charges.

Purpose: Projects are stormwater improvements in developed areas and the construction of storm drainage systems. Capital projects budgeted in the Stormwater Utility Fund are funded by user fees. User fees are established annually to cover both operating and capital budgets.

Wetlands Mitigation Bank Subfund

Funding: Revenues from the sale of mitigation credits to public and private developers.

Purpose: The Wetlands Mitigation Bank Subfund rolls up to the Stormwater Fund. As part of the development permitting process, the Army Corps of Engineers or the Division of State Lands requires developers to replace wetlands that cannot be protected or mitigated on-site. The City constructs and maintains the "mitigation" wetlands, in cooperation with the Bureau of Land Management under the approval of the Army Corps of Engineers and the Division of State Lands. The mitigation bank provides a mechanism to protect and manage the City's largest open space system.

Fund 615 Facilities Services Fund

Atrium Subfund

Funding: Both private and public tenants pay into the Atrium Subfund to cover the cost of annual operations, maintenance and long-term capital improvements.

Purpose: The Atrium Subfund rolls up to the Facilities Services Fund. The Atrium property is located on the corner of 10th Avenue and Olive Street. The facility has approximately 47,700 leasable square feet and houses the City's Planning and Development Department, including the Permit Information Center, other City staff and several private tenants.

OTHER AGENCY FUNDING SOURCES

Federal Funds

Funding: Federal transportation funds authorized by the Moving Ahead for Progress in the 21st Century Act (MAP-21), (P.L. 112-141) or an extension thereof and administered by the Federal Highway Administration and Federal Surface Transportation Program – Urban funds.

Purpose: Projects using these funds must meet the federally established criteria in the transportation bill. These projects include improvements to the street system to address all modes of transportation and certain off-street improvements such as bike paths.

Federal Aviation Administration Grants

Funding: Federal Aviation Administration grants.

Purpose: Projects using these funds include capital improvements to the Eugene Airport terminal, runways, taxiways and other airport-related facilities. These grants typically require a matching of airport funds.

State of Oregon

Funding: Oregon Department of Transportation funds and other state agencies.

Purpose: Funding provided by the State of Oregon through the Oregon Transportation Investment Act revenues or grants for state transportation projects, stormwater and wetland projects.

Non-Departmental Budget

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As required by Oregon Local Budget Law or Generally Accepted Accounting Principles (GAAP), this section documents appropriations that are not associated with a specific department or activity. Each type of non-departmental transaction is explained in a separate section and includes financial data. Non-departmental items include Balance Available, Contingency, Debt Service, Interfund Transfers, Reserves, Special Payments (including Interfund Loans) and Unappropriated Ending Fund Balance.

The Balance Available account 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 adopted 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.

Overall, the Adopted FY19 Balance Available accounts have increased 1.3% from the FY18 Adopted Budget.

The Library Local Option Levy Fund Balance Available decreased due to funds being placed in Reserves for future spending.

The Parks and Recreation Local Option Levy Fund is a new fund in FY19 and is the result of the May 2018 passage of the Parks and Recreation Local Option Levy (Ballot Measure 20-288).

The Road Fund Balance Available decreased primarily due to a one-time allocation for the Railroad Quiet Zone.

The General Capital Projects Fund Balance Available increased due to the passage of the Parks and Recreation Bond (Ballot Measure 20-289) in May 2018.

The Systems Development Capital Projects Fund Balance Available decreased primarily due to the Parks SDC capital funds being budgeted at a higher level in conjunction with the May 2018 passage of the Parks and Recreation Bond (Ballot Measure 20-289) to ensure that park capital projects provide adequate capacity for both existing and future park users.

The Ambulance Transport Fund Balance Available increased due to additional resources approved by the Budget Committee and City Council, which has increased the number of billable transports.

The Information Systems and Services Fund Balance Available decreased due to the upcoming completion of the Corporate Renovation Project (CRP), as well as a larger contingency amount budgeted in materials and services that may not be needed.

The Fleet Services Fund Balance Available decreased due to the Reserve for Encumbrance process.

The Professional Services Fund Balance Available increased due to professional service rates being raised in FY18 for the first time since FY12. The City intentionally did not increase rates for six years in order to spend down both reserves and balance available. Rates will increase during FY19 as the fund moves toward full-cost recovery over the next few years.

Fund	FY16 Adopted Budget	FY17 Adopted Budget	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
Special Assessment Management	$1,128,565	$1,130,505	$1,085,177	$1,102,789	$1,061,261
Library Local Option Levy	0	0	0	770,440	0
Parks and Recreation Local Option Levy	0	0	0	0	547,000
Public Safety Communications	602,289	831,835	1,587,238	1,781,214	1,504,690
Road	941,022	2,096,415	2,564,336	2,759,412	662,401
Telecom Registration/Licensing	2,914,256	3,163,089	1,586,956	3,062,411	3,323,804
Construction and Rental Housing	4,682,851	4,839,853	4,315,568	3,999,295	4,217,091
Solid Waste and Recycling	557,025	591,811	622,641	480,178	512,167
Community Development	0	0	0	606,743	250,000
Library, Parks and Recreation	384,135	640,199	1,042,464	1,044,269	1,083,723
General Capital Projects	655,589	1,299,941	3,348,017	1,184,688	4,378,821
System Development Cap. Proj.	14,447,622	15,016,851	15,802,565	14,589,623	11,140,070
Transportation Capital Projects	374,130	1,442,872	860,303	2,880,908	1,286,845
Special Assessments Cap. Proj.	988,199	1,111,696	1,221,312	1,261,346	1,306,886
Municipal Airport	5,149,296	4,819,959	5,123,314	6,076,372	7,383,198
Parking Services	87,764	906,667	518,643	1,532,385	1,158,129
Wastewater Utility	753,771	603,693	347,072	931,931	163,586
Stormwater Utility	1,714,548	2,234,751	3,258,531	4,701,827	4,901,102
Ambulance Transport	2,009	884,664	3,805	44,651	648,091
Information Systems and Services	630,487	1,728,198	2,265,603	3,192,152	1,053,359
Fleet Services	456,248	448,034	1,370,946	1,651,662	729,562
Facilities Services	2,095,637	2,175,929	2,015,803	2,812,774	2,128,806
Risk and Benefits	2,501,142	4,328,404	7,087,098	8,435,631	8,414,780
Professional Services	1,204,485	1,146,210	1,082,377	1,103,693	22,693
Total	$42,271,070	$51,441,576	$57,109,769	$66,006,394	$57,878,065

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.

Fund	FY16 Adopted Budget	FY17 Adopted Budget	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
General	$32,000	$32,000	$12,000	$0	$12,000
Total	$32,000	$32,000	$12,000	$0	$12,000

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. 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 pool issuance and was upgraded by Moody's to an "Aa3" rating in conjunction with a rating methodology change related to pool financings in July 2018. 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	Original Amount	Maturity Date	Outstanding Principal
Voter Approved General Obligation 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	12/1/2021	192,461
Atrium Full Faith and Credit, Series 1998	3.700% to 6.200%	2,400,000	6/1/2018	200,000
Pension Obligation, Series 2002	2.000% 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; 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 G.O. 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%

Overlapping Debt

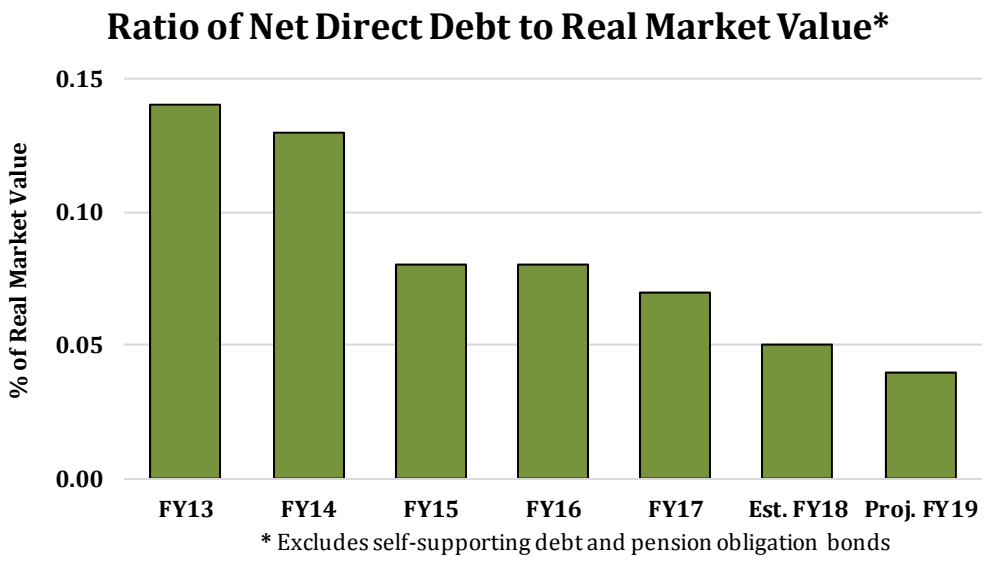
The following schedule indicates the amount of the outstanding debt for jurisdictions that overlap with the City:

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

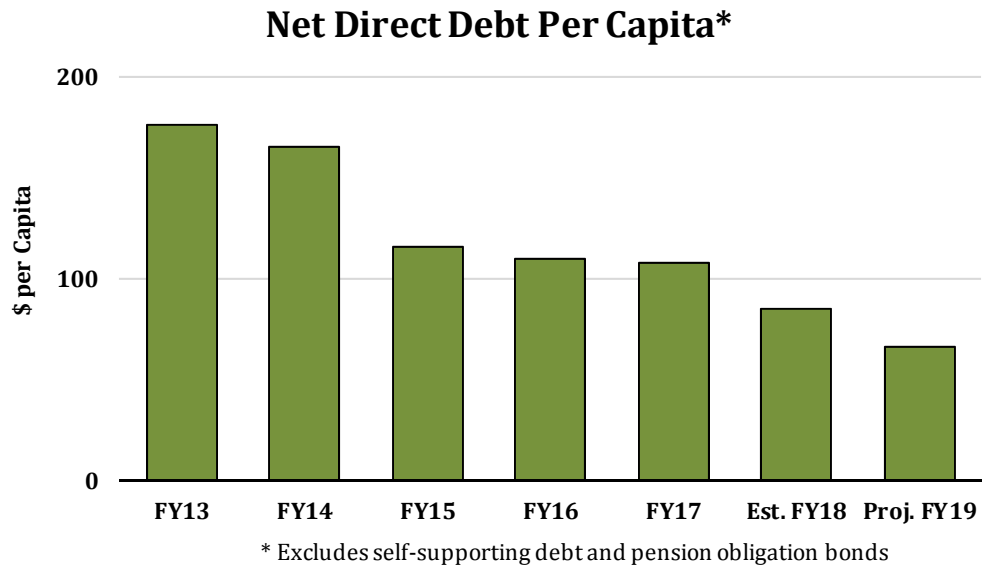
Debt to Real Market Value

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



Debt Per Capita

The net direct debt per capita ratio is projected to be $66 by the end of FY19.



Debt Service Budget – All Funds

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

Debt Payments	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 12/31/2017 Budget	FY19 Adopted
Community Development	$327,642	$364,966	$364,649	$364,649	$373,395
G.O. Debt Service	23,443,280	13,225,048	13,447,025	13,645,400	13,687,225
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	$30,148,071	$20,205,798	$20,947,339	$21,145,714	$21,285,020

Interfund Loan Interest	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 12/31/2017 Budget	FY19 Adopted
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 Adopted
G.O. Debt Service	$89,434	$0	$0	$0	$0
General Capital Projects ***	22,375	0	40,000	40,000	380,000
Transportation Capital Projects ***	5,680	0	10,000	10,000	30,000
Total	$117,489	$0	$50,000	$50,000	$410,000

* In FY18, the Telecom Registration/Licensing Fund received a 10-year, $1.2 million loan from the Fleet Fund for replacement of Police Department radios.
** In FY19, the Parking Services Fund will receive a 5-year, $750,000 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.

Authorized but Unissued Debt and Future Debt Plans

In November 2006, voters approved $27,490,000 of G.O. bonds for parks, athletic fields and preservation of open space. As of June 30, 2018, the City had issued $24,610,000 of debt under this authorization, leaving $2,880,000 authorized but unissued.

In November 2012, voters approved $43,000,000 of G.O. bonds to fix streets. As of June 30, 2018, the City has issued $34,309,700 of debt under this authorization, leaving $8,690,300 authorized but unissued.

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.

In May 2018, voters approved $39,350,000 of G.O. bonds to fund parks and recreation facility capital projects. The property tax levy for this authorization will begin in FY19.

Also in May 2018, voters approved a local option levy of $3,150,000 annually from FY19 to FY23 to increase park safety and maintenance.

To fund capital projects under the bond authorizations approved prior to 2018 referenced above, the City expects to issue debt in the form of a short-term line of credit that will be repaid from property tax levies authorized by voters. The City will evaluate appropriate debt instruments for the 2018 Parks and Recreation Facility bond in the coming 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	190,000	190,000	30,000	0
G.O. Street Bonds LOC *	0	9,220,000	9,220,000	120,000	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
G.O. Parks and Recreation Bonds, Series 2019 **	0	0	0	800,000	0
TOTAL G.O. DEBT SERVICE FUND	8,695,000	9,410,000	12,215,000	1,172,525	5,890,000
ASSESSMENT BOND FUND					
Limited Tax, Series 2011 ***	183,334	0	50,000	14,000	133,334
RISK AND BENEFITS FUND					
Pension Obligation Bonds, Series 2002	49,816,315	0	1,064,891	5,934,481	48,751,424
TOTAL ALL FUNDS	$64,178,649	$9,410,000	$13,533,891	$7,290,401	$60,054,758

* 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.

** Ballot Measure 20-289 passed in the May 15, 2018 election. This estimate assumes an interest only payment in June of 2019.

*** The City remits all assessment proceeds to pay the assessment bonds twice each year. Actual activity may differ.

Interfund transfers are authorized by ORS 294.361 and ORS 294.463 and represent transfers of resources between funds for the repayment of costs incurred by one fund on behalf of another or represent transfers of equity between funds.

The majority of interfund transfers represent Central Service Allocation (CSA) payments from the various funds receiving General Fund services. Allocations are based on an internal cost allocation plan designed to recover costs in the General Fund for Council and City Manager's Office, Human Resources, Finance, Information Services and department administration. Other transfers are described below.

General Fund – Transfers from the General Fund include $3,269,300 to the General Capital Projects Fund for general capital projects, $1,510,000 to the Fleet Services Fund for scheduled replacement of vehicles, $30,000 to the Transportation Capital Projects Fund for traffic calming projects, $300,000 to the Public Safety Communications fund to provide relief while longer-term funding strategies are developed and $750,000 to the Ambulance Transport fund for emergency medical services.

Road Fund – Transfers from the Road Fund include $135,000 to the General Capital Projects Fund to support the previously authorized funding plan for the City Hall project and $2,110,000 to the Transportation Capital Fund for transportation capital projects including the Railroad Quiet Zone.

Telecom Registration/Licensing Fund – Transfer of $450,000 to the General Fund to cover a portion of telephone costs.

Special Assessment Bond Fund – Transfer of $10,000 to the Special Assessment Management Fund for the annual transfer to the Sewer Deferral Fund.

Special Assessments Capital Projects Fund – Transfer of $20,000 to the Special Assessment Management Fund for property owners who may qualify for a deferral of special assessment fees.

Parking Services Fund – Transfer of $838,350 to the General Fund for downtown police services.

Wastewater Utility Fund – Transfer of $135,000 to the General Capital Projects Fund to support the previously authorized funding plan for the City Hall project.

Stormwater Utility Fund – Transfer of $270,000 to the General Capital Projects Fund to support the previously authorized funding plan for the City Hall project.

Ambulance Transport Fund – Transfer of $403,673 to the General Fund to support dispatch costs.

Interfund Transfer by Fund

Fund	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
General	$5,279,300	$5,580,280	$5,671,055	$6,571,055	$5,865,300
Special Assessment Management	7,000	8,000	9,000	9,000	9,000
Public Safety Communications	197,000	160,000	131,000	131,000	180,000
Road	863,000	965,000	1,024,000	1,024,000	3,230,000
Telecom Registration/Licensing	1,493,000	479,000	487,000	487,000	476,000
Construction and Rental Housing	820,000	884,000	919,000	919,000	984,000
Solid Waste and Recycling	74,000	52,000	73,000	73,000	108,000
Community Development	123,000	105,000	93,000	93,000	127,000
Special Assessment Bond Debt	353,535	0	10,000	10,000	10,000
System Development Cap. Proj.	39,000	41,000	44,000	44,000	58,000
Special Assessments Cap. Proj.	610,291	0	20,000	20,000	20,000
Municipal Airport	520,000	603,000	605,000	605,000	632,000
Parking Services	1,502,755	1,064,425	1,087,350	1,087,350	1,119,350
Wastewater Utility	1,520,000	1,718,000	1,785,000	1,785,000	1,865,000
Stormwater Utility	1,086,000	1,154,000	1,111,000	1,111,000	1,351,000
Ambulance Transport	932,390	899,998	979,757	979,757	1,189,673
Information Systems and Services	299,000	339,000	402,000	402,000	364,000
Fleet Services	356,000	406,000	394,000	794,000	380,000
Facilities Services	433,000	421,000	477,000	477,000	507,000
Risk and Benefits	129,000	156,000	224,000	584,459	236,000
Professional Services	665,000	888,000	920,000	920,000	684,000
Total	$17,302,271	$15,923,703	$16,466,162	$18,126,621	$19,395,323

Interfund Transfers to Other Funds:	FY19 Adopted
From General Fund	
To General Capital Projects Fund	$3,269,300
To Fleet Services Fund	1,510,000
To Public Safety Communications Fund*	6,000
To Public Safety Communications Fund	300,000
To Transportation Capital Fund	30,000
To Ambulance Transport Fund	750,000
Subtotal	5,865,300
From Special Assessment Management Fund	
To General Fund*	9,000
Subtotal	9,000
From Public Safety Communications Fund	
To General Fund*	180,000
Subtotal	180,000
From Road Fund	
To General Fund*	985,000
To General Capital Projects Fund	135,000
To Transportation Capital Fund	2,110,000
Subtotal	3,230,000
From Telecom Registration/Licensing Fund	
To General Fund*	26,000
To General Fund	450,000
Subtotal	476,000
From Construction and Rental Housing Fund	
To General Fund*	984,000
Subtotal	984,000
From Solid Waste and Recycling Fund	
To General Fund*	108,000
Subtotal	108,000
From Community Development Fund	
To General Fund*	127,000
Subtotal	127,000
From Special Assessment Bond Fund	
To Special Assessment Management Fund	10,000
Subtotal	10,000
From System Development Capital Projects Fund	
To General Fund*	58,000
Subtotal	58,000
From Special Assessments Capital Projects Fund	
To Special Assessment Management Fund	20,000
Subtotal	20,000

*Interfund transfer is for the Central Services Allocation.

Interfund Transfers to Other Funds:	FY19 Adopted
From Municipal Airport Fund	
To General Fund*	$632,000
Subtotal	632,000
From Parking Services Fund	
To General Fund*	281,000
To General Fund	838,350
Subtotal	1,119,350
From Wastewater Utility Fund	
To General Fund*	1,730,000
To General Capital Projects Fund	135,000
Subtotal	1,865,000
From Stormwater Utility Fund	
To General Fund*	1,081,000
To General Capital Projects Fund	270,000
Subtotal	1,351,000
From Ambulance Transport Fund	
To General Fund*	786,000
To General Fund	403,673
Subtotal	1,189,673
From Information Systems and Services Fund	
To General Fund*	364,000
Subtotal	364,000
From Fleet Services Fund	
To General Fund*	380,000
Subtotal	380,000
From Facilities Services Fund	
To General Fund*	507,000
Subtotal	507,000
From Risk and Benefits Fund	
To General Fund*	236,000
Subtotal	236,000
From Professional Services Fund	
To General Fund*	684,000
Subtotal	684,000
TOTAL INTERFUND TRANSFERS TO OTHER FUNDS	**$19,395,323**

*Interfund transfer is for the Central Services Allocation.

Reserves are resources set aside for a future period. In the appropriation resolution, the line item for "Reserves" is not an expendable appropriation. Council resolution or ordinance is required to move funds out of reserves into an account for expenditure. In the FY19 Adopted Budget, overall reserves have increased by 6.2%.

An increase in the Library Local Option Levy Fund reserves is due to funds in Balance Available being set aside in a Reserve account for future spending.

An increase in the Municipal Airport Fund reserves is due to replenishing the reserves after the terminal expansion project was completed.

An increase in the Fleet Services Fund reserves is primarily due to extending the lifecycles for fleet vehicles, resulting in a reduction in annual vehicle replacement costs.

Fund	FY16* Adopted Budget	FY17* Adopted Budget	FY18* Adopted Budget	FY18 Budget 12/31/2017	FY19* Adopted Budget
General	$15,331,964	$12,193,023	$24,958,133	$21,917,457	$25,859,204
Special Assessment Management	50,000	50,000	50,000	50,000	50,000
Library Local Option Levy	0	168,000	376,372	376,372	1,341,670
Public Safety Communications	903,409	908,520	0	0	0
Telecom Registration/Licensing	340,907	302,847	592,847	592,847	496,847
Community Development	1,190,000	984,224	1,186,658	1,185,147	1,191,572
Library, Parks and Recreation	2,639,530	2,459,461	2,761,895	3,128,606	3,153,764
Special Assessment Bond Debt	56,718	58,521	62,538	65,645	61,995
General Capital Projects	566,560	26,560	26,560	26,560	26,560
Municipal Airport	2,610,001	1,387,902	139,025	139,025	3,835,436
Fleet Services	11,755,102	14,629,159	17,157,656	10,046,876	14,761,688
Information Systems and Services	755,599	1,364,919	1,617,024	1,317,024	1,686,947
Facilities Services	542,000	536,500	412,000	412,000	300,000
Risk and Benefits	6,703,895	6,813,473	6,961,697	7,030,554	7,121,362
Professional Services	2,225,204	1,576,066	388,512	388,512	319,250
Total	$45,670,889	$43,459,175	$56,690,917	$46,676,625	$60,206,295

* Includes Reserve for Encumbrance (RFE).

Special payments are comprised of interfund loans, loans to parties outside of the City and payments to other governmental agencies.

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.

Special Assessment Management Fund loans are for deferred sewer assessments (under both State and City deferral programs) and the City Street Subsidy Program.

Appropriations for special payments in the Community Development Fund are for loans made for purposes primarily related to property improvement programs and for Federal Housing and Urban Development pass-through grants to the Urban Renewal Agency for downtown development projects.

Fund	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
General	$430,071	$340,679	$700,000	$700,000	$700,000
Special Assessment Management	0	0	30,000	30,000	30,000
Telecom Registration/Licensing	0	0	0	0	120,000
Construction and Rental Housing	642,290	755,104	880,000	880,000	1,050,000
Community Development	2,681,703	2,283,165	7,651,061	8,565,697	8,795,847
Library, Parks and Recreation	16,000	60,000	86,872	88,923	102,844
Wastewater Utility	24,689,715	25,575,411	28,765,127	28,765,127	27,845,000
Stormwater Utility	350	300	15,000	15,000	15,000
Fleet Services	0	0	0	1,200,000	0
Facilities Services	0	0	0	0	750,000
Total	$28,460,129	$29,014,658	$38,128,060	$40,244,747	$39,408,691

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 five years.

Interfund loans are not contributions or transfers to the borrowing funds. They are used as a mechanism to ensure that sufficient cash is available in each fund to meet its obligations. 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 portion of the Non-Departmental Budget.

There is one new interfund loan in FY19. The Facilities Services Fund loaned $750,000 to the Parking Services Fund, to be fully repaid in five years. The Parking Services Fund will use the funding for various capital projects in City-owned parking structures, including addressing

elevator issues and recoating of first floor parking decks. 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. The loan repayment schedule is displayed on the following page.

On the FY18 First Supplemental Budget, City Council authorized an interfund loan in the amount of $1,200,000 from the Fleet Services Fund to the Telecommunications Registration/Licensing Fund, to be fully repaid in ten years. The Telecommunications Registration/Licensing Fund used the loan proceeds to purchase radios for the Police Department. The repayment schedule is displayed after the Fleet Services/Parking Services loan repayment schedule.

City of Eugene
Parking Capital Loan Repayment Schedule

Loan Amount:	$ 750,000
Loan Source:	Subfund 617: Atrium (Reporting Fund 615: Facilities Services)
Repayment Source:	Subfund 527: Off-Street Parking (Reporting Fund 520: Parking Services)
Repayment Schedule:	5 years
Interest Rate:	City's portfolio earnings rate

	Year 0 FY19	Year 1 FY20	Year 2 FY21	Year 3 FY22	Year 4 FY23	Year 5 FY24	Total
Loan amount in FY19	$ 750,000						
Loan Repayments							
Principal	$ -	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 750,000
Interest*	26,250	26,250	21,000	15,750	10,500	5,250	105,000
Total	$ 26,250	$ 176,250	$ 171,000	$ 165,750	$ 160,500	$ 155,250	$ 855,000

*Estimate of interest payments at 3.5% interest rate; the actual rate may vary and the Off-Street Parking Subfund will pay the actual rate.

City of Eugene
Police Radio Purchase Loan Repayment Schedule

Loan Amount: $ 1,200,000
Loan Source: Subfund 616: Fleet Replacement and Acquisition Fund (Reporting Fund 600: Fleet Services)
Repayment Source: Fund 135: Telecommunications Registration/Licensing Fund
Repayment Schedule: 10 years
Interest Rate: City's portfolio earnings rate

	FY18	Year 1 FY19	Year 2 FY20	Year 3 FY21	Year 4 FY22	Year 5 FY23	Year 6 FY24	Year 7 FY25	Year 8 FY26	Year 9 FY27	Year 10 FY28	Total
Loan Granted on FY18 SB#1 in Sept 2017	$ 1,200,000											
Loan Repayments												
Principal		$ 120,000	$ 120,000	$ 120,000	$ 120,000	$ 120,000	$ 120,000	$ 120,000	$ 120,000	$ 120,000	$ 120,000	$ 1,200,000
Interest*		24,000	21,600	19,200	16,800	14,400	12,000	9,600	7,200	4,800	2,400	132,000
Total		$ 144,000	$ 141,600	$ 139,200	$ 136,800	$ 134,400	$ 132,000	$ 129,600	$ 127,200	$ 124,800	$ 122,400	$ 1,332,000

*Estimate of interest payments at 2% interest rate; the actual rate may vary and the Telecom Fund will pay the actual rate.

The Unappropriated Ending Fund Balance (UEFB), authorized by ORS 294.398, allows cash to be set aside for the period between the beginning of the next fiscal year and late fall when sufficient property tax revenues are collected to finance expenditures. The property tax-supported funds may require this reserve. In these funds, expenditures may exceed revenues received between July 1 and the first property tax receipts in November. Once the UEFB has been adopted as a part of the budget, Oregon Budget Law stipulates that it cannot be decreased – it cannot be spent in the current budget year unless there is a revenue shortfall or a catastrophic emergency. The UEFB represents an estimate of the unexpended resources that will be carried over to the next fiscal year.

In July 1997, the City Council adopted a policy which requires the UEFB to be budgeted at a level equivalent to two months' of operating expenditures in the Main Subfund of the General Fund.

Fund	FY16 Adopted Budget	FY17 Adopted Budget	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget
General	$23,040,000	$23,930,000	$25,330,000	$25,330,000	$25,990,000
Total	$23,040,000	$23,930,000	$25,330,000	$25,330,000	$25,990,000

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.

Fund	Debt Service	Contingency	Transfers	Unappropriated Ending Fund Balancing (UEFB)	Reserves	Balance Available	Special Payments	TOTAL
General	$0	$12,000	$5,865,300	$25,990,000	$25,859,204	$0	$700,000	**$58,426,504**
Special Assessment and Management	0	0	9,000	0	50,000	1,061,261	30,000	**1,150,261**
Library Local Option Levy	0	0	0	0	1,341,670	0	0	**1,341,670**
Parks and Recreation Local Option Levy	0	0	0	0	0	547,000	0	**547,000**
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**
Telecom Registration / Licensing	42,000	0	476,000	0	496,847	3,323,804	120,000	**4,458,651**
Construction and Rental Housing	0	0	984,000	0	0	4,217,091	1,050,000	**6,251,091**
Solid Waste and Recycling	0	0	108,000	0	0	512,167	0	**620,167**
Community Development	373,395	0	127,000	0	1,191,572	250,000	8,795,847	**10,737,814**
Library, Parks and Recreation	0	0	0	0	3,153,764	1,083,723	102,844	**4,340,331**
General Obligation Debt Service	13,687,225	0	0	0	0	0	0	**13,687,225**
Special Assessment Bond Debt	225,000	0	10,000	0	61,995	0	0	**296,995**
General Capital Projects	380,000	0	0	0	26,560	4,378,821	0	**4,785,381**
System Development Capital Projects	0	0	58,000	0	0	11,140,070	0	**11,198,070**
Transportation Capital Projects	30,000	0	0	0	0	1,286,845	0	**1,316,845**
Special Assessments Capital Projects	0	0	20,000	0	0	1,306,886	0	**1,326,886**
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**
Wastewater Utility	0	0	1,865,000	0	0	163,586	27,845,000	**29,873,586**
Stormwater Utility	0	0	1,351,000	0	0	4,901,102	15,000	**6,267,102**
Ambulance Transport	0	0	1,189,673	0	0	648,091	0	**1,837,764**
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**
Facilities Services	0	0	507,000	0	300,000	2,128,806	750,000	**3,685,806**
Risk and Benefits	6,999,400	0	236,000	0	7,121,362	8,414,780	0	**22,771,542**
Professional Services	0	0	684,000	0	319,250	22,693	0	**1,025,943**
TOTAL	**$21,763,270**	**$12,000**	**$19,395,323**	**$25,990,000**	**$60,206,295**	**$57,878,065**	**$39,408,691**	**$224,653,644**

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COUNCIL RESOLUTION NO. 5235

A RESOLUTION ADOPTING THE BUDGET; MAKING APPROPRIATIONS AND DETERMINING, LEVYING AND CATEGORIZING THE ANNUAL AD VALOREM PROPERTY TAX LEVY FOR THE CITY OF EUGENE FOR THE FISCAL YEAR BEGINNING JULY 1, 2018, AND ENDING JUNE 30, 2019.

PASSED: 8:0

REJECTED:

OPPOSED:

ABSENT:

CONSIDERED: June 18, 2018

Eugene

RESOLUTION NO. 5235

A RESOLUTION ADOPTING THE BUDGET, MAKING APPROPRIATIONS, AND DETERMINING, LEVYING AND CATEGORIZING THE ANNUAL AD VALOREM PROPERTY TAX LEVY FOR THE CITY OF EUGENE FOR THE FISCAL YEAR BEGINNING JULY 1, 2018, AND ENDING JUNE 30, 2019

The City Council of the City of Eugene finds that Adopting the Budget, Authorizing the Interfund Loan, and Making Appropriations is necessary under ORS 294.305 to 294.565.

NOW, THEREFORE,

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

Section 1. That the budget for the City of Eugene, Oregon, for the fiscal year commencing July 1, 2018 and ending June 30, 2019, as set forth in attached Exhibit A, and the interfund loan as set forth in Exhibit B, are hereby adopted.

Section 2. That the City Council of the City of Eugene, Oregon makes appropriations for the purposes as set forth in attached Exhibit A.

Section 3. That a total levy in the amount of $7.0058 per $1,000 of Assessed Value be made against all taxable property within the City of Eugene in general, a Library Local Option Levy of $2,700,000, a Parks and Recreation Operations and Maintenance Local Option Levy of $3,150,000 and a Bonded Debt Levy of $14,157,202 for the purpose of deriving funds necessary to carry on the different programs and to meet the expenses of the government of the City of Eugene for the fiscal year beginning July 1, 2018 and ending June 30, 2019; and to create and provide sinking funds and interest funds for the various outstanding bonds and obligations of the City.

Section 4. That the following allocation and categorization subject to the limits of section 11b, Article XI of the Oregon Constitution constitute the above levy:

	Subject to the General Government Limitation	Excluded from the Limitation
General Fund	$7.0058 per $1,000 of Assessed Value	$0
Library Local Option Levy Fund	$2,700,000	$0
Parks and Recreation Operations and Maintenance Local Option Levy Fund	$3,150,000	$0
Bonded Debt Fund	$0	$14,157,202

Section 5. That the Finance Director of the City of Eugene is hereby requested to certify the levies as herein made and set forth to the County Assessor of Lane County, Oregon, and shall file with the Lane County Assessor and the Lane County Clerk a copy of the adopted budget for Fiscal Year 2018-2019, and such other documents as required by ORS 294.458.

Section 6. That the list of fund numbers and fund titles set forth in attached Exhibit C is hereby adopted, and any fund numbers and fund titles in conflict herewith are hereby repealed.

The foregoing Resolution adopted this 18th day of June, 2018.

Deputy **City Recorder**

EXHIBIT A

City of Eugene
Expenditure Appropriations by Fund

General Fund	$
Department Operating	
Central Services	26,047,835
Fire and Emergency Medical Services	30,777,064
Library, Recreation and Cultural Services	31,123,351
Planning and Development	7,723,477
Police	55,144,120
Public Works	6,492,151
Total Department Operating	157,307,998
Non-Departmental	
Interfund Transfers	5,865,300
Special Payments	700,000
Contingency	12,000
Reserve*	25,859,204
Unappropriated Ending Fund Balance*	25,990,000
Total Non-Departmental	58,426,504
Total General Fund	**215,734,502**
Special Assessment Management Fund	
Department Operating	
Central Services	104,728
Total Department Operating	104,728
Non-Departmental	
Interfund Transfers	9,000
Special Payments	30,000
Reserve*	50,000
Balance Available*	1,061,261
Total Non-Departmental	1,150,261
Total Special Assessment Management Fund	**1,254,989**
Library Local Option Levy Fund	
Department Operating	
Library, Recreation and Cultural Services	2,417,582
Total Department Operating	2,417,582
Non-Departmental	
Reserve*	1,341,670
Total Non-Departmental	1,341,670
Total Library Local Option Levy Fund	**3,759,252**
Parks and Recreation Local Option Levy Fund	
Department Operating	
Police	430,000
Public Works	2,000,000
Total Department Operating	2,430,000
Non-Departmental	
Balance Available*	547,000
Total Non-Departmental	547,000
Total Parks and Recreation Local Option Levy Fund	**2,977,000**

Road Fund	$
Department Operating	
Public Works	14,694,473
Total Department Operating	14,694,473
Non-Departmental	
Interfund Transfers	3,230,000
Balance Available*	662,401
Total Non-Departmental	3,892,401
Total Road Fund	**18,586,874**
Public Safety Communications Fund	
Department Operating	
Police	2,219,619
Total Department Operating	2,219,619
Non-Departmental	
Interfund Transfers	180,000
Balance Available*	1,504,690
Total Non-Departmental	1,684,690
Total Public Safety Communications Fund	**3,904,309**
Telecommunications Registration/Licensing Fund	
Department Operating	
Central Services	3,308,520
Total Department Operating	3,308,520
Non-Departmental	
Debt Service	42,000
Interfund Transfers	476,000
Special Payments	120,000
Reserve*	496,847
Balance Available*	3,323,804
Total Non-Departmental	4,458,651
Total Telecommunications Registration/Licensing Fund	**7,767,171**
Construction and Rental Housing Fund	
Department Operating	
Fire and Emergency Medical Services	340,239
Planning and Development	7,810,918
Public Works	481,074
Total Department Operating	8,632,231
Non-Departmental	
Interfund Transfers	984,000
Special Payments	1,050,000
Balance Available*	4,217,091
Total Non-Departmental	6,251,091
Total Construction and Rental Housing Fund	**14,883,322**

Solid Waste and Recycling Fund	$
Department Operating	
Planning and Development	1,111,696
Total Department Operating	1,111,696
Non-Departmental	
Interfund Transfers	108,000
Balance Available*	512,167
Total Non-Departmental	620,167
Total Solid Waste and Recycling Fund	**1,731,863**
Community Development Fund	
Department Operating	
Planning and Development	3,244,642
Total Department Operating	3,244,642
Total Capital Projects	730,256
Non-Departmental	
Debt Service	373,395
Interfund Transfers	127,000
Special Payments	8,795,847
Reserve*	1,191,572
Balance Available*	250,000
Total Non-Departmental	10,737,814
Total Community Development Fund	**14,712,712**
Library, Parks and Recreation Fund	
Department Operating	
Library, Recreation and Cultural Services	377,000
Total Department Operating	377,000
Total Capital Projects	731,036
Non-Departmental	
Special Payments	102,844
Reserve*	3,153,764
Balance Available*	1,083,723
Total Non-Departmental	4,340,331
Total Library, Parks and Recreation Fund	**5,448,367**
General Obligation Debt Service Fund	
Non-Departmental	
Debt Service	13,687,225
Total Non-Departmental	13,687,225
Total General Obligation Debt Service Fund	**13,687,225**
Special Assessment Bond Debt Fund	
Non-Departmental	
Debt Service	225,000
Interfund Transfers	10,000
Reserve*	61,995
Total Non-Departmental	296,995
Total Special Assessment Bond Debt Fund	**296,995**

General Capital Projects Fund	$
Department Operating	
Library, Recreation and Cultural Services	20,000
Total Department Operating	20,000
Total Capital Projects	35,297,817
Non-Departmental	
Debt Service	380,000
Reserve*	26,560
Balance Available*	4,378,821
Total Non-Departmental	4,785,381
Total General Capital Projects Fund	**40,103,198**
Systems Development Capital Projects Fund	
Department Operating	
Planning and Development	166,511
Public Works	506,821
Total Department Operating	673,332
Total Capital Projects	24,075,272
Non-Departmental	
Interfund Transfers	58,000
Balance Available*	11,140,070
Total Non-Departmental	11,198,070
Total Systems Development Capital Projects Fund	**35,946,674**
Transportation Capital Projects Fund	
Total Capital Projects	50,589,857
Non-Departmental	
Debt Service	30,000
Balance Available*	1,286,845
Total Non-Departmental	1,316,845
Total Transportation Capital Projects Fund	**51,906,702**
Special Assessments Capital Projects Fund	
Non-Departmental	
Interfund Transfers	20,000
Balance Available*	1,306,886
Total Non-Departmental	1,326,886
Total Special Assessments Capital Projects Fund	**1,326,886**

Municipal Airport Fund	$
Department Operating	
Fire and Emergency Medical Services	1,235,585
Police	709,000
Public Works	8,822,783
Total Department Operating	10,767,368
Total Capital Projects	16,417,223
Non-Departmental	
Interfund Transfers	632,000
Reserve*	3,835,436
Balance Available*	7,383,198
Total Non-Departmental	11,850,634
Total Municipal Airport Fund	**39,035,225**
Parking Services Fund	
Department Operating	
Central Services	395,512
Planning and Development	6,293,570
Public Works	90,061
Total Department Operating	6,779,143
Total Capital Projects	1,720,633
Non-Departmental	
Debt Service	26,250
Interfund Transfers	1,119,350
Balance Available*	1,158,129
Total Non-Departmental	2,303,729
Total Parking Services Fund	**10,803,505**
Wastewater Utility Fund	
Department Operating	
Public Works	24,932,977
Total Department Operating	24,932,977
Total Capital Projects	7,457,812
Non-Departmental	
Interfund Transfers	1,865,000
Special Payments	27,845,000
Balance Available*	163,586
Total Non-Departmental	29,873,586
Total Wastewater Utility Fund	**62,264,375**
Stormwater Utility Fund	
Department Operating	
Public Works	16,574,573
Total Department Operating	16,574,573
Total Capital Projects	8,217,835
Non-Departmental	
Interfund Transfers	1,351,000
Special Payments	15,000
Balance Available*	4,901,102
Total Non-Departmental	6,267,102
Total Stormwater Utility Fund	**31,059,510**

Ambulance Transport Fund	$
Department Operating	
Fire and Emergency Medical Services	9,603,371
Total Department Operating	9,603,371
Non-Departmental	
Interfund Transfers	1,189,673
Balance Available*	648,091
Total Non-Departmental	1,837,764
Total Ambulance Transport Fund	**11,441,135**

Fleet Services Fund	
Department Operating	
Public Works	16,401,757
Total Department Operating	16,401,757
Non-Departmental	
Interfund Transfers	380,000
Reserve*	14,761,688
Balance Available*	729,562
Total Non-Departmental	15,871,250
Total Fleet Services Fund	**32,273,007**

Information Systems and Services Fund	
Department Operating	
Central Services	13,015,741
Total Department Operating	13,015,741
Non-Departmental	
Interfund Transfers	364,000
Reserve*	1,686,947
Balance Available*	1,053,359
Total Non-Departmental	3,104,306
Total Information Systems and Services Fund	**16,120,047**

Facilities Services Fund	
Department Operating	
Central Services	10,329,448
Planning and Development	518,118
Total Department Operating	10,847,566
Total Capital Projects	752,567
Non-Departmental	
Interfund Transfers	507,000
Special Payments	750,000
Reserve*	300,000
Balance Available*	2,128,806
Total Non-Departmental	3,685,806
Total Facilities Services Fund	**15,285,939**

Risk and Benefits Fund	$
Department Operating	
Central Services	39,378,122
Total Department Operating	39,378,122
Non-Departmental	
Debt Service	6,999,400
Interfund Transfers	236,000
Reserve*	7,121,362
Balance Available*	8,414,780
Total Non-Departmental	22,771,542
Total Risk and Benefits Fund	**62,149,664**
Professional Services Fund	
Department Operating	
Public Works	6,747,126
Total Department Operating	6,747,126
Non-Departmental	
Interfund Transfers	684,000
Reserve*	319,250
Balance Available*	22,693
Total Non-Departmental	1,025,943
Total Professional Services Fund	**7,773,069**
Total Resolution	**722,233,517**

* Reserve, Balance Available, and Unappropriated Ending Fund Balance amounts are not appropriated for spending and are shown for informational purposes only.

EXHIBIT B

City of Eugene
Parking Capital Loan Repayment Schedule

Loan Amount:	$ 750,000
Loan Source:	Subfund 617: Atrium (Reporting Fund 615: Facilities Services)
Repayment Source:	Subfund 527: Off-Street Parking (Reporting Fund 520: Parking Services)
Repayment Schedule:	5 Years
Interest Rate:	City's portfolio earnings rate

	Year 0 FY19	Year 1 FY20	Year 2 FY21	Year 3 FY22	Year 4 FY23	Year 5 FY24	Totals
Loan amount in FY19	$ 750,000						
Loan Repayments							
Principal	$ -	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 750,000
Interest*	$ 26,250	$ 26,250	$ 21,000	$ 15,750	$ 10,500	$ 5,250	$ 105,000
Totals	$ 26,250	$ 176,250	$ 171,000	$ 165,750	$ 160,500	$ 155,250	$ 855,000

*Estimate of interest payments at 3.5% interest rate; the actual rate may vary and the Off-Street Parking Subfund will pay the actual rate.

EXHIBIT C

City of Eugene
Fund Names

Reporting Fund*	Managing Fund	Fund Title
010	(011, 031, 041)	General Fund Reporting Fund
	011	General Fund Main Subfund
	031	Cultural Services Fund
	041	Equipment Replacement Fund
110	(114 - 117)	Special Assessment Management Reporting Fund
	114	Local Improvement Assistance Fund
	115	Assessment Management Fund
	117	City Sewer Deferral Fund
111	111	Library Local Option Levy Fund
112	112	Parks and Recreation Local Option Levy Fund
131	131	Road Fund
130	(132 - 134)	Public Safety Communications Reporting Fund
	132	Public Safety Answering Point Fund
	134	Regional Radio System Fund
135	135	Telecommunications Registration/Licensing Fund
150	(151-152)	Construction and Rental Housing Reporting Fund
	151	Construction Permits Fund
	152	Rental Housing Program Fund
155	155	Solid Waste and Recycling Fund
170	(171 - 178)	Community Development Reporting Fund
	171	Community Development Block Grant Fund
	172	CDBG-108/Brownfields Economic Development Initiative Fund
	174	Historic Preservation Loan Fund
	175	Low-Income Housing Fund
	176	Community Revitalization Loan Fund
	177	CDBG Loan Program Revolving Fund
	178	HOME Fund
180	(181 - 187)	Library, Parks and Recreation Reporting Fund
	181	Library Miscellaneous Trust Fund
	183	Art Loan Program Fund
	185	Parks and Recreation Miscellaneous Trust Fund
	186	Hayes Trust Fund
	187	Parks Maintenance Fund
211	211	General Obligation Debt Service Fund
250	(251 - 278)	Special Assessment Bond Debt Reporting Fund
	251	In-City Assessment Bond Reserve Fund
	278	Special Assessment Bonds, Series 2011 Fund
310	(311 - 324)	General Capital Projects Reporting Fund
	311	General Capital Projects Fund
	314	Housing Capital Projects Fund
	319	Public Art Fund
	321	Parks/Open Space Capital Project Fund
	323	City Hall Complex Fund
	324	2006 PROS Bond Projects Fund
	325	2018 Parks and Recreation Bond Projects Fund

* City of Eugene appropriates and reports to these combined funds.

City of Eugene
Fund Names

Reporting Fund*	Managing Fund	Fund Title
330	(332 - 336)	Systems Development Capital Projects Reporting Fund
	332	Systems Development Capital Administration Fund
	333	Transportation Systems Development Capital Projects Fund
	334	Wastewater Systems Development Capital Projects Fund
	335	Stormwater Systems Development Capital Projects Fund
	336	Parks Systems Development Capital Projects Fund
340	(341 - 344)	Transportation Capital Projects Reporting Fund
	341	Road General Capital Fund
	342	Pavement Preservation Program Fund
	344	2012 Street Bonds Fund
	345	2017 Street Bond Fund
350	(351 - 352)	Special Assessments Capital Projects Reporting Fund
	351	Special Assessments Capital Fund
	352	Delayed Assessments Fund
510	(511 - 512)	Municipal Airport Reporting Fund
	511	Airport Fund
	512	Airport Construction Fund
520	(525 - 527)	Parking Services Reporting Fund
	525	On-Street Parking Fund
	527	Off-Street Parking Fund
530	(532 - 534)	Wastewater Utility Reporting Fund
	532	Wastewater Utility - Capital Fund
	533	Wastewater Utility - Treatment Fund
	534	Wastewater Utility - Collection Fund
539	(531, 535, 536)	Stormwater Utility Reporting Fund
	531	Stormwater Utility - Capital Fund
	535	Stormwater Utility - Operation Fund
	536	Wetlands Mitigation Bank Fund
592	592	Ambulance Transport Fund
600	(616, 619)	Fleet Services Reporting Fund
	616	Fleet Replacement and Acquisition Fund
	619	Fleet Operations Fund
610	(611 - 613)	Information Systems and Services Reporting Fund
	611	Information Systems and Services Fund
	612	Public Safety Information Systems Fund
	613	Central Business Software Fund
615	(617, 618, 635)	Facilities Services Reporting Fund
	617	Atrium Fund
	618	Facilities Maintenance Fund
	635	Facilities Professional Services Fund
620	(622 - 625)	Risk and Benefits Reporting Fund
	622	Risk Management Fund
	623	Employee Health and Benefits Fund
	624	Pension Bond Fund
	625	Other Post Employment Benefits (OPEB) Fund
630	(631)	Professional Services Fund

* City of Eugene appropriates and reports to these combined funds.

COUNCIL RESOLUTION NO. 5234

A RESOLUTION CERTIFYING THAT THE CITY OF EUGENE PROVIDES THE MUNICIPAL SERVICES REQUIRED BY OREGON REVISED STATUTES SECTION 221.760 IN ORDER TO RECEIVE STATE SHARED REVENUES.

PASSED: 8:0

REJECTED:

OPPOSED:

ABSENT:

CONSIDERED: June 18, 2018

Eugene

RESOLUTION NO. 5234

A RESOLUTION CERTIFYING THAT THE CITY OF EUGENE PROVIDES THE MUNICIPAL SERVICES REQUIRED BY OREGON REVISED STATUTES SECTION 221.760 IN ORDER TO RECEIVE STATE SHARED REVENUES

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

Section 1. The City of Eugene, Oregon, recognizes the desirability of assisting the State officer responsible for determining the eligibility of cities to receive State Shared Revenues under Oregon Revised Statutes Sections 323.455, 366.785 to 366.820 and 471.805.

Section 2. The City of Eugene, Oregon, declares its eligibility to receive such funds as a city located within a county having more than 100,000 inhabitants according to the most recent federal decennial census that provides four or more of the following municipal services, as required by Oregon Revised Statutes Subsection 221.760(1):

(a) Police protection.

(b) Fire protection.

(c) Street construction, maintenance, and lighting.

(d) Sanitary sewers.

(e) Storm sewers.

(f) Planning, zoning and subdivision control.

The foregoing Resolution adopted the 18th day of June, 2018.

Deputy **City Recorder**

COUNCIL RESOLUTION NO. 5233

A RESOLUTION ELECTING TO RECEIVE STATE REVENUE SHARING FUNDS PURSUANT TO SECTION 221.770 OF OREGON REVISED STATUTES.

PASSED: 8:0

REJECTED:

OPPOSED:

ABSENT:

CONSIDERED: June 18, 2018

Eugene

RESOLUTION NO. 5233

A RESOLUTION ELECTING TO RECEIVE STATE REVENUE SHARING FUNDS PURSUANT TO SECTION 221.770 OF OREGON REVISED STATUTES

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

Section 1. The City of Eugene, Oregon, for the fiscal year starting July 1, 2018, and ending June 30, 2019, elects to receive distribution of funds from State Revenue Sharing pursuant to Oregon Revised Statutes Section 221.770.

Section 2. The Finance Director of the City of Eugene is hereby requested to file a copy of this Resolution with the Department of Administrative Services of the State of Oregon as prescribed by Oregon Revised Statutes Section 221.770.

The foregoing Resolution adopted the 18th day of June, 2018.

Deputy **City Recorder**

FY19 Budget Committee Meeting Notice

City of Eugene and Eugene Urban Renewal Agency Budget Committee Meetings Notice

The City of Eugene and Eugene Urban Renewal Agency Budget Committee is preparing to review the proposed budget for fiscal year 2018-2019 (FY19) and to provide its recommendations on the budget to the City Council. The Budget Committee wants your help in setting funding priorities for our community. Please join the Budget Committee at its upcoming meetings to learn more and to speak about your priorities.

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.

Budget Committee Public Comment and Deliberation on FY19 Proposed City 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.

Budget Committee Public Comment and Deliberation on FY19 Proposed URA Budget
This meeting includes presentations on infrastructure and public safety.
Wednesday, May 23, 2018 • 5:30 p.m.

Budget Committee Public Hearing, Deliberation and Action on FY19 Proposed Budget
Wednesday, May 30, 2018 • 5:30 p.m.

All meetings will be held in the Eugene Downtown Public Library Bascom-Tykeson Room, 100 West 10th Avenue.

How You Can Get Involved

Members of the public are encouraged to express their views on the FY19 Proposed Budget. Public testimony will be taken at 5:30 pm at the May 16 Budget Committee meeting, at 5:30 p.m. at the May 23 Budget Committee meeting and at 5:30 p.m. at the May 30 Budget Committee meeting. Public testimony can also be submitted by sending a written statement to the Budget Committee or City Council, c/o City of Eugene Finance Division, 100 W. 10th Ave. Ste. 400, Eugene, Oregon, 97401; submit a written statement at the meeting or public hearing; or via the Budget Committee contact form at www.eugene-or.gov/budget. At the bottom of the webpage, click the "Contact the Budget Committee" button.

How to Get More Information

The FY19 Proposed Budget is available on the City of Eugene website at www.eugene-or.gov/budget starting on Friday, April 27, 2018. Hard copies of the FY19 Proposed Budget are available for public review at the City of Eugene Finance Division (100 W 10th Avenue, Suite 400, Eugene, Oregon 97401), Downtown Public Library reference desk (100 W 10th Avenue, 2nd floor, Eugene, Oregon 97401), and at the City Manager's Office (Lane County Public Service Building, 125 E 8th Avenue, Eugene, Oregon 97401), starting on Friday, April 27, 2018. Budget Committee meeting materials and webcasts are available at www.eugene-or.gov/budget by selecting the "Budget Meeting Materials" link. Please contact the City of Eugene Finance Division at 541-682-5512 if you have any questions or need additional information.

This notice was published on Friday, April 27, 2018 on the City of Eugene's website, and may be viewed at https://www.eugene-or.gov/DocumentCenter/View/40192

Published on May 3, 2018 in the Eugene Weekly newspaper.

FY19 Budget Committee Meeting Notice

City of Eugene
and Eugene Urban Renewal Agency
Budget Committee Meetings Notice

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This notice was published on Friday, April 27, 2018 on the City of Eugene's website, and may be viewed at https://www.eugene-or.gov/DocumentCenter/View/40192

Eugene

7237019M02

Published on May 2, 2018 in the Eugene Register-Guard newspaper and posted for over ten days on the City of Eugene website per ORS 294.426(5)(b).

FY19 City Council Public Hearing and Financial Summary Notice

Notice of the City of Eugene
Public Hearing on the Recommended FY19 Budget
Monday, June 18, 2018, 7:30 p.m.
Harris Hall, Lane County Public Service Building
125 E 8th Avenue, Eugene OR 97401

The purpose of this public hearing is to receive public comment on the Fiscal Year 2018/2019 (FY19) Budget for the City of Eugene. The fiscal year begins July 1, 2018 and ends June 30, 2019. The public hearing will be held to receive citizen comments on the proposed uses of City funds. Immediately after the public hearing, the City Council is scheduled to take action on the resolutions adopting the FY19 Budget.

The total budget recommended by the Eugene Budget Committee for FY19 is $722,233,517. This includes $92,975,246 in capital carryover and $10,355,214 in prior year encumbrances, as authorized by the Budget Committee. It also includes $14,077,000 related to the parks and recreation bond (Ballot Measure 20-289) and levy (Ballot Measure 20-288) as approved by the voters in the May 15, 2018 election.

At this meeting, pursuant to ORS 221.770, a public hearing will be held to take public testimony on the proposed uses of State Revenue Sharing Funds in the amount of $1,860,000. These uses include police protection, fire protection, planning, zoning and subdivision control.

The FY19 budget was prepared using a basis of accounting consistent with the preceding fiscal year.

City of Eugene
2018-19 Recommended Budget Summary - All Funds

	FY17 Last Year's Actual	FY18 This Year's Budget as of 12/31/2017	FY19 Next Year's Rec'm Budget
RESOURCES			
Beginning Fund Balance	$210,327,225	$225,938,721	$261,949,917
Revenues			
Property Taxes	$111,573,110	$114,175,331	$121,850,556
Other Taxes	19,160,687	19,264,000	19,440,000
Licenses and Permits	18,366,337	17,254,558	19,076,016
Intergovernmental	26,720,818	57,902,293	30,411,170
Rental	3,466,233	3,140,799	2,932,979
Charges for Services	192,603,026	210,085,820	207,774,063
Fines and Forfeitures	3,191,105	3,376,100	3,279,275
Miscellaneous Revenues	7,690,496	6,429,669	13,263,448
Other Financing Sources	11,189,723	20,664,619	22,860,770
Interfund Transfers	15,923,703	18,126,621	19,395,323
Current Resources other than Property Taxes	298,312,128	356,244,479	338,433,044
Total Revenues	$409,885,238	$470,419,810	$460,283,600
Total Resources	$620,212,463	$696,358,531	$722,233,517
REQUIREMENTS			
Departmental Operating			
Personnel Services	$172,416,521	$196,491,357	$201,611,340
Materials and Services	118,067,454	145,218,894	137,640,148
Capital Outlay	6,883,789	16,612,383	12,338,077
Total Departmental Operating	$297,367,764	$358,322,634	$351,589,565
Capital	$31,761,820	$120,455,796	$145,990,308
Non-Departmental			
Debt Service	$20,205,797	$21,195,714	$21,763,270
Interfund Transfers	15,923,703	18,126,621	19,395,323
Special Payments	29,014,658	40,244,747	39,408,691
Contingency/Reserves*	0	46,676,625	60,218,295
Ending Fund Balance* (FY17) or UEFB/Balance Available* (FY18, FY19)	225,938,721	91,336,394	83,868,065
Total Non-Departmental	$291,082,879	$217,580,101	$224,653,644
Total Requirements	$620,212,463	$696,358,531	$722,233,517
Number of Budgeted FTE	1,473.99	1,489.79	1,512.74

* Funds that are not appropriated for spending. Total FY17 budgeted reserves and contingencies as of June 30, 2017 were $54,936,819.

City of Eugene
Operating Budget Summary by Department

The City of Eugene Budget Committee recommended a department operating budget in the amount of $351,589,565 for Fiscal Year 2018-2019 (FY19). This is a 2.3% increase from the FY18 adopted operating budget and a 1.9% decrease from the FY18 operating budget as of December 31, 2017.

Department	FY17 Last Year's Actual	FY18 This Year's Budget as of 12/31/2017	FY19 Next Year's Rec'm Budget
Central Services	$77,214,285	$97,641,887	$92,579,906
Fire and EMS	38,109,537	42,681,971	41,956,259
Library, Recreation and Cultural Services	30,246,079	35,564,934	33,937,933
Planning and Development	20,069,111	28,952,901	26,868,932
Police	54,023,436	57,270,395	58,502,739
Public Works	77,705,317	96,210,546	97,743,796
Total Operating	$297,367,764	$358,322,634	$351,589,565

The following is a summary of the Full Time Equivalents (FTE) by department.

Department FTE			
Central Services	220.75	223.55	225.65
Fire and EMS	206.00	206.00	206.00
Library, Recreation and Cultural Services	196.08	196.08	196.58
Planning and Development	99.65	107.65	113.00
Police	328.16	328.16	330.16
Public Works	423.35	428.35	441.35
Total Budgeted FTE	1,473.99	1,489.79	1,512.74

Changes made in FY18 since the adopted budget as of 7/1/2017 includes an increase of 2.00 FTE: Facility Management added 1.00 FTE for a custodian in the Facilities Services Fund, and Engineering added 1.00 FTE for an associate planner in the Road Fund.

The FY19 Proposed Budget as presented to the Budget Committee on May 9, 2018 includes 13.95 additional FTE as compared to the FY18 Authorized Budget as of 12/31/2017. The additional FTE by department include the following:

Total	0.00	$2,355,000

* See corresponding Other Funds proposed changes for additional changes.

FY19 Proposed Budget Changes- Other Funds

	FTE	Amount
Road Fund (Fund 131)		
State Highway Trust Fund (revenue increase)	0.00	$2,000,000
Transfer to Transportation Capital Projects Fund (Fund 340) for Railroad Quiet Zone (RRQZ)	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	2.00	275,000
Sidewalk Maintenance Program	0.00	237,000
Enhanced Street Repair Program	0.00	175,000
Urban Forestry Maintenance	0.00	150,000
Urban Forestry Sidewalk Repair and Geographic Information System (GIS) Support	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)	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 *	0.00	300,000
Reduction in Fire Dispatch Revenue (revenue reduction) *	0.00	100,000
Construction and Rental Housing Fund (Fund 150)		
Permitting Systems Redevelopment Funding	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 *	0.50	56,000
Transportation Capital Projects (Fund 340)		
Railroad Quiet Zone (funded by a transfer from Fund 131)	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 *	1.74	300,000
Operations Supervisor	1.00	130,000
Airport Worker	1.00	75,000
Parking Services Fund (Fund 520)		
Parking Capital Improvements (funded by a loan from Fund 615)	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)	0.00	15,000
Wastewater Utility Fund (Fund 530)		
Roosevelt Yard Infrastructure (partially funded by Funds 131, 539 and 600)	0.00	37,000
Roosevelt Yard Redundant Fiber Line (partially funded by Funds 131, 539 and 600)	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 *	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)		
Applications System 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

* See corresponding General Fund proposed changes for additional changes.

The Budget Committee recommended to the Eugene City Council the FY19 Budget for the City of Eugene that consists of the City Manager's Proposed FY19 Budget that has been modified to implement the parks and recreation bond (Ballot Measure 20-289) and levy (Ballot Measure 20-288) approved in the May 15, 2018 election, with the following amendments:

- Move to recommend that the City Council allocate $500,000 in one-time funding for Community Justice initiatives, including support for the 911 Communications Center. Funds to come from the Reserve for Revenue Shortfall. Allocate an additional $250,000 on the December Supplemental Budget, with funding to come from Marginal Beginning Working Capital (MBWC) after the capital transfer and any other prearranged expenditures.
- Move to recommend that the City Council allocate $100,000 in one-time funding to extend the downtown operations program through spring 2019. Funding should be allocated towards Eugene Ambassadors and programming. Funds to come from the Reserve for Revenue Shortfall.
- The following motion was made by Councilor Clark after the discussion and vote on the previous motion regarding the allocation of one-time funding to extend downtown operations program through spring 2019: "red hats" is another term for the downtown guides employed by DEI: Move to recommend that the City Council allocate $75,000 to red hats and/or security personnel at the City Manager's discretion. Funding to come from the RRSF.
- Move to recommend that the City Council allocate $60,000 in one-time funding to support the expanded car camping program. Funds to come from the Reserve for Revenue Shortfall.
- Move to recommend that the City Council allocate one-time funding in the

Public Works, 6.00 FTE
- 2.00 FTE Highway Operations and Maintenance Workers
- 1.00 FTE Airport Worker
- 1.00 FTE Airport Operations Supervisor
- 1.00 FTE Green Infrastructure Park Specialist
- 1.00 FTE Transportation System Plan-Associate Engineering Technician

Planning and Development, 5.35 FTE
- 1.00 FTE Waste Prevention Analyst
- 1.00 FTE Parking Officer
- 1.00 FTE Associate Planner
- 1.00 FTE Community Programs Analyst
- 0.50 FTE Economic Development and Job Creation Analyst
- 0.30 FTE Waste Prevention Program Coordinator
- 0.30 FTE Finance Manager - Parking
- 0.25 FTE Business License Program Coordinator

Central Services, 2.10 FTE
- 1.00 FTE Benefits and Risk Analyst
- 1.00 FTE Application Systems Analyst
- 0.10 FTE Police Auditor Community Engagement and Translation Specialist

Library, Recreation and Cultural Services, 0.50 FTE
- 0.50 FTE Recreation Program Supervisor

Due to the passage of the parks and recreation bond (Ballot Measure 20-289) and levy (Ballot Measure 20-288) approved in the May 15, 2018 election, 9.00 FTE will be added. The additional FTE by department include the following:

Public Works, 7.00 FTE
- 5.00 FTE Park Specialists
- 2.00 FTE Park Ambassadors

Eugene Police Department, 2.00 FTE
- 2.00 FTE Police Officers

Major Programs

The Central Services Department provides business management and support services to the City organization and the public. It provides information management, financial management, civic leadership and collaboration services, human rights and neighborhood involvement services, legal services, facilities management, human resource and risk management, municipal court, and prosecution services. Funding comes from the General, Special Assessment Management, Telecommunications Registration/Licensing, Parking Services, Information Systems and Services, Facilities Services, and Risk and Benefits funds.

The Fire and Emergency Medical Services Department provides fire prevention, safety education, emergency medical services, ambulance transport, and fire suppression services. This department is supported by the General, Construction and Rental Housing, Municipal Airport, and Ambulance Transport funds.

The Library, Recreation and Cultural Services Department provides cultural services, aquatics, athletics, adaptive recreation, adult and senior services programs, youth and family recreation programs and operates the Eugene Public Library, the Hult Center for the Performing Arts, and the Cuthbert Amphitheater. The department uses the General, Library Local Option Levy, Library, Parks and Recreation, and General Capital Projects funds.

The Planning and Development Department provides building and permits services, land use permits, metropolitan, community and land use planning services, business, liquor, and tobacco licenses, and operates parking, solid waste and recycling, and zoning and nuisance administration programs. The department also manages community development services including housing opportunities and economic prosperity, social service and homeless assistance, housing and business development loan programs, enterprise zone management, and the Urban Renewal Agency. Department programs are funded by the General, Construction and Rental Housing, Solid Waste and Recycling, Community Development, Systems Development Capital Projects, Parking Services, and Facilities Services funds.

The Police Department provides police services, animal services, and operates the 911 Call Center. The department promotes safety and security, enforces laws, dispatches emergency service equipment and personnel, prevents and investigates crime, and safeguards the constitutional rights of all people. Department funding sources are the General, Parks and Rec Local Option Levy, Public Safety Communications, and Municipal Airport funds.

The Public Works Department provides services and programs related to parks and open space, fleet services, transportation, airport, stormwater and wastewater infrastructure, and natural resource stewardship. Funding sources are the General, Parks and Rec Local Option Levy, Road, Construction and Rental Housing, Systems Development Capital Projects, Transportation Capital, Municipal Airport, Parking Services, Wastewater Utility, Stormwater Utility, Fleet Services, and Professional Services funds.

Major Program Changes

The City of Eugene FY19 Proposed Budget as presented to the Budget Committee on May 9, 2018 does not require action to fill a General Fund gap. It included the following changes to prior year service levels:

FY19 Proposed Budget Changes - General Fund

Main Subfund (Subfund 011)		
Proposed Ongoing Funding	FTE	Amount
Airport Fire Staff Funding Change *	(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) *	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

* See corresponding Other Funds proposed changes for additional changes.

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

amount of $200,823 for the operations of the Dusk to Dawn program, including the addition of 1 FTE Housing Navigator to assist Dusk to Dawn participants in accessing permanent housing. Funds to come from the reserve for excess local marijuana tax revenue.

The FY19 Recommended Budget advertised in this Notice reflects all of the recommended changes made by the Eugene Budget Committee.

For additional information on the FY19 budget, please visit the City of Eugene website at www.eugene-or.gov/budget. Links to Eugene Budget Committee meeting materials, minutes and webcasts are available for public review on the City of Eugene website at www.eugeneor.gov/budgetcommittee.

Capital Budget

The City of Eugene Budget Committee recommended a capital budget in the amount of $145,990,308 for FY19. This is a 21.2% increase from the FY18 Capital Budget as of December 31, 2017. The capital budget is presented by fund and includes multi-year projects that continue from prior years, as well as new capital projects.

Funds	FY17 Last Year's Actual	FY18 This Year's Budget as of 12/31/2017	FY19 Next Year's Rec'm Budget
Community Development	$200,000	$488,642	$730,256
Facilities Services	520,168	185,551	752,567
General Capital Projects	3,708,936	26,893,255	35,297,817
Library, Parks and Recreation	276,205	803,505	731,036
Municipal Airport	7,608,238	19,628,232	16,417,223
Parking Services	12,790	287,210	1,720,633
Stormwater Utility	1,441,107	7,785,327	8,217,835
Systems Development Capital Projects	2,453,279	17,164,723	24,075,272
Telecom Registration/Licensing	0	1,900,000	0
Transportation Capital Projects	14,734,142	39,466,713	50,589,857
Wastewater Utility	806,955	5,852,638	7,457,812
Total Capital Projects	$31,761,820	$120,455,796	$145,990,308

Major new capital projects included in the FY19 Recommended Budget are general site and facilities improvements related to the 2018 parks and recreation bond ($6.9 million), street rehabilitation related to the 2012 street bond ($6.6 million), the I-5 Walnut Street paving projects ($4.3 million), the Highway 99 Chamelton to Beltline project ($2.8 million), preservation of existing facilities ($2.0 million), parking structure upgrades and rehabilitation ($1.5 million) and snow removal equipment vehicles at the Airport ($1.5 million).

Multi-year capital projects are budgeted in their entirety in the first year, and unspent appropriations are carried forward into subsequent fiscal years. The FY19 Recommended Budget includes nearly $93 million in projects that are continuing from prior years.

Non-Departmental Budget

The non-departmental budget consists of debt service, contingencies, interfund transfers, special payments, reserves, unappropriated ending fund balance and balance available. These requirements are not part of the anticipated department operating or capital expenditures. The non-departmental budget for FY19 totals $224,653,644, which is a 3.3% increase from the FY18 budget as of December 31, 2017.

Debt Outstanding

The estimated outstanding debt as of June 30, 2018 for the FY19 Recommended Budget totals $64,180,348, which is a 7.2% decrease from the estimate as of July 1, 2017.

DEBT OUTSTANDING

	Debt Outstanding July 1, 2018	Debt Authorized, Not Incurred July 1, 2018
Bonds	$58,696,348	$55,389,300
Other Long-Term Debt	5,484,000	0
Total Long-Term Indebtedness	$64,180,348	$55,389,300

AD VALOREM PROPERTY TAXES - ALL FUNDS

	FY17 Actual	FY18 Estimate	FY19 Budget
Total Property Taxes Required to Balance Budget	$109,248,314	$112,866,000	$120,116,556
Plus Estimated Property Taxes Not To Be Received, Discounts Allowed, Other Uncollected Amounts	5,901,743	6,571,230	6,990,117
Total Estimated Tax Levy - All Funds	$115,150,057	$119,437,230	$127,106,673

CERTIFIED TAX LEVIES BY TYPE
ALL FUNDS

	FY17 (Rate or Amount)	FY18 (Rate or Amount)	FY19 (Rate or Amount)
Permanent Rate Limit Levy (Rate limit: $7.0058 per $1,000 Assessed Value)	$7.0058	$7.0058	$7.0058
Library Local Option Levy	$2,700,000	$2,700,000	$2,700,000
Parks and Rec. Operations and Maint. Local Option Levy	$0	$0	$3,150,000
Levy for Payment of Bonded Debt	$13,870,354	$13,794,001	$14,157,202

PROPERTY TAX LEVY SEGREGATED BY TYPE
Allocated and Categorized per Section 11b, Article XI of the Oregon Constitution

	Subject to the General Government Limitation	Excluded from the Limitation
General Fund	$7.0058	$0
Library Local Option Levy Fund	$2,700,000	$0
Parks and Recreation Operations and Maintenance Local Option Levy Fund	$3,150,000	$0
Bonded Debt Fund	$0	$14,157,202

How You Can Participate

Get a copy of the budget. Paper copies of the FY19 Proposed Budget for the City of Eugene are available for inspection at the City Finance Division, 100 W 10th Avenue, 4th Floor; the Eugene Public Library (Reference Desk); and the City Manager's Office, 125 E 8th Avenue, 2nd floor, during regular business hours. The FY19 Proposed Budget document and amendments to the FY19 budget recommended by the Eugene Budget Committee are also available on the City's website at www.eugene-or.gov/budget.

Testify at the public hearing, or submit written testimony. You may speak at the FY19 City of Eugene budget public hearing, send a letter or e-mail to the Eugene City Council prior to the public hearing, or submit written testimony at the hearing. Copies of the agenda packet containing the Budget Committee recommendations and draft City Council resolution will be available starting on June 15, 2018, at the City Manager's Office, the City Finance Division, and on the City's website. Contact the City of Eugene Finance Division at 541-682-5512 for additional information.

This notice is published pursuant to ORS 294.438 on June 13, 2018.

No. 7277948 - June 13, 2018

Published on June 13, 2018 in the Eugene Register-Guard newspaper.

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

FORM LB-50
2018–2019

To assessor of Lane County

☐ Check here if this is an amended form.

• Be sure to read instructions in the current Notice of Property Tax Levy Forms and Instructions booklet.

The City of Eugene (District name) has the responsibility and authority to place the following property tax, fee, charge, or assessment on the tax roll of Lane (County name) County. The property tax, fee, charge, or assessment is categorized as stated by this form.

Mailing address of district	City	State	ZIP code	Date submitted
100 West 10th Ave Ste 400	Eugene	OR	97401	07/03/2018

Contact person	Title	Daytime telephone number	Contact person e-mail address
Jessica Mumme	Management Analyst 1 (AIC)	(541) 682-5127	CEFNJLM@ci.eugene.or.us

CERTIFICATION— You **must** check one box if you are subject to Local Budget Law.

☒ The tax rate or levy amounts certified in Part I are within the tax rate or levy amounts approved by the budget committee.

☐ The tax rate or levy amounts certified in Part I were changed by the governing body and republished as required in ORS 294.456.

PART I: TAXES TO BE IMPOSED

	Subject to General Government Limits: Rate —**or**— Dollar Amount	Excluded from Measure 5 Limits: Dollar Amount of Bond Levy
1. Rate per $1,000 **or** total dollar amount levied (within permanent rate limit) ... 1	7.0058	
2. Local option operating tax ... 2	5,850,000	
3. Local option capital project tax ... 3		
4. City of Portland Levy for pension and disability obligations ... 4		
5a. Levy for bonded indebtedness from bonds approved by voters **prior** to October 6, 2001 ... 5a		1,874,218.00
5b. Levy for bonded indebtedness from bonds approved by voters **after** October 6, 2001 ... 5b		12,282,984.00
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b) ... 5c		14,157,202.00

PART II: RATE LIMIT CERTIFICATION

6. Permanent rate limit in dollars and cents per $1,000 ... 6	7.0058
7. Election date when your new district received voter approval for your permanent rate limit ... 7	
8. **Estimated** permanent rate limit for newly **merged/consolidated** district ... 8	

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

Purpose (operating, capital project, or mixed)	Date voters approved local option ballot measure	First tax year levied	Final tax year to be levied	Tax amount —**or**— rate authorized per year by voters
Library Operating	November 3, 2015	2016-17	2020-21	$2,700,000
Parks and Recreation Operating	May 15, 2018	2018-19	2022-23	$3,150,000

PART IV: SPECIAL ASSESSMENTS, FEES, AND CHARGES

Description	Subject to General Government Limitation	Excluded from Measure 5 Limitation
1		
2		

If fees, charges, or assessments will be imposed on specific property within your district, you must attach a complete listing of properties, by assessor's account number, to which fees, charges, or assessments will be imposed. Show the fees, charges, or assessments uniformly imposed on the properties. If these amounts are not uniform, show the amount imposed on each property.
The authority for putting these assessments on the roll is ORS _____. (Must be completed if you have an entry in Part IV.)

150-504-073-7 (Rev. 11-17)

Form LB-50 (continued on next page)

(see the back for worksheet for lines 5a, 5b, and 5c)
File with your assessor no later than JULY 15, unless granted an extension in writing.

20-288

13 MAR '18 AM10:20

Notice of Measure Election

City

SEL 802

rev 01/16 ORS 250.035, 250.041, 250.275, 250.285, 254.095, 254.465

Notice

Date of Notice	Name of City or Cities	Date of Election
3/13/18	City of Eugene	May 15, 2018

Final Ballot Title The following is the final ballot title of the measure to be submitted to the city's voters. The ballot title notice has been published and the ballot title challenge process has been completed.

Caption 10 words which reasonably identifies the subject of the measure.

Five-Year Parks and Recreation Operations and Maintenance Local Option Levy

10

Question 20 words which plainly phrases the chief purpose of the measure.

Shall Eugene levy $3,150,000 per year for five years beginning July, 2018, for parks and recreation facilities operation and maintenance? This measure may cause property taxes to increase more than three percent.

20

Summary 175 words which concisely and impartially summarizes the measure and its major effect.

The funds from this levy will be used to improve the cleanliness, safety and general conditions of the City of Eugene's parks, recreation facilities and natural areas. Funding will be directed to the following activities: park safety and security (two police officers, two park ambassadors), illicit activity response (illegal camp clean-up, graffiti removal, vandalism response), general park maintenance (restrooms, litter/trash pick-up, turf mowing, landscape/trees, infrastructure and weekend/after-hours maintenance), habitat and natural area maintenance (invasive weeds, wildfire risk abatement, trails, infrastructure, native plantings), and future park, community center, pool, and field maintenance (phased in over time). 95

Staff will prepare an annual report on spending that will be reviewed by the Citizen Advisory Board and made available to the City Council and the public. The levy will raise $3,150,000 each year for five years for a total of $15,750,000. The typical Eugene taxpayer is estimated to pay an average of $41 per year over the levy's five-year period. The estimated tax rate for this levy is $.019/$1000 of assessed value. The estimated tax cost for this measure is an ESTIMATE ONLY based on the best information available from the county assessor at the time of the estimate and may reflect the impact of early payment discounts, compression and the collection rate. 61

156

Explanatory Statement 500 words that impartially explains the measure and its effect.

If the county is producing a voters' pamphlet an explanatory statement must be drafted and attached to this form for:
→ any measure referred by the city governing body; **or**
→ any initiative or referendum, if required by local ordinance.

Explanatory Statement Attached? ☐ Yes ☒ No

Authorized City Official Not required to be notarized.

Name	Title
Beth Forrest	City Recorder
Mailing Address	**Contact Phone**
125 East 8th Avenue, 2nd floor, Eugene OR 97401	541-682-5882

By signing this document:
→ I hereby state that I am authorized by the city to submit this Notice of Measure Election; **and**
→ I certify that notice of receipt of ballot title has been published and the ballot title challenge process for this measure completed.

S

FILED
MAR 13 2018
LANE COUNTY ELECTIONS

3/13/18
Date Signed

Choice	Votes	Vote %
Eugene Councilor Ward 6 (Vote for 1)		
4120 ballots (0 over voted ballots, 0 overvotes, 1909 blank voted)		
Greg Evans	2159	97.65%
Write-in	52	2.35%
Total	2211	100.00%
Springfield Councilor Ward 1 (Vote for 1)		
10747 ballots (0 over voted ballots, 0 overvotes, 3214 blank voted)		
Sean M VanGordon	5002	66.40%
Michael Morris	2478	32.90%
Write-in	53	0.70%
Total	7533	100.00%
Springfield Councilor Ward 2 (Vote for 1)		
10747 ballots (0 over voted ballots, 0 overvotes, 3861 blank voted)		
James Yarnall	2617	38.00%
Steve Moe	4190	60.85%
Write-in	79	1.15%
Total	6886	100.00%
Springfield Councilor Ward 5 (Vote for 1)		
10747 ballots (0 over voted ballots, 0 overvotes, 4860 blank voted)		
Marilee S Woodrow	5778	98.15%
Write-in	109	1.85%
Total	5887	100.00%
EWEB Board Member Wards 4 & 5 (Vote for 1)		
11130 ballots (0 over voted ballots, 0 overvotes, 5436 blank voted)		
John H Brown	5625	98.79%
Write-in	69	1.21%
Total	5694	100.00%
EWEB Board Member At-Large (Vote for 1)		
41288 ballots (15 over voted ballots, 15 overvotes, 12310 blank voted)		
Victor Odlivak	3159	10.91%
Mindy Schlossberg	19531	67.43%
Zach Mulholland	6033	20.83%
Write-in	240	0.83%
Total	28963	100.00%
20-283 City of Eugene Elected Auditor (Vote for 1)		
41288 ballots (7 over voted ballots, 7 overvotes, 2633 blank voted)		
Yes	17999	46.57%
No	20649	53.43%
Total	38648	100.00%
20-287 City of Eugene Appointed Auditor (Vote for 1)		
41288 ballots (17 over voted ballots, 17 overvotes, 3193 blank voted)		
Yes	9419	24.74%
No	28659	75.26%
Total	38078	100.00%
20-288 City of Eugene Parks Levy (Vote for 1)		
41288 ballots (6 over voted ballots, 6 overvotes, 1784 blank voted)		
Yes	26020	65.88%
No	13478	34.12%
Total	39498	100.00%

Map and Tax Lot #	Ratio to Apply to City General Government Rates	Ratio to Apply to Bonded Debt
17-04-09-20-01500	32%	100%
17-04-09-20-01700	32%	100%
17-04-09-20-01800	32%	100%
17-04-09-20-02000	32%	100%
17-04-09-20-02100	32%	100%
17-04-23-20-00123	69%	69%

Note: Attachment to Tax Year 2018-2019 Form LB-50

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Urban Renewal Agency

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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 District advisory committee, known as the River Guides. The River Guides' charter is to advise on the activities of the District. 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 some 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.

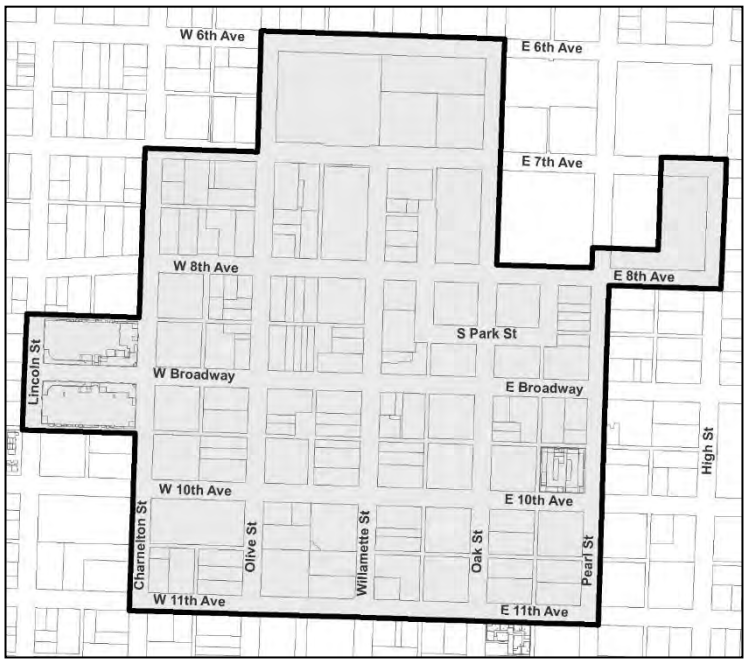
In June 1998, the City Council chose one of the options provided by Measure 50 legislation that allowed for a citywide special levy as well as dividing the taxes collected within the District. The Council limited expenditures of new funds to completing existing projects and construction of a new Downtown 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.

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.



Downtown Urban Renewal District

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 back haul connection from our local Willamette Internet Exchange (WIX) to major peering points in Portland and San Jose, California. 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. As of mid-2018, 34 buildings are connected to the network. Construction of the network is expected to be completed by early 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 that will build upon the 2016 Project for Public Spaces outreach and visioning efforts.

- **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 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

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

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.

- **1059 Willamette Redevelopment (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 to create a financially sustainable redevelopment plan.

The 2016 Plan amendment requires a community engagement and approval process for the Farmers' Market, Park Blocks and Open Spaces, and 1059 Willamette Redevelopment. 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
On April 17, 2018 the Agency purchased approximately 16 acres of Downtown Riverfront property from EWEB, 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 adopted as policy and land use code in 2013. The transformation of the approximately 16-acre redevelopment site 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 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 property was purchased for $5.75 million, which came from the Riverfront Urban Renewal District.

In June 2017, the Agency signed an Exclusive Negotiating Agreement (ENA) with Williams/Dame & Atkins (WDA). The ENA formally expressed WDA's interest in owning and redeveloping the property consistent with the Riverfront Master Plan. The agreement provides WDA time to complete due diligence activities while working with the Agency toward an agreement on the redevelopment of the property.

Williams/Dame & Atkins Proposed Concept Plan

On January 31, 2018, WDA 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 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 provide a long-lasting legacy for the community.

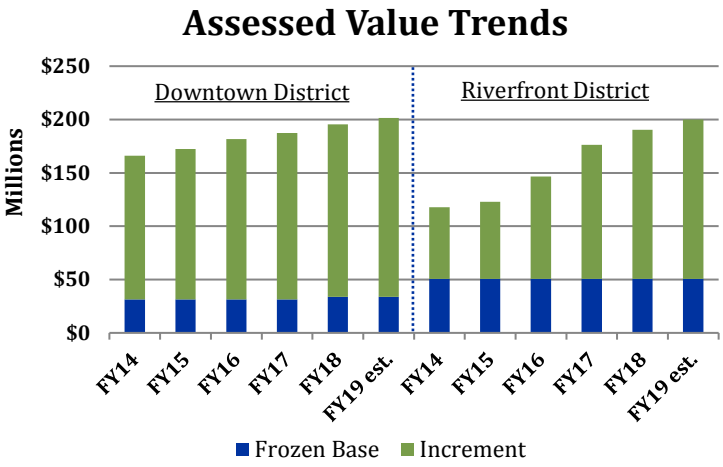
The Agency Board held a work session on May 29, 2018 on the proposed terms and concept for WDA's redevelopment of the Downtown Riverfront property. The public had multiple opportunities to engage, ask questions, and provide comment on the proposal with WDA and the Downtown Riverfront including at an open house on June 20 and a public hearing on June 25. The River Guides reviewed the proposed terms and concept and recommended that they be approved. On July 9, 2018, the Agency Board voted to approve the proposed terms and concept and begin additional processes to work towards the site's redevelopment. The Agency Board/Council will have the opportunity to discuss funding options in the fall and take action on a supplemental budget in December.

The City has retained Walker Macy as the design consultant for the Riverfront Park. The design phase is underway right now, with a concept plan being produced by September 2018. It is expected that construction of the new park will be completed in 2021.

Assessed Value

When an urban renewal district is first created, the assessed value within the district boundaries is established as the "frozen base." If any boundary expansions subsequently occur, the assessed value within the expansion area is added to the district's existing frozen base. In theory, urban renewal efforts will lead to increases in the value of the district above the base amount. That increase is called the "incremental" or "excess" value. Overlapping jurisdictions continue to receive property taxes on the frozen base, while the Urban Renewal Agency receives property taxes related to the incremental value. This is called the "division of tax" method of raising revenue in an urban renewal district.

The division of tax method for funding projects results in the Agency receiving significantly more tax revenue than what the City would receive in its General Fund from district property. This method enables the Agency to complete more projects than the City would have been able to complete during the same time period.



The five-year history of assessed value in the two districts is shown in the charts above and below, along with estimates for the upcoming year. For FY19, the assessed values in both districts are projected to increase.

Assessed Value Trends

	Downtown District			Riverfront District		
Fiscal Year Ending	Frozen Base	Incremental Value	Total Assessed Value	Frozen Base	Incremental Value	Total Assessed Value
6/30/14	$31,386,991	$134,700,092	$166,087,083	$50,609,448	$67,177,238	$117,786,686
6/30/15	31,386,991	141,006,848	172,393,839	50,609,448	72,252,493	122,861,941
6/30/16	31,386,991	150,214,907	181,601,898	50,609,448	95,966,627	146,576,075
6/30/17	31,386,991	156,119,649	187,506,640	50,609,448	125,700,670	176,310,118
6/30/18*	33,736,746	161,803,855	195,540,601	50,609,448	139,646,980	190,256,428
6/30/19 Estimate	33,736,746	167,700,000	201,436,746	50,609,448	149,200,000	199,809,448

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

** The Downtown District plan amendment approved in June 2016 included a five-acre boundary expansion. The assessed value of the expansion area is included in division of tax calculations beginning with FY18.*

Tax Increment Revenue

The primary revenue source for urban renewal is tax increment revenue. Tax increment revenue comes from increases in property values since the district was created. These increased property values generate tax increment which is directed to the district.

The two urban renewal districts differ in which tax rates are used to calculate the division of taxes amount. The Downtown District is a "reduced rate plan" that may collect tax increment based on

the permanent tax rates plus any bonded debt or local option levy tax rate that was approved by voters prior to October 2001. For FY18, the tax rate used for the Downtown District tax increment calculation was $14.0074 per $1,000 of assessed value. The Riverfront District is a "standard rate plan" that may collect tax increment based on all tax rates on the tax bill except for any urban renewal special levy or any local option tax approved after January 1, 2013. For FY18, the effective Riverfront District rate was $16.6152 per $1,000 of assessed value.

The five-year history of property tax revenues in the two urban renewal districts is shown in the table below. The amount of property tax collections is affected by three factors: 1) the assessed value in the district, 2) the overlapping tax rates applicable to the district, and 3) the percentage of property taxpayers that pay their tax bills on time.

For FY19, property tax revenues in the Downtown and Riverfront Districts are expected to increase due to a projected increase in the assessed value of the districts. The property tax collection rate is projected to be 94.5% for current tax collections.

Property Tax Levies and Collections

	Downtown District		Riverfront District	
Fiscal Year Ending	**Division of Tax Amount**	**Net Taxes Collected***	**Division of Tax Amount**	**Net Taxes Collected***
6/30/14	$1,921,334	$1,867,638	$1,267,018	$1,221,175
6/30/15	2,009,246	1,944,927	1,322,616	1,275,140
6/30/16	2,122,700	2,039,799	1,597,478	1,529,129
6/30/17	2,241,470	2,168,798	2,090,334	2,011,158
6/30/18 Estimate	2,262,557	2,176,000	2,314,936	2,220,000
6/30/19 Budget	2,350,000	2,256,000	2,480,000	2,375,000

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

** Includes both current and delinquent property tax collections.*

Effect of Urban Renewal on Tax Bills

Urban renewal districts do not impose new taxes; rather, they redistribute taxes from overlapping taxing districts to the urban renewal districts. The tax bills for Eugene taxpayers include two lines for urban renewal. All taxpayers in the city will pay these taxes. There is no difference between the taxes paid by taxpayers inside the district and outside the district. The tax lines are:

- ***Eugene Urban Renewal Downtown*** is the division of tax funding for the Downtown District
- ***Eugene Urban Renewal Riverfront*** is the division of tax funding for the Riverfront District

There are two basic steps to understand how an individual tax bill is affected by tax increment financing in Oregon. The first step determines the amount of property taxes that the urban renewal agency should receive; the second step determines how the taxes are accounted for on property tax statements.

For step one, the applicable tax rates of the taxing districts (such as the city, county, and school districts) are applied to the incremental value of the urban renewal district. That product is the amount of taxes that the urban renewal agency should receive.

For step two, the Lane County Assessor determines how to divide or split the tax rates of the taxing districts so that when those divided rates are applied to all tax bills in the city, the urban renewal agency receives its share, and the taxing districts receive the remainder. As an example, the City's permanent tax rate is $7.0058 per $1,000 of assessed value. For the FY18 tax year, the Lane County Assessor divided that tax rate into three pieces: $6.8650 goes to the City of Eugene, $0.0756 goes to the Downtown Urban Renewal District and $0.0652 goes to the Riverfront Urban Renewal District. This calculation is done for each tax rate on the tax bill.

After taking the information from the Lane County Assessor about the division of tax rates, an analysis can be made to determine how an individual tax bill is affected by urban renewal division of tax. The tax bill shown below is for the typical Eugene home that the Lane County Assessor calculated for FY18. As can be seen, this typical taxpayer would pay the same amount of total taxes before or after urban renewal division of taxes. The difference is that some tax revenues are reallocated from the overlapping taxing districts to the urban renewal districts.

Effect of Urban Renewal on Tax Bill for Typical Eugene Home in FY18

	Taxes Before UR Reallocation	Taxes Directed To: Taxing Districts	Downtown UR District	Riverfront UR District	Taxes After UR Reallocation	Difference
Education Taxes						
Eugene School District 4J	$960.83	$937.24	$12.67	$10.93	$937.24	($23.59)
Eugene School District 4J LOL	303.52	303.52	0.00	0.00	303.52	0.00
Lane Community College	125.27	122.78	1.34	1.15	122.78	(2.49)
Lane Education Service District	45.16	44.27	0.49	0.40	44.27	(0.89)
Total	**$1,434.78**	**$1,407.81**	**$14.49**	**$12.48**	**$1,407.81**	**($26.97)**
General Government Taxes						
City of Eugene	$1,417.58	$1,389.09	$15.30	$13.19	$1,389.09	($28.49)
City of Eugene Library LOL	36.40	36.40	0.00	0.00	36.40	0.00
Lane County	258.86	253.68	2.77	2.41	253.68	(5.18)
Lane County 4-H/Extension LOL	3.04	3.04	0.00	0.00	3.04	0.00
Lane County Public Safety LOL	76.89	76.89	0.00	0.00	76.89	0.00
Eugene UR Downtown District	0.00	0.00	0.00	0.00	32.84	**32.84**
Eugene UR Riverfront District	0.00	0.00	0.00	0.00	33.89	**33.89**
Total	**$1,792.77**	**$1,759.10**	**$18.07**	**$15.60**	**$1,825.83**	**$33.06**
Bonded Debt Taxes						
City of Eugene Bond I	$26.61	$26.08	$0.28	$0.24	$26.08	($0.53)
City of Eugene Bond II	161.43	159.93	0.00	1.50	159.93	(1.50)
Eugene School District 4J Bond II	320.25	316.61	0.00	3.64	316.61	(3.64)
Lane Community College Bond II	45.99	45.57	0.00	0.42	45.57	(0.42)
Total	**$554.28**	**$548.19**	**$0.28**	**$5.81**	**$548.19**	**($6.09)**
Total Taxes	**$3,781.83**	**$3,715.10**	**$32.84**	**$33.89**	**$3,781.83**	**$0.00**

Source: Lane County Assessment & Taxation, Table 4e, Detail of Urban Renewal Plan Areas by Taxing District, Tax Year 2017-18.

Note: Calculations based on assessed value of $202,344 for the typical Eugene home per Lane County Assessment & Taxation annual media release October 2017.

Urban Renewal Tax Rates

A five-year history of the urban renewal tax rates is shown in the chart below, along with estimates for the FY19 tax rates.

Urban Renewal Tax Rates
Per $1,000 of Assessed Value

Fiscal Year Ending	Downtown District	Riverfront District	Total Urban Renewal Tax Rate	Bill for Typical Taxpayer
6/30/14	$0.1627	$0.1091	$0.2718	$48
6/30/15	0.1632	0.1095	0.2727	50
6/30/16	0.1638	0.1243	0.2881	55
6/30/17	0.1685	0.1580	0.3265	64
6/30/18	0.1623	0.1675	0.3298	67
6/30/19 Estimate	0.1650	0.1700	0.3350	70

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

Impact on Other Taxing Jurisdictions

As previously explained, the overlapping jurisdictions are kept whole when a district is created through the division of taxes. The overlapping districts retain the taxes on the value of property within the district when it was created. The share of property taxes from the excess value or incremental value is not collected by the overlapping jurisdictions while a district is active.

Although school property taxes are reduced as a result of urban renewal division of tax, the net impact on an individual school system's operating budget is minimal because schools are funded by the state on a per-pupil basis. The state determines how much money must be allocated for the education of each pupil across the state. If the money is not available from local property taxes, the state will make up the difference.

In FY18, the City's two urban renewal districts diverted approximately $1,590,000 that would have gone to local education through Eugene School District 4J, Lane Community College, and Lane Education Service District. If those funds had not been diverted to the urban renewal districts, the state would have had additional funds that it could choose to direct to the state-wide education budget. Using rough estimates of the distributions to local schools, if Eugene's two urban renewal districts did not exist, local schools would have received about 5% of the amount that had been diverted, and schools throughout the state would have received the remainder.

Urban renewal nominally affects certain voter-approved local option levies and bonds because the affected district has less property value to levy taxes against, resulting in slightly higher tax rates.

The amount of urban renewal taxes diverted for both districts in FY18, net of discounts and delinquencies, is shown in the chart on the next page. The items on the tax bill that can be used in the division of tax calculation are different for the Downtown District and the Riverfront District.

The Downtown District, as a reduced rate plan, can only collect division of tax revenues from permanent tax rates and bonded debt and local option levies that were approved by voters prior

to October 2001. Therefore, the Downtown District does not collect any division of tax revenues from the tax rates indicated by a zero in the Downtown column in the chart below.

The Riverfront District, as a standard rate plan, can collect division of tax revenues from all of the items on the tax bill, except for any urban renewal special levy or certain local option taxes. HB 2632 was approved by the Oregon Legislature in the 2013 session and changed the items from which the Riverfront District can collect division of tax. This bill reduced future tax increment revenues in the Riverfront District by eliminating division of the revenue from local option levies approved by voters after January 1, 2013. Therefore, the Riverfront District does not collect any division of tax revenues from the tax rates indicated by a zero in the Riverfront column in the chart below.

Division of Tax Impact on Overlapping Taxing Jurisdictions in FY18
Estimate of Current Property Taxes, Net of Discounts and Delinquencies

Taxing District	Type of Tax	Downtown	Riverfront	Total
Education Taxes				
Eugene School District 4J	Permanent Rate	$725,000	$625,000	$1,350,000
Eugene School District 4J	Local Option Levy	0	0	0
Lane Community College	Permanent Rate	95,000	80,000	175,000
Lane Education Service District	Permanent Rate	35,000	30,000	65,000
Total		**$855,000**	**$735,000**	**$1,590,000**
General Government Taxes				
City of Eugene	Permanent Rate	$1,070,000	$925,000	$1,995,000
City of Eugene	Library LOL	0	0	0
Lane County	Permanent Rate	195,000	170,000	365,000
Lane County	4-H/Extension LOL	0	0	0
Lane County	Public Safety LOL	0	0	0
Total		**$1,265,000**	**$1,095,000**	**$2,360,000**
Bonded Debt Taxes				
City of Eugene	Bonded Debt	$20,000	$120,000	$140,000
Eugene School District 4J	Bonded Debt	0	210,000	210,000
Lane Community College	Bonded Debt	0	30,000	30,000
Total		**$20,000**	**$360,000**	**$380,000**
Total Taxes		**$2,140,000**	**$2,190,000**	**$4,330,000**

Source: Lane County Assessment & Taxation, Table 4e, Detail of Urban Renewal Plan Areas by Taxing District, Tax Year 2017-18.

Note: Although local property taxes to schools are reduced as a result of the division of taxes, school budgets are only minimally reduced, all else being equal, because schools are funded through a per-pupil formula from the state, and any loss in local property taxes is made up by an increase in state funding. This chart does not take into account any effects of Measure 5 compression on education taxes.

Maximum Indebtedness

Oregon Revised Statutes require that each urban renewal district that receives property tax revenue include a "maximum indebtedness" limit in their urban renewal plan. Maximum indebtedness is a required spending cap for all property tax expenditures over a period of time. Maximum indebtedness is not a legal debt limit; it is more like a spending limit.

Adopting a maximum indebtedness figure does not authorize or obligate the Agency to spend money or enter into debt. Within the maximum indebtedness limitation, the Agency Board has the ability to fund projects over time, either with cash or by issuing debt.

Certain expenditures are included in maximum indebtedness, and certain expenditures are excluded. For instance, interest on debt is excluded, but cash payments for projects and administrative expenses are included in the spending limit. Expenditures made from sources other than tax increment revenues are not included in the spending limit, such as loan program funds. In addition, the refinancing of existing urban renewal indebtedness is not included in maximum indebtedness.

Downtown District

The Agency Board amended the plan for the Downtown District in 1998 to include an original maximum indebtedness limit of $33.0 million. The maximum indebtedness amount was increased to $46.6 million in the 2010 Plan amendment and subsequently increased to $66.0 million in the 2016 Plan amendment. This $66.0 million figure represents the amount that the Downtown District may cumulatively spend in tax increment revenues starting in 1998.

The amount of remaining maximum indebtedness is an estimate based on both actual historic spending and estimated future commitments. The following chart sets out the estimated balance of maximum indebtedness in the Downtown District as of June 2018. The amount expected to be spent represents the FY18 and FY19 budgeted expenditures plus an estimate of the cost for administering the district through the year the district is estimated to terminate.

Downtown District Maximum Indebtedness
Estimate as of June 2018

$ in millions	Amount Spent FY99-FY17	Expected to be Spent in FY18-FY27	Total Spent or Committed	Total Maximum Indebtedness
Total Maximum Indebtedness Limit				$66.0
Less: Library Expenditures	$25.4	$0	$25.4	
Less: Beam Project	2.0	0	2.0	
Less: Other Projects	1.8	0	1.8	
Less: Lane Community College Downtown Campus	8.0	0	8.0	
Less: Broadway Place Garages Debt	4.8	0	4.8	
Less: Farmers' Market	0	0.5	0.5	
Less: High-Speed Fiber	0.4	2.6	3.0	
Less: Project Delivery Administration*	4.3	4.0	8.3	
Less: Amount Spent or Committed	$46.7	$7.1	$53.8	
Uncommitted Amount**				$12.2

** See page 14 of the Report on the 2016 Plan Amendment at www.eugene-or.gov/DocumentCenter/View/39258.*

*** Amount available for eligible projects: Farmers' Market, Park Blocks and Open Spaces, and 1059 Willamette Redevelopment.*

Riverfront District

The Agency amended the plan for the Riverfront District in 2004 to include a maximum indebtedness limit of $34.8 million. This $34.8 million figure represents the amount that the Riverfront District may cumulatively spend in tax increment revenues starting in 2004.

The following chart sets out the estimated maximum indebtedness remaining in the Riverfront District as of June 2018. Tax increment funds have been spent or committed to projects such as courthouse district transportation improvements, Chiquita property redevelopment, Northwest Community Credit Union system development charges, railroad quiet zone crossings, bike share stations, the Downtown Riverfront property purchase, and district administration costs. The amount expected to be spent represents the FY18 and FY19 budgeted expenditures plus an estimate of the cost for administering the district through the year the district is scheduled to terminate.

Riverfront District Maximum Indebtedness
Estimate as of June 2018

$ in millions	Amount Spent FY04-FY17	Expected to be spent in FY18-FY24	Total Spent or Committed	Total Maximum Indebtedness
Total Maximum Indebtedness Limit				$34.8
Less: Downtown Riverfront Property Purchase*	$0	$6.0	$6.0	
Less: Railroad Quiet Zone	0.2	3.7	3.9	
Less: High-Speed Fiber	0	0.2	0.2	
Less: Other Capital Projects	1.1	0.2	1.3	
Less: Project Delivery Administration	2.4	3.9	6.3	
Less: Amount Spent or Committed	$3.7	$14.0	$17.7	
Uncommitted Amount				$17.1

** Agreed upon purchase price of the Downtown Riverfront property is $5.75 million, additional closing costs are expected.*

Bonded Debt

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 grant financial assistance to LCC for construction of their new Downtown Campus. These bonds were paid in full in June 2018 with no additional debt outstanding for the Agency.

Downtown Revitalization Loan Program

The Downtown Revitalization Loan Program (DRLP) is a revolving loan program funded through Downtown District program revenue, which is derived from non-property tax sources. Available to businesses and property owners located within the Downtown District, the DRLP is a flexible financing program designed to encourage investments that contribute to the economic vibrancy and density goals for downtown. The program is also designed to be responsive to unique redevelopment opportunities, specific downtown redevelopment challenges, and specific individual project financing needs.

The DRLP aims to encourage private, non-profit, mixed-use development, and public/private partnerships in overcoming issues with low loan-to-value ratio, insufficient cash flow, or extraordinary project-specific costs. The DRLP provides project financing typically between 25% and 50% of total eligible project costs. Eligible projects include building rehabilitation, façade improvements, tenant improvements, awnings, historic preservation, and accessibility improvements. Remaining project financing is provided by private sources. Loan amounts are generally between $50,000 and $500,000. Examples of Agency-assisted downtown projects with DRLP funds include First National Tap House, Ambrosia, Broadway Commerce Center, First on Broadway, McDonald Theatre Building, Strand Building, The Jazz Station, The Barn Light, Tiffany Building, and the Woolworth Building.

The Agency currently has approximately $2 million of outstanding loans under the DRLP. The revolving nature of the program means that it is self-financing. The loan repayments are returned to the loan pool and loaned out for new projects. Loans are reviewed by a Loan Advisory Committee and approved by the Agency Director or his designee.

Riverfront Renewal Loan Program

In May 2015, the Agency adopted guidelines for the Riverfront Renewal Loan Program (River Loans), a revolving loan program designed to encourage capital investment within the Riverfront District. The program is modeled after the Downtown Revitalization Loan Program, which has assisted numerous property owners and businesses since FY04, as previously described. River Loans is funded through Riverfront District program revenue, which is derived from non-property tax sources. A loan pool of $3.2 million is included in the FY19 budget.

The program is designed to be flexible and responsive to unique redevelopment opportunities, challenges, and specific individual project financing needs of the Riverfront District. It is intended to encourage private, nonprofit, and public/private partnership development.

Other Revenue Sources

The largest single revenue source in most years for the two districts is property tax revenue. There are, however, other revenue sources that contribute to the Agency's resources:

- ***Loan Repayments*:** The DRLP was established in FY04 to encourage redevelopment in the Downtown District; principal and interest payments are estimated to be approximately $300,000 in FY19. River Loans will also generate future principal and interest payments as loans are disbursed and repaid.

- ***Interest Income:*** Investment earnings on cash balances are estimated to be $181,000 in FY19.

- ***Rental Income:*** Although the Agency has received rental income in the past, none is anticipated in FY19.

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 and Riverfront Renewal 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. Staff and some material and service costs that support Agency projects are initially incurred in the City's General Fund and then reimbursed by each district at the end of the fiscal year.

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.

There are two opportunities for the Urban Renewal Agency's FY19 Proposed Budget to be altered. The first opportunity takes place during Budget Committee meetings. During this time, the Budget Committee reviews the City Manager's proposed budget for the Urban Renewal Agency, holds public comment opportunities for citizens to weigh-in, holds a public hearing and deliberates on the proposed budget presented by the City Manager. During the deliberation process, Budget Committee members have the opportunity to ask questions about the budget and make formal motions. These motions are then debated and voted on by the Budget Committee. If a motion passes, it then becomes a change to the recommended budget.

The following motion was debated, voted on and approved by the Budget Committee:

- Move that the Budget Committee recommend to the Eugene City Council, acting as the Urban Renewal Agency Board of Directors, the FY19 Budget for the Eugene Urban Renewal Agency that consists of the City Manager's FY19 Proposed Budget, including the property tax levies and/or rates contained therein, amended to reflect appropriations for prior year encumbrances and prior year capital projects.

The Budget Committee then forwards its budget recommendation to the City Council, which serves as the Urban Renewal Agency Board of Directors. The Board holds a public hearing and deliberates on the recommended budget. The Board has the opportunity to make formal motions for debate and action at this meeting, making changes to the recommendation received from the Budget Committee.

The following motion was debated, voted on and approved by the Urban Renewal Agency Board:

- Move to adopt Resolution 1087 of the Urban Renewal Agency of the City of Eugene adopting the budget, making appropriations and declaring the amount of tax to be certified for the fiscal year beginning July 1, 2018, and ending June 30, 2019.

Summary of Changes to the Urban Renewal Agency FY19 Proposed Budget

Fund / Department	FY19 Proposed Budget	<---------- Budget Committee Actions ----------> Misc. Actions	Encumbrances Reserve/Carryover	Capital Carryover	Budget Comm. Recommend.	URA Board Action	FY19 Adopted Budget
A. Downtown General Fund							
Planning and Development	2,966,138				2,966,138		2,966,138
Special Payments	2,371,181				2,371,181		2,371,181
Balance Available	85,000				85,000		85,000
Total	**$ 5,422,319**	**-**	**-**	**-**	**$ 5,422,319**	**-**	**$ 5,422,319**
B. Downtown Debt Service Fund							
Interfund Transfers	2,966,138				2,966,138		2,966,138
Balance Available	1,851,989				1,851,989		1,851,989
Total	**$ 4,818,127**	**-**	**-**	**-**	**$ 4,818,127**	**-**	**$ 4,818,127**
C. Downtown Capital Fund							
Capital Projects				500,000	500,000		500,000
Balance Available	38,742				38,742		38,742
Total	**$ 38,742**	**-**	**-**	**$ 500,000**	**$ 538,742**	**-**	**$ 538,742**
D. Riverfront General Fund							
Planning and Development	793,663				793,663		793,663
Interfund Transfers	3,700,000				3,700,000		3,700,000
Balance Available	1,284,200				1,284,200		1,284,200
Total	**$ 5,777,863**	**-**	**-**	**-**	**$ 5,777,863**	**-**	**$ 5,777,863**
E. Riverfront Capital Fund							
Capital Projects	3,700,000			1,174,067	4,874,067		4,874,067
Balance Available	571,309				571,309		571,309
Total	**$ 4,271,309**	**-**	**-**	**$ 1,174,067**	**$ 5,445,376**	**-**	**$ 5,445,376**
F. Riverfront Program Revenue Fund							
Special Payments	3,231,430				3,231,430		3,231,430
Total	**$ 3,231,430**	**-**	**-**	**-**	**$ 3,231,430**	**-**	**$ 3,231,430**
TOTAL URBAN RENEWAL AGENCY BUDGET	**$ 23,559,790**	**-**	**-**	**$ 1,674,067**	**$ 25,233,857**	**-**	**$ 25,233,857**

This section sets out significant changes in the Urban Renewal Agency's FY19 Adopted 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 Adopted Budget includes the following significant changes, by district:

Downtown District: Budget decreased by $352,094, or 3.8%, from the FY18 Adopted Budget to the FY19 Adopted Budget. Significant changes in expenditures are outlined in the table below.

Downtown District	Amount
Debt Service Payments	($314,000)

- **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 occurred in FY18.

Riverfront District: Budget increased by $1,669,068, or 15.3%, from the FY18 Adopted Budget to the FY19 Adopted 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	($6,038,444)

- **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 the City Focus section of the Budget Message 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. The FY18 Adopted Budget included $6,875,000 in capital carryover from the prior year for the Downtown Riverfront property purchase. This transaction was completed in FY18, and thus, the amount of capital carryover in the FY19 Adopted Budget is significantly reduced.

Significant Changes in Funding Sources
The FY19 Adopted 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.

- ***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 $2,338,044, or 32.4%, primarily due to capital carryover. The decrease of $6,038,444 in capital carryover is partially offset by an increase of $3,700,000 for the Railroad Quiet Zone. The FY18 Adopted Budget included $6,875,000 in capital carryover from the prior year for the Downtown Riverfront property purchase. This transaction was completed in FY18, and thus, the amount of capital carryover in the FY19 Adopted Budget is significantly reduced.

Change by District

	FY18 Adopted Budget	FY19 Adopted Budget	$ Change	% Change
Downtown District				
Total Expenditures	$9,155,551	$8,803,457	($352,094)	-3.8%
Riverfront District				
Total Expenditures	$10,930,092	$12,599,160	$1,669,068	15.3%
Urban Renewal Agency				
TOTAL EXPENDITURES	$20,085,643	$21,402,617	$1,316,974	6.6%

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	500,000	(6,367)	-1.3%
Riverfront General	522,763	4,493,663	3,970,900	759.6%
Riverfront Capital Projects	7,212,111	4,874,067	(2,338,044)	-32.4%
Riverfront Program Revenue	3,195,218	3,231,430	36,212	1.1%
TOTAL FUNDING SOURCES	$20,085,643	$21,402,617	$1,316,974	6.6%

The Agency's FY19 Adopted net budget is $18.6 million, a decrease of 10.8% over the FY18 Adopted net budget. This is primarily due to decreased capital expenditures in the Riverfront District related to the Downtown Riverfront redevelopment. A decrease of $6.0 million in capital carryover in FY19 is partially offset by an increase of $3.7 million for the Railroad Quiet Zone. The FY18 Adopted net budget included $6.9 million in capital carryover from the prior year for the Downtown Riverfront property purchase. This transaction was completed in FY18, and thus, the amount of capital carryover in the FY19 Adopted net budget is significantly reduced. The net budget subtracts internal charges, transfers, and loans.

The budget is divided into two categories: Department Operating (including internal charges) and Non-Departmental (Capital, Debt Service, Interfund Transfers, Special Payments, Contingency/Reserves, and Balance Available). Net Department Operating expenditures across all funds are anticipated to increase by 4.5% in FY19.

The total budget is the legal appropriation adopted by the Agency Board. The total budget reflects the actual resources needed by the Agency plus internal charges, transfers, and loans in accordance with Oregon Budget Law (ORS 294) and accounting requirements.

For more details regarding year-to-year fund balance changes, see the Combined Statement of Revenues, Expenditures, and Changes in Fund Balance.

	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY19 Adopted Budget	% Change FY18 Adopted to FY19 Adopted
Total Budget	**$9,809,474**	**$23,765,955**	**$24,884,470**	**$25,233,857**	**6.2%**
Less Interfund Transfers	(7,690,181)	(2,943,284)	(2,966,904)	(6,666,138)	126.5%
Net Budget	**2,119,293**	**20,822,671**	**21,917,566**	**18,567,719**	**-10.8%**
Resources					
Beginning Working Capital	13,950,092	15,423,521	16,518,416	13,445,719	-12.8%
Revenues					
Taxes	4,181,766	4,325,000	4,325,000	4,631,000	7.1%
Rental	66,150	66,150	66,150	0	-100.0%
Charges for Services	98	0	0	0	0.0%
Miscellaneous	267,045	558,000	558,000	241,000	-56.8%
Interfund Transfers	7,690,181	2,943,284	2,966,904	6,666,138	126.5%
Principal on Notes/Loans	172,558	450,000	450,000	250,000	-44.4%
Total Revenues	**12,377,798**	**8,342,434**	**8,366,054**	**11,788,138**	**41.3%**
Less Interfund Transfers	(7,690,181)	(2,943,284)	(2,966,904)	(6,666,138)	126.5%
Net Revenues	4,687,617	5,399,150	5,399,150	5,122,000	-5.1%
Net Resources	**18,637,709**	**20,822,671**	**21,917,566**	**18,567,719**	**-10.8%**
Requirements					
Department Operating					
Planning and Development	1,072,837	3,596,347	3,819,967	3,759,801	4.5%
Net Department Operating	**1,072,837**	**3,596,347**	**3,819,967**	**3,759,801**	**4.5%**
Non-Departmental					
Capital	58,912	7,718,478	7,604,265	5,374,067	-30.4%
Debt Service	987,544	314,000	314,000	0	-100.0%
Interfund Transfers	7,690,181	2,943,284	2,966,904	6,666,138	126.5%
Special Payments	0	5,513,534	5,619,311	5,602,611	1.6%
Balance Available	0	3,680,312	4,560,023	3,831,240	4.1%
Total Non-Departmental	**8,736,637**	**20,169,608**	**21,064,503**	**21,474,056**	**6.5%**
Less Interfund Transfers	(7,690,181)	(2,943,284)	(2,966,904)	(6,666,138)	126.5%
Net Non-Departmental	1,046,456	17,226,324	18,097,599	14,807,918	-14.0%
Net Requirements	**$2,119,293**	**$20,822,671**	**$21,917,566**	**$18,567,719**	**-10.8%**

Urban Renewal Agency

Combined Statement of Revenues, Expenditures and Changes in Fund Balance

All Governmental Fund Types, Three-Year Comparison

	Downtown Urban Renewal District				Riverfront Urban Renewal District			
	FY17 Actual	FY18 Projections	FY19 Adopted		FY17 Actual	FY18 Projections	FY19 Adopted	
Fund Balance, Beginning of Year	**$3,534,477**	**$4,225,334**	**$5,172,050**	**(a)**	**$10,415,615**	**$12,293,082**	**$8,273,669**	**(a)**
Revenues								
Taxes	2,169,735	2,176,000	2,256,000		2,012,032	2,220,000	2,375,000	
Rental	0	0	0		66,150	66,150	0	
Charges for Services	98	0	0		0	0	0	
Miscellaneous	153,469	103,000	135,000		113,577	103,000	106,000	
Interfund Transfers	715,181	968,284 **(b)**	2,966,138	**(b)**	6,975,000 **(c)**	0	3,700,000	**(c)**
Principal on Notes/Loans	172,558	250,000	250,000		0	0	0	
Total	**3,211,040**	**3,497,284**	**5,607,138**		**9,166,758**	**2,389,150**	**6,181,000**	
Operating Expenditures								
Planning and Development **(d)**	**801,486**	**968,284**	**2,966,138**		**271,351**	**478,365**	**793,663**	
Capital Projects (e)	**15,972**	**500,000**	**500,000**		**42,940**	**7,104,265** **(f)**	**4,874,067**	**(f)**
Non-Departmental Expenditures								
Debt Service	987,544	314,000	0	**(g)**	0	0	0	
Interfund Transfers	715,181	968,284 **(b)**	2,966,138	**(b)**	6,975,000 **(c)**	0	3,700,000	**(c)**
Special Payments	0	300,000	2,371,181	**(h)**	0	0	3,231,430	**(h)**
Total	**1,702,725**	**1,582,284**	**5,337,319**		**6,975,000**	**0**	**6,931,430**	
Total Expenditures	**2,520,183**	**3,050,568**	**8,803,457**		**7,289,291**	**7,582,630**	**12,599,160**	
Revenues Over (Under) Expenditures (i)	**690,857**	**446,716**	**(3,196,319)**		**1,877,467**	**(5,193,480)**	**(6,418,160)**	
Fund Balance, End of Year	**$4,225,334**	**$4,672,050**	**$1,975,731**		**$12,293,082**	**$7,099,602**	**$1,855,509**	

Notes:

(a) Includes adjustments for prior year appropriations for encumbrances and capital projects.
(b) Transfer from Downtown Debt Service Fund to Downtown General Fund to support eligible 2016 Plan amendment expenses, the largest being high-speed fiber.
(c) Transfer from Riverfront General Fund to Riverfront Capital Projects Fund. FY17 includes Downtown Riverfront property purchase ($6.875 million) and bike share stations ($100,000). FY19 amount is for the Railroad Quiet Zone.
(d) Increased operating expenditures in FY18 and FY19 to support the Downtown District's 2016 Plan amendment and the Downtown Riverfront redevelopment in the Riverfront District.
(e) Capital projects are 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.
(f) Includes capital funding for the Downtown Riverfront property purchase in FY18 ($6.875 million) and the Railroad Quiet Zone in FY19 ($3.7 million).
(g) Final payoff of debt associated with Broadway Place Garages and LCC Downtown Campus occurred in FY18.
(h) All available program revenue budgeted for loans through Downtown Revitalization Loan Program and Riverfront Renewal Loan Program.
(i) Annual deficits result from the planned spending of revenues accumulated in prior years.

ALL FUNDS

	Resources	Requirements		
		Department Operating	Capital Projects	Non-Departmental
Downtown General Fund	$5,422,319	$2,966,138	$0	$2,456,181
Downtown Debt Service Fund	4,818,127	0	0	4,818,127
Downtown Capital Projects Fund	538,742	0	500,000	38,742
Riverfront General Fund	5,777,863	793,663	0	4,984,200
Riverfront Capital Projects Fund	5,445,376	0	4,874,067	571,309
Riverfront Program Revenue Fund	3,231,430	0	0	3,231,430
Total	**$25,233,857**	**$3,759,801**	**$5,374,067**	**$16,099,989**

	FY16 Actual	FY17 Actual	FY18 Adopted Budget	FY18 Budget 12/31/2017	FY18 Projections	FY19 Adopted 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 Adopted 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 Adopted 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	500,000
Total Expenditures	0	15,972	506,367	500,000	500,000	500,000
Excess (deficiency) of revenues over expenditures	**3,326**	**(10,848)**	**(501,367)**	**(495,000)**	**(495,000)**	**(495,000)**
Beginning Working Capital (Fund Balance), July 1	536,264	539,590	528,618	528,742	528,742	533,742
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	533,742
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	538,742
Requirements						
Total Expenditures	0	15,972	506,367	500,000	500,000	500,000
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	538,742

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 Adopted 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 Adopted 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	4,874,067
Total Expenditures	200,681	42,940	7,212,111	7,104,265	7,104,265	4,874,067
Excess (deficiency) of revenues over expenditures	**(195,820)**	**6,944,762**	**(7,205,111)**	**(7,097,265)**	**(7,054,265)**	**(1,166,067)**
Beginning Working Capital (Fund Balance), July 1	868,632	672,812	7,718,718	7,617,574	7,617,574	1,737,376
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	1,737,376
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	5,445,376
Requirements						
Total Expenditures	200,681	42,940	7,212,111	7,104,265	7,104,265	4,874,067
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	5,445,376

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 Adopted 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.

URBAN RENEWAL AGENCY
RESOLUTION NO. 1087

A RESOLUTION OF THE URBAN RENEWAL AGENCY OF THE CITY OF EUGENE ADOPTING THE BUDGET, MAKING APPROPRIATIONS, AND DECLARING THE AMOUNT OF TAX TO BE CERTIFIED FOR THE FISCAL YEAR BEGINNING JULY 2, 2018 AND ENDING JUNE 30, 2019.

PASSED: 8:0

REJECTED:

OPPOSED:

ABSENT:

CONSIDERED: June 18, 2018

RESOLUTION NO. 1087

A RESOLUTION OF THE URBAN RENEWAL AGENCY OF THE CITY OF EUGENE ADOPTING THE BUDGET, MAKING APPROPRIATIONS, AND DECLARING THE AMOUNT OF TAX TO BE CERTIFIED FOR THE FISCAL YEAR BEGINNING JULY 1, 2018 AND ENDING JUNE 30, 2019

The Urban Renewal Agency of the City of Eugene finds that adopting the budget and making appropriations is necessary under ORS 294.305 to ORS 294.565.

NOW, THEREFORE,

BE IT RESOLVED by the Urban Renewal Agency of the City of Eugene, as follows:

Section 1. The budget for the Urban Renewal Agency of the City of Eugene for the Fiscal Year beginning July 1, 2018 and ending June 30, 2019, set forth in attached Exhibit A is hereby adopted.

Section 2. The amounts for the Fiscal Year beginning July 1, 2018 and ending June 30, 2019, and for the purposes shown in the attached Exhibit A are hereby appropriated.

Section 3. That the following be certified to the County Assessor of Lane County, Oregon:

The Downtown Plan Area shall receive the maximum amount of revenue that may be raised by dividing the taxes under section 1c, Article IX, of the Oregon Constitution. This plan shall be certified under Part 4, Other Reduced Rate Plans.

The Riverfront Plan Area shall receive the maximum amount of revenue that may be raised by dividing the taxes under section 1c, Article IX, of the Oregon Constitution. This plan shall be certified under Part 3, Other Standard Rate Plans.

Section 4. That the City of Eugene Finance Director is hereby requested to certify the levies as herein made and set forth to the County Assessor of Lane County, Oregon, and shall file with the Lane County Assessor and the Lane County Clerk a copy of the adopted budget for fiscal year 2018-2019, and such other documents as required by ORS 294.458.

Section 5. The list of fund numbers and fund titles set forth in attached Exhibit B is hereby adopted, and any fund numbers or fund titles in conflict herewith are hereby repealed.

The foregoing Resolution adopted this 18th day of June, 2018.

Director

EXHIBIT A

Urban Renewal Agency of the City of Eugene
Expenditure Appropriations by Fund

Downtown General Fund	$
Department Operating	
Planning and Development	2,966,138
Total Department Operating	2,966,138
Non-Departmental	
Special Payments	2,371,181
Balance Available*	85,000
Total Non-Departmental	2,456,181
Total Downtown General Fund	**5,422,319**
Downtown Debt Service Fund	
Non-Departmental	
Interfund Transfers	2,966,138
Balance Available*	1,851,989
Total Non-Departmental	4,818,127
Total Downtown Debt Service Fund	**4,818,127**
Downtown Capital Fund	
Total Capital Projects	500,000
Non-Departmental	
Balance Available*	38,742
Total Non-Departmental	38,742
Total Downtown Capital Fund	**538,742**
Riverfront General Fund	
Department Operating	
Planning and Development	793,663
Total Department Operating	793,663
Non-Departmental	
Interfund Transfers	3,700,000
Balance Available*	1,284,200
Total Non-Departmental	4,984,200
Total Riverfront General Fund	**5,777,863**

Riverfront Capital Fund	$
Total Capital Projects	4,874,067
Non-Departmental	
Balance Available*	571,309
Total Non-Departmental	571,309
Total Riverfront Capital Fund	**5,445,376**
Riverfront Program Revenue Fund	
Non-Departmental	
Special Payments	3,231,430
Total Non-Departmental	3,231,430
Total Riverfront Program Revenue Fund	**3,231,430**
Total Resolution	**25,233,857**

* Reserve and Balance Available amounts are not appropriated for spending and are shown for informational purposes only.

EXHIBIT B

Urban Renewal Agency
Fund Names

Reporting Fund	Managing Fund	Fund Title
817	817	Downtown General Fund
812	812	Downtown Debt Service Fund
813	813	Downtown Capital Projects Fund
821	821	Riverfront General Fund
823	823	Riverfront Capital Projects Fund
824	824	Riverfront Program Revenue Fund

FY19 URA Board Public Hearing and Financial Summary Notice

Notice of Urban Renewal Agency of the City of Eugene
Public Hearing on the Recommended FY19 Budget
Monday, June 18, 2018, 7:30 p.m.
Harris Hall, Lane County Public Service Building
125 E 8th Avenue, Eugene OR 97401

The purpose of this public hearing is to receive public comment on the Fiscal Year 2018/2019 (FY19) Budget for the Urban Renewal Agency (URA) of the City of Eugene. The fiscal year begins on July 1, 2018 and ends on June 30, 2019.The public hearing will be held to receive citizen comments on the proposed uses of Agency funds. Immediately after the public hearing, the URA Board of Directors is scheduled to take action on the resolution adopting the FY19 URA Budget.

The total URA budget recommended by the Eugene Budget Committee for FY19 is $25,233,857. This includes $1,674,067 in capital carryover, as authorized by the Budget Committee.

This budget was prepared using a basis of accounting consistent with the preceding fiscal year.

Major Programs

Downtown District: Improve the function, condition, and appearance of the urban renewal area through construction of a high-speed fiber network; site improvements for the Farmers' Market; improvements to the Park Blocks and other key open spaces; and the redevelopment of the former Lane Community College downtown center.

Riverfront District: Stimulate appropriate redevelopment in the Riverfront area for the Downtown Riverfront Project; 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.

Urban Renewal Agency
2018-19 Recommended Budget Summary - All Funds

	FY17 Last Year's Actual	FY18 This Year's Budget as of 12/31/2017	FY19 Next Year's Rec'm Budget
RESOURCES			
Beginning Fund Balance	$13,950,092	$16,518,416	$13,445,719
Revenues			
Property Taxes	$4,179,956	$4,325,000	$4,631,000
Other Taxes	1,811	0	0
Rental	66,150	66,150	0
Charges for Services	38	0	0
Miscellaneous Revenues	267,045	558,000	241,000
Other Financing Sources	172,558	450,000	250,000
Interfund Transfers	7,690,181	2,966,904	6,666,138
Total Revenues	$12,377,798	$8,366,054	$11,788,138
Total Resources	$26,327,890	$24,884,470	$25,233,857
REQUIREMENTS			
Department Operating			
Materials and Services	$1,072,837	$3,819,967	$3,759,801
Total Department Operating	$1,072,837	$3,819,967	$3,759,801
Capital	$58,312	$7,604,265	$5,374,067
Non-Departmental			
Debt Service	$987,544	$314,000	$0
Special Payments	0	5,619,311	5,602,611
Interfund Transfers	7,690,181	2,966,904	6,666,138
Ending Fund Balance* (FY17) or Balance Available* (FY18, FY19)	16,518,416	4,560,023	3,831,240
Total Non-Departmental	$25,196,141	$13,460,238	$16,099,989
Total Requirements	$26,327,890	$24,884,470	$25,233,857

*Funds that are not appropriated for spending.

Urban Renewal Agency of the City of Eugene
STATEMENT OF INDEBTEDNESS

	Debt Outstanding July 1, 2018	Debt Authorized, Not Incurred July 1, 2018
Bonds	$0	$0
Other Long-Term Debt	0	0
Total Indebtedness	$0	$0

ESTIMATED AD VALOREM PROPERTY TAXES – ALL FUNDS

	FY17 Actual	FY18 Estimate	FY19 Budget
Total Property Taxes Required to Balance Budget	$4,179,956	$4,395,000	$4,631,000
Plus Net Estimated Property Taxes Not To Be Received, Discounts Allowed, Other Uncollected Amounts	151,848	181,494	199,000
Total Estimated Taxes – All Funds	$4,331,804	$4,577,494	$4,830,000

CERTIFIED TAXES BY TYPE - ALL FUNDS

	FY17	FY18	FY19
Downtown (Reduced Rate Plan)			
Division of Tax	100%	100%	100%
Special Levy	No	No	No
Riverfront (Standard Rate Plan)			
Division of Tax	100%	100%	100%
Special Levy	No	No	No

How You Can Participate

Get a copy of the budget. Paper copies of the FY19 Proposed Budget for the Urban Renewal Agency of the City of Eugene are available for inspection at the City Finance Division, 100 W 10th Ave., 4th Floor; the Eugene Public Library (Reference Desk); and the City Manager's Office, 125 E 8th Ave., 2nd Floor, during regular business hours. The FY19 Proposed Budget document and amendments to the FY19 budget recommended by the Eugene Budget Committee are also available on the City's website at www.eugene-or.gov/budget

Testify at the public hearing, or submit written testimony. You may speak at the FY19 URA budget public hearing, send a letter or e-mail to the URA Board of Directors prior to the public hearing, or submit written testimony at the hearing. Copies of the agenda packet will be available starting on June 15, 2018 at the City Manager's Office, the City Finance Division, and on the City's website. Contact the City of Eugene Finance Division at 541-682-5512 for additional information.

This notice is published pursuant to ORS 294.438 on Wednesday, June 13, 2018.

No. 7277946 - June 13, 2018

Published on June 13, 2018 in the Eugene Register-Guard newspaper.

FORM UR-50

NOTICE TO ASSESSOR

2018–2019

☐ Check here if this is an amended form.

• Submit two (2) copies to the county assessor by July 15.

Notification

City of Eugene Urban Renewal Agency (Agency name) authorizes its 20 18 – 19 ad valorem tax increment amounts by plan area for the tax roll of Lane County (County name).

Jessica Mumme	(541) 682-5127	07/03/2018
(Contact person)	(Telephone number)	(Date submitted)

100 West 10th Ave Ste 400 - Eugene, Oregon - 97401	CEFNJLM@ci.eugene.or.us
(Agency's mailing address)	(Contact person's e-mail address)

☐ Yes, the agency has filed an impairment certificate by May 1 with the assessor (ORS 457.445).

Part 1: Option One Plans (Reduced Rate). [ORS 457.435(2)(a)]

Plan Area Name	Increment Value to Use*	100% from Division of Tax	Special Levy Amount**
	$ OR	☐ Yes	
	$ OR	☐ Yes	
	$ OR	☐ Yes	
	$ OR	☐ Yes	

Part 2: Option Three Plans (Standard Rate). [ORS 457.435(2)(c)]

Plan Area Name	Increment Value to Use***	100% from Division of Tax***	Special Levy Amount****
	$ OR		
	$ OR		
	$ OR		

Part 3: Other Standard Rate Plans. [ORS 457.445(2)]

Plan Area Name	Increment Value to Use*	100% from Division of Tax*	
Riverfront	$ OR	☒ Yes	
	$ OR	☐ Yes	
	$ OR	☐ Yes	
	$ OR	☐ Yes	

Part 4: Other Reduced Rate Plans [ORS 457.445(1)]

Plan Area Name	Increment Value to Use*	100% from Division of Tax*	
Downtown	$ OR	☒ Yes	
	$ OR	☐ Yes	
	$ OR	☐ Yes	
	$ OR	☐ Yes	

Notice to Assessor of Permanent Increase in Frozen Value. Beginning tax year 2018-19, permanently increase frozen value to:

Plan Area Name	New frozen value
	$
	$

***All Plans except Option Three:** Enter amount of Increment Value to Use that is less than 100 percent or check "Yes" to receive 100 percent of division of tax. **Do NOT enter an amount of "Increment Value to Use" AND check "Yes."**

If an **Option One plan enters a Special Levy Amount, you MUST check "Yes" and NOT enter an amount of "Increment to Use."

****Option Three plans** enter EITHER an amount of "Increment Value to Use" to raise less than the amount of division of tax stated in the 1998 ordinance under ORS 457.435(2)(c) OR the "Amount from Division of Tax" stated in the ordinance, NOT both.

****If an **Option Three plan** requests both an amount of "Increment Value to Use" that will raise less than the amount of division of tax stated in the 1998 ordinance and a "Special Levy Amount," the "Special Levy Amount" cannot exceed the amount available when the amount from division of tax stated in the ordinance is subtracted from the plan's Maximum Authority.

150-504-076-5 (Rev. 11-17)

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MAY 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.

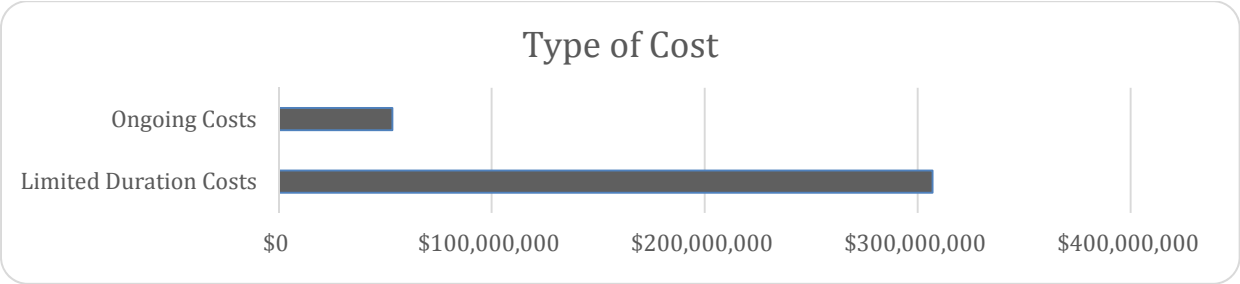
The UNA is a snapshot in time and is updated periodically. In the interim, there will be items that get funded, high priority items that emerge that are not contained in this report and items that transform into different approaches to service provision. When the City Council requests a policy discussion 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.

The May 2018 UNA has been revised to reflect changes to April 2018 UNA due to the passage of the Parks & Recreation Bond and Operations & Maintenance Levy at the May 15, 2018 election.

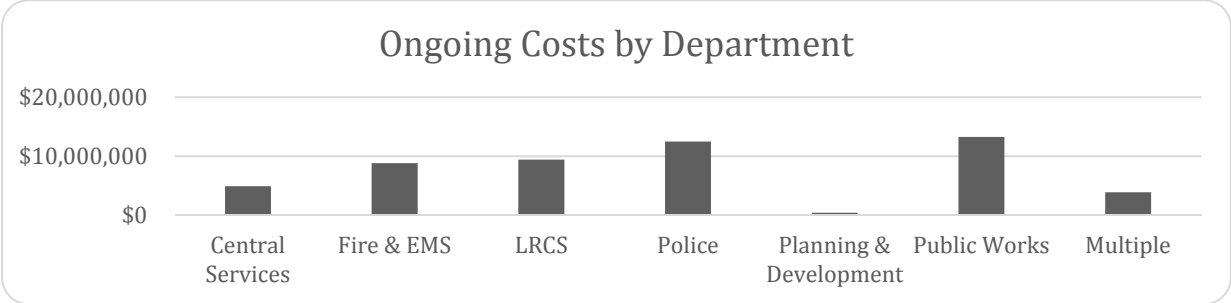
Summary of the UNA Items

The UNA consists of 138 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.

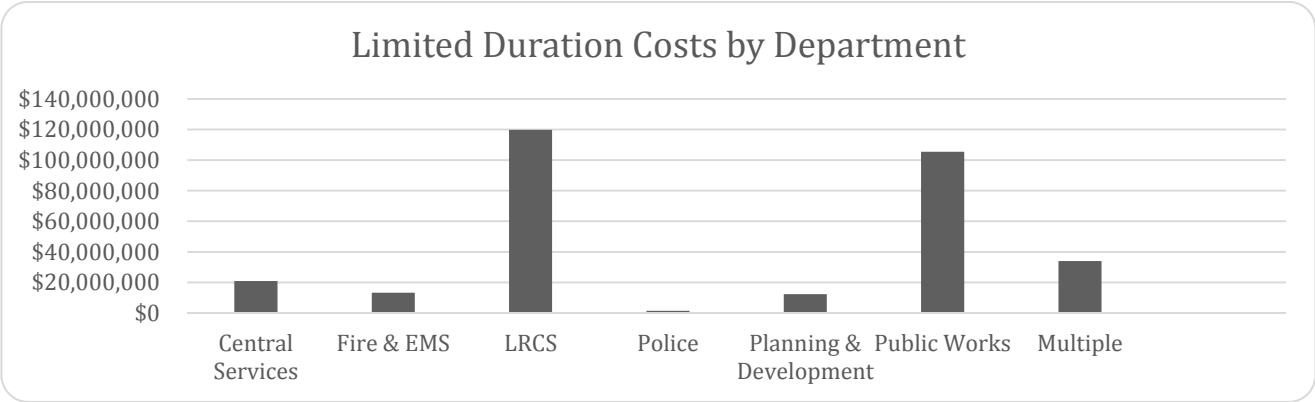
As can be seen in the chart below, both the ongoing and limited duration costs are significant. Approximately $53.4 million of annual ongoing funding would be needed to pay for all of the items in the UNA. The limited duration or one-time costs are nearly $307 million.



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:

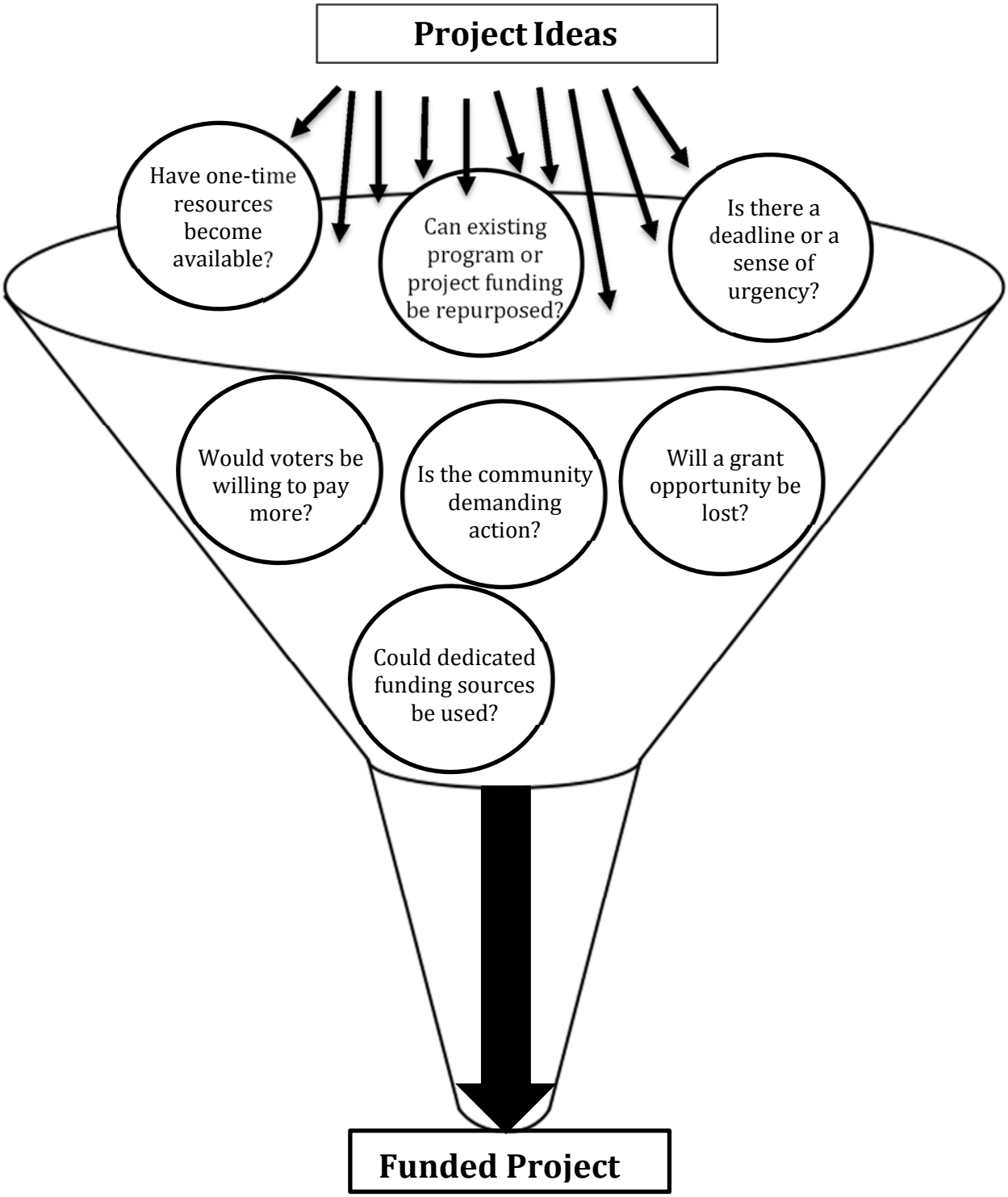
- Community Court
- Jail Beds
- City Prosecutor Staffing & Municipal Court Services
- Public Safety Answering Point Shortfall
- Animal Services Contract
- Body Worn Camera Video Storage
- Advanced Life Support (ALS) Funding
- Land Use Code Update For Housing
- Clear Lake Expansion Area Shovel Ready Development 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 138 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, an expanded Community Outreach Response Team (CORT), 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 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, 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, continuation of library services after the library levy expires in FY21, and continuation of parks and recreation operations and maintenance services after the levy expires in FY23.

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.

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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
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	
PW	CRO	7	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	
PDD	CRO	8	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	9	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

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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
LRCS	Downtown	10	Downtown/Riverfront Wayfinding	Enhancing Eugene's pedestrian wayfinding program to provide consistent and clear information to assist the traveling public.	$115	$800	
Multiple	Downtown	11	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	12	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	
Parks and Rec Funding							
LRCS	Parks and Rec Funding	13	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	$32,900	9.00
LRCS	Parks and Rec Funding	14	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	15	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
LRCS	Parks and Rec Funding	16	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	17	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	18	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	

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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
LRCS	Parks and Rec Funding	19	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	20	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	
LRCS	Parks and Rec Funding	21	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	22	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	23	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	24	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	25	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	
Public Safety/Community Justice							
Fire	Public Safety/ Community Justice	26	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	27	Recommended Minimum Records Staffing	Increased Records staff to the recommended number of 44 for basic level of service.	$2,542	$210	21.00

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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	28	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	29	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	9	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	30	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	31	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	32	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	33	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	34	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	35	Crimes Against Children	Addition of 3 sworn officers in the Violent Crimes Unit specifically to address crimes against children.	$525	$30	3.00

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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	36	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	37	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	38	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	Public Safety/ Community Justice	39	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	40	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	41	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	42	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
EPD	Public Safety/ Community Justice	43	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	44	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
Multiple	Public Safety/ Community Justice	45	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

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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	46	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	47	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	48	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	49	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	50	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
CS	Public Safety/ Community Justice	51	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	52	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
EPD	Public Safety/ Community Justice	53	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	54	Animal Services Contract	Funding to cover increased costs for contracted animal sheltering and adoption services that are provided on an ongoing basis.	$150		

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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	55	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	56	School Resource Officer Staffing	Increase School Resource Team by one officer.	$145		1.00
EPD	Public Safety/ Community Justice	57	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
EPD	Public Safety/ Community Justice	58	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	59	Radio Engineering and Replacement	For the coordination and replacement of current radio systems.	$120	$9,100	1.00
CS	Public Safety/ Community Justice	60	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	61	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	62	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	63	Body Worn Camera Video Storage	The annual cost of cloud-based data storage for body worn camera video.	$100		
CS	Public Safety/ Community Justice	64	Municipal Court Security Services	To cover the costs of security staff and equipment at the Eugene Municipal Court.	$90		

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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	65	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	66	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	67	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	
Multiple	Public Safety/ Community Justice	68	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	

2018 Unfunded Needs Assessment

Services and Infrastructure

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd Duration Costs ($1,000s)	Additional FTE
Existing Services							
Multiple	Existing Services	69	Parks and Recreation Operations and Maintenance Levy Service Level Continuation	Continued services at the level provided by the current Parks and Recreation Operations and Maintenance Levy, which expires after FY24.	$3,150		10.25
LRCS	Existing Services	70	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	71	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	72	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	73	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	74	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	75	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	76	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	77	Airport Fleet Services Support	Airport Fleet Services Technician to provide support and maintenance to airport vehicles and equipment.	$110		1.00
PDD	Existing Services	78	Homeless Support - Singles	Lindholm Center to be open to provide services during the weekend.	$75		

2018 Unfunded Needs Assessment

Services and Infrastructure

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd Duration Costs ($1,000s)	Additional FTE
PDD	Existing Services	79	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	80	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
PW	Existing Services	81	General Fund Fleet Replacement	To fully fund General Fund Fleet replacement.		$2,800	
PDD	Existing Services	82	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	83	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	84	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	85	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	86	Bethel Neighborhood Plan	A two year, Council directed neighborhood area plan review to be completed for the Bethel area.		$200	
PDD	Existing Services	87	University Neighborhood Plan	A two year, Council directed neighborhood area plan review to be completed for the University area.		$170	
Fire	Existing Services	88	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	89	Regional Economic Prosperity Funding	Funding to directly support regional economic prosperity initiatives, partnerships, and opportunities benefitting the community.		$100	

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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
PDD	Existing Services	90	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	91	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	
Future Demands							
Fire	Future Demands	92	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	93	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	94	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
CS	Future Demands	95	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	96	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	97	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	98	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

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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	Future Demands	99	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
LRCS	Future Demands	100	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	101	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	102	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	103	Terminal/Concourse Expansion	An addition of a third concourse to expand Airport services.		$20,000	
CS	Future Demands	104	City Hall	Design and construction of a Phase 1 City Hall on the Butterfly lot.		$15,800	
PW	Future Demands	105	Airport Parking Lot Structure/Garage	Design and construction of an Airport parking lot structure or parking garage.		$3,500	
PW	Future Demands	106	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	107	Trail System Development	Acquisition and construction of high priority trail segments to enhance the City's trail system.		$2,500	
PW	Future Demands	108	General Taxiway Repairs	Repair and improvements for several Airport taxiways.		$2,000	
PW	Future Demands	109	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	

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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	110	New Auxiliary Terminal	Design and construction of a new auxiliary terminal at the Airport.		$845	
PW	Future Demands	111	Airport Administrative Offices	Move Airport Administration offices and conference rooms to the location identified in the Airport Master Plan Update.		$500	
PW	Future Demands	112	Old Tower and Hangar Demo	Demolition and removal of the old tower and hangar to accommodate future concourse expansion.		$500	
PW	Future Demands	113	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.		$495	
PW	Future Demands	114	POS Green Infrastructure Renovation	Reconstruction of Crest Drive and Courthouse Facilities.		$400	
LRCS	Future Demands	115	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	116	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	117	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	118	Pavement Preservation Backlog Funding	Addressing the backlog of the City's ongoing pavement preservation program.	$11,600		

2018 Unfunded Needs Assessment

Services and Infrastructure

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd Duration Costs ($1,000s)	Additional FTE
CS	Infrastructure	119	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		
PW	Infrastructure	120	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	121	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	122	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	123	Airport Infrastructure Support	An additional Airport Electrician position to provide critical support and maintenance to airport infrastructure.	$115		1.00
Fire	Infrastructure	124	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	125	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	126	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	127	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	128	Airport Access Road Improvements	Road improvements and signage to improve primary access to the airport.		$3,350	
PW	Infrastructure	129	Wastewater System Rehabilitation	Preservation and rehabilitation of the City's aging wastewater system.		$1,500	

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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	130	Roosevelt Yard Site	Preservation and maintenance of site-specific features at the Roosevelt Yard.		$1,000	
CS	Infrastructure	131	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	132	Airport LED Lighting Upgrades	Upgrade the lighting throughout the Airport to LEDs, including parking lots, roadways and taxiways.		$500	
CS	Infrastructure	133	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	134	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	135	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	136	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	137	Park Renovation Backlog	Renovation of aging park infrastructure through the City, including playgrounds, lighting, irrigation, restrooms, and pavement.		$30	
PW	Infrastructure	138	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	

Glossary

AD VALOREM TAX
A tax based on the assessed value of a property.

ADOPTED BUDGET
Financial plan that forms the basis for fiscal year appropriations, as adopted by the appropriating governing body (City Council). Contains the operating and capital budgets for the City of Eugene and the Urban Renewal Agency.

APPROPRIATION
A legal authorization to make expenditures and incur obligations for specific purposes. Appropriations are usually limited in amount and time they may be expended. Total appropriations include the adopted budget and any supplemental budget(s). The legal appropriation is the amount authorized by Council.

APPROPRIATION ACT
A bill, ordinance, resolution or order through which appropriations are given legal effect. It is the first ordinance passed by Council that appropriates funds for the next fiscal year, sets the property tax levy, establishes fund and department names and certifies the levy to the County Tax Assessor. Changes to the appropriation of funds thereafter are processed as supplemental budgets.

ASSESSED VALUATION (AV)
The value set on taxable property as a basis for levying property taxes. Measure 50 set the FY98 assessed value of each property equal to 90% of the FY96 assessed value, with some exceptions. Future year increases in assessed value are limited to 3%, with exceptions. Under M50, assessed value cannot exceed the real market value of a property.

ASSESSMENT
Any fee or charge by a unit of government for design, construction and financing of a local improvement such as streets and alley paving, sidewalks and sewers.

ASSETS
Resources having monetary value that are owned or held by an entity.

BALANCE AVAILABLE
A non-departmental expenditure account consisting of a portion of the fund balance that is set aside for potential requirements within the current and future fiscal years. Unused funds are carried forward into the next year's Beginning Working Capital for that fund. Any expenditure from the Balance Available account requires a Council resolution or ordinance. See *Beginning Working Capital* and *Fund Balance*.

BALANCED BUDGET
Oregon Administrative Rule requires jurisdictions within Oregon to propose and adopt balanced budgets. According to the State of Oregon definition (OAR 150-294.352(1)-(B)), a balanced budget is an estimate of expenditures and resources whereby total resources in a fund, including balances carried over from the prior year, equal the total expenditures and requirements for that fund, and the total of all resources equal the total of all expenditures and all requirements for all funds of the jurisdiction.

BASELINE BUDGET
Represents the budget for the current spending and service levels. To determine the upcoming fiscal year's budget, limited duration funding items are removed from the baseline, service level changes are incorporated and anticipated inflationary factors are applied.

Glossary

BEGINNING WORKING CAPITAL
The accumulated unspent resources carried forward from the prior year into the next fiscal year that become a resource to support the appropriations for the next fiscal year.

BOND or BOND ISSUE
A certificate of debt indicating payment of the original investment plus interest on specific dates. Bonds are typically used by governments to pay for large public projects like street repairs. Bonds must be repaid from an identified revenue source.

BORROWING
Funds for major capital improvement projects can be acquired through borrowing, which is repaid either through property taxes or project revenues. Borrowing is a way to match the benefits of a capital project with the users of that project over time. The City of Eugene uses short-term and long-term borrowing to create, acquire or renovate capital assets. The City does not borrow on a short-term basis to support ongoing operations.

BUDGET COMMITTEE
Fiscal planning board of a local government consisting of the governing body plus an equal number of electors appointed by the governing body. See *Electors*. (ORS 294.414)

BUDGET DOCUMENT
Written report showing a government's comprehensive financial plan for a specified period (usually one or two fiscal years), including both the capital and operating budgets. In Eugene, the budget is prepared by the City Manager and submitted to the public and the Budget Committee for review, and to the City Council for final approval and adoption.

BUDGET MESSAGE
Written and/or oral explanation of the budget and the City's financial plan and priorities presented by the City Manager to the Budget Committee. (ORS. 294.403)

CAPITAL BUDGET
A plan of proposed capital projects and the means for financing them. The City's capital budget includes funding for assets that have a useful life of one or more years such as buildings, public infrastructure and land acquisition.

CAPITAL IMPROVEMENT
A term defined in ORS 310.410(19) to include land, structures, facilities, machinery, equipment or furnishings having a useful life longer than one year. See *Capital Project*.

CAPITAL IMPROVEMENT PROGRAM (CIP)
A budgeting and planning tool through which needed capital projects are identified, evaluated, priced and discussed with the general public and the Budget Committee. The CIP is approved by City Council.

CAPITAL OUTLAY
A departmental expenditure. Includes items that generally have a useful life of one or more years, such as machinery, land, furniture, equipment or buildings. Capital outlay expenditures are reviewed at each fiscal year end for purposes of classifying expenditures as "Capital Assets".

CAPITAL PROJECT
The acquisition, creation or extension of the useful life of a fixed asset that has a life expectancy greater than one year and a monetary value greater than a pre-defined threshold ($5,000 for Eugene), such as a public building. Repair or renovation of an existing capital asset or general planning and design activities can also be considered a capital project under certain circumstances.

CAPITAL PROJECT FUND
A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities other than those accounted for in specific funds.

CENTRAL SERVICE ALLOCATION (CSA)
CSA is the method the City uses to recover General Fund indirect costs housed in the central business functions. The indirect costs are pooled together and allocated via usage statistics to the non-General Funds. The General Fund is reimbursed annually via an interfund transfer from each paying fund for the CSA.

CHANGE TO CURRENT SERVICE LEVEL
An increase or decrease to the services being provided at the present time. A change to current service level could consist of a new position or service, an enhancement or expansion to an existing service or a decrease or elimination of an existing position or service.

CHARGES FOR SERVICE
Charges or fees established to recover part or all of the costs incurred in the provision of services by a government; based on the philosophy that the recipient of the benefits should pay for the services. See *User Fees*.

CLIMATE RECOVERY ORDINANCE (CRO)
An ordinance adopted by the City Council in 2014 which provides goals for organization and communitywide greenhouse gas emissions and fossil fuel use reductions.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)
The CAFR contains, at minimum, financial and statistical information as well as the audit opinions of the City's external auditors.

COMPRESSION
The difference between property taxes actually imposed in a given year and property taxes that would have been imposed if Measure 5 limits did not exist. *See Measure 5*.

CONTINGENCY
A non-departmental account established to meet a fund's unanticipated requirements. A Council resolution or ordinance is required to move expenditure authority out of the contingency account.

CURRENT SERVICE LEVEL
This is the existing set of services including those services that are mandated (required by law) and those services approved by the City Council in prior years.

DEBT
An obligation resulting from the borrowing of money. Debt of governmental units can include such items as General Obligation bonds, revenue bonds, short-term notes, lines of credit and leases.

DEBT SERVICE
The amount of money needed to make periodic payments on the principal and interest on an outstanding debt. Debt service is usually expressed as an annual amount.

DEBT SERVICE FUND
A fund created to account for the accumulation of resources for, and the payment of, general, long-term debt principal and interest.

DEPARTMENTAL EXPENDITURES
Current operating expenditures consisting of personnel and materials and services. Expenditures are decreases to the City's net financial resources.

ELECTORS
A qualified voter who has the right to vote for the adoption of any measure. (ORS 294.414(2))

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

ENDING WORKING CAPITAL
The accumulated unspent resources in a fiscal year. These resources are carried

forward into the next fiscal year as Beginning Working Capital. *See also Beginning Working Capital and Fund Balance.*

ENTERPRISE FUND
A fund established to account for operations that are financed and operated in a similar manner as private business. They are usually self-supporting. For example, in Eugene, airport operations are accounted for in an Enterprise Fund.

EXCLUDED TAX RATE
Certain property taxes are excluded from the limitations imposed under Measure 5. These excluded items consist of taxes imposed to pay principal and interest on voter approved General Obligation bonds.

EXPENDITURES
Expenditures include current departmental expenditures (personnel services, materials and services, capital outlay), capital projects and non-departmental expenses (interfund transfers, special payments, debt service, contingency, reserves, balance available and unappropriated ending fund balance).

FISCAL YEAR
A 12-month period that determines the time frame for financial reporting, budgeting and accounting. At the end of the fiscal year, the financial position and results of operations are determined. The City of Eugene's fiscal year is July 1 to June 30.

FTE (Full-time Equivalents)
Used to denote the number of person hours necessary to fill a permanent position. A full-time position is 40 hours per week for the entire fiscal year and is designated as 1.0 FTE; 0.5 FTE may be a half-time position for the entire year or a full-time position for six months.

FUND
A fiscal and accounting entity to record cash and other financial resources, related liabilities, balances and changes, all segregated for specific, regulated activities and objectives. Each fund is established for the purpose of carrying out specific activities or to attain certain objectives in accordance with legal restrictions or agreements.

FUND BALANCE
The combination of: a) the difference between a fund's current year revenues and its expenditures, and b) the accumulated unspent resources from the prior year contained in reserve, contingency, balance available and unappropriated ending funding balance accounts. Another synonymous term is Ending Working Capital.

FUND TYPE
There are six generic governmental fund types: General, Special Revenue, Debt Service, Capital Projects, Enterprise, and Internal Service Funds.

GENERAL CAPITAL PROJECTS FUND
A capital fund used to account for all financial resources for capital activities, except those required to be accounted for in another fund. The primary source of revenue is a transfer from the General (operating) Fund of the City. Only expenditures related to capital activities are made from this fund.

GENERAL FUND
General operating fund of the City. The General Fund is used to account for all financial resources except those required to be accounted for in another fund. Principal sources of revenue are property taxes, charges for services and intergovernmental revenues. Primary expenditures of the General Fund are made for public safety, planning, parks, recreation and cultural services and general administration.

GENERAL GOVERNMENT TAX RATE
A category of tax rate defined by Measure 5. It includes revenues raised to fund general

government operations, such as cities, counties and special districts. The rate of tax on this category is limited to $10 per $1,000 of real market value.

GENERAL OBLIGATION (G.O.) BOND
A bond that is secured by the pledge of a government's "full faith and credit". General Obligation bonds issued by a local government are secured by the government's ad valorem taxing power, which is typically not subject to a constitutional limitation on the tax rate. In Oregon, Measure 5 and Measure 50 define those General Obligation bonds that are excluded from the M5 tax rate limits.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)
GAAP are the conventions, rules and procedures that serve as the norm for the fair presentation of financial statements. Oregon Budget Law requires that most transactions be budgeted on the modified accrual basis of accounting. However, there are certain transactions where statutory budget requirements conflict with GAAP. A reconciliation of those differences is presented in the CAFR.

GOVERNING BODY
County court, board of commissioners, city council, school board, board of trustees, board of directors, or other governing board of a local government unit. (ORS 294.311(20))

IMPACT FEES
Fees charged to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development (e.g., parks or sidewalks).

INDIRECT SERVICES (OVERHEAD)
Indirect services are the costs of providing administrative support to enable direct services to be provided. Examples of functions currently treated as indirect services are city manager, human resources, information services, finance and departmental administration.

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

INTERFUND LOANS
Loans made by one fund to another; a non-departmental expenditure. (ORS 294.468)

INTERFUND TRANSFER
Amount distributed from one fund to finance activities in another fund. Shown as a non-departmental expenditure in the originating fund and as revenue in the receiving fund. (ORS 294.463)

INTERGOVERNMENTAL REVENUE
The City receives grants from the federal, state and local governments, as well as a share of the state's cigarette and liquor taxes.

INTERNAL SERVICE FUND
A fund used to account for fiscal activities when goods or services are furnished internally to other departments or agencies on a cost reimbursement basis. Charges are made to other departments or agencies to support the fiscal activities. In Eugene, an example is the Information Systems and Services Fund, which accounts for items such as data processing, document reproduction, telephones and related services used by all City departments.

LEVY
Gross amount of property taxes imposed on taxable property. The net amount received by a government will be less than the gross levy as a result of delinquent or uncollectible payments or early payment discounts. Budgets are developed on the basis of the projected amount of property taxes receivable. See *Tax Rate* and *Assessed Valuation*.

LIMITED TAX GENERAL OBLIGATION BOND
A bond that is secured by the pledge of a government's taxing authority that is limited as to the rate or amount. Also known as a Full Faith and Credit Obligation.

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

LOCAL GOVERNMENT
Any county, municipality, political subdivision or school district. ORS 294.004(1)

LOCAL IMPROVEMENT
Capital construction project, or part thereof, undertaken by a governmental unit, which provides a special benefit only to specific properties or rectifies a problem caused by specific properties. The costs of the local improvement are assessed against those specific properties upon the completion of the project. The property owner may elect to pay for the assessment plus interest over a period of up to fifteen years.

LOCAL OPTION LEVY
Under Measure 50, local governments and special districts were given the ability to ask voters for temporary authority to increase taxes through approval of a local option levy. The maximum length of time for a local option levy is 10 years, depending on the purpose of the levy. A local option levy must be approved by a majority of voters.

MARGIN UNDER THE CAP
The difference between the taxes requested by governments and the maximum amount of taxes allowed under Measure 5. See *Measure 5* and *General Government Tax Rate*.

MARGINAL BEGINNING WORKING CAPITAL
The difference between the Beginning Working Capital estimate in the budget and the actual audited Beginning Working Capital. The adjustment is made on the Supplemental Budget in December of each year.

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

MEASURE 50 (M50)
On May 20, 1997, the voters of Oregon passed Measure 50, which fundamentally changed the Oregon property tax system. Under M50, each jurisdiction was assigned a permanent tax rate limit. In addition, the assessed value of each property was reduced in FY98 and future increases in assessed value were capped. See *Assessed Valuation* and *Permanent Tax Rate*.

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

MODIFIED ACCRUAL
The City uses modified accrual for reporting its budget-basis actual revenue and expenditures. The basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. Revenues are recorded only when susceptible to accrual (both measurable and

available). "Measurable" means that the amount of the transaction can be determined. "Available" is defined as being collectible within the current period or soon enough thereafter (60 days) to be used to liquidate liabilities of the current period. Expenditures, other than interest on noncurrent obligations, are recorded when the fund liability is incurred.

NON-DEPARTMENTAL EXPENDITURE
Expenditures of a fund, including Debt Service, Interfund Transfers, Contingency, Reserves, Balance Available, Special Payments and Unappropriated Ending Fund Balance, are decreases to the City's net financial resources.

NON-GENERAL FUNDS
All funds other than the General (operating) Fund. These include: Special Revenue, Debt Service, Capital Project, Enterprise, and Internal Service Funds.

ONE-TIME EXPENDITURE
A proposed or actual expenditure that is non-recurring (usually only in one annual budget) and not permanently included in the baseline budget. Department make baseline adjustments to remove prior year one-time costs and appropriately reduce their expenditure authority in subsequent years' budgets.

ONGOING EXPENDITURE
A recurring expenditure for an ongoing program or service that will require future appropriations. Departments generally include ongoing expenditures in their baseline budgets in subsequent years.

OPERATING BUDGET
Financial plan for paying general operating expenditures. The operating budget includes funding for the City's daily operations, such as labor, materials, services and equipment acquisition needed to provide services to the public.

OPERATIONS AND MAINTENANCE (O&M)
Operating expenses, such as labor, materials, supplies and equipment, plus maintenance expenses for capital infrastructure. Does not include capital improvements, debt service on outstanding borrowing, reserve funds and other miscellaneous financial transactions.

OVERLAPPING TAX RATE
Total combined tax rate for a taxpayer comprised of levies from several governments – such as a city, county and school district – that overlap geographically and is expressed in rates per $1,000 of assessed value.

PERMANENT TAX RATE
Under Measure 50, each school district, local government and special district was assigned a permanent tax rate limit in FY98. This permanent tax rate applies to property taxes for operations. The City of Eugene's permanent tax rate limit is $7.0058 per $1,000 of assessed value.

PERSONNEL SERVICES
Consists of salaries and wages, fringe benefits, social security, retirement, long-term disability and unemployment contributions included as part of the operating budget.

PRINCIPAL
The face amount or par value of a bond issue payable on stated dates of maturity.

PROPERTY TAX
A tax levied equally against the assessed value of all taxable property within a government's boundaries.

PROPOSED BUDGET
Financial and operating plan prepared by the City Manager and submitted to the public and the Budget Committee for review.

REAL MARKET VALUE
The real market value of a property was

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

REQUIREMENT
An expenditure or net decrease to a fund's resources, either a departmental, non-departmental or capital expenditure.

RESERVES
Resources earmarked for a specific purpose during a future period; resources can only be used for the purpose for which the reserve is established.

RESOLUTION
A decision, opinion, policy or directive of a municipality expressed in a formally drafted document and voted upon.

RESOURCE
Estimated beginning funds on hand plus anticipated receipts. (ORS 294.361)

REVENUE BOND
A bond that is payable from the revenue generated from the operation of the facility being financed by the bond, such as an airport project. A revenue bond can also be secured by any other revenues a jurisdiction decides to pledge.

REVENUES
Monies received or anticipated by the City from either tax or non-tax sources.

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

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

SPECIAL PAYMENTS
Non-departmental expenditure account used to record loan payments and payments to other governmental agencies. These were previously reported as Miscellaneous Fiscal Transactions, Interfund Loans and Intergovernmental, respectively.

SPECIAL REVENUE FUNDS
A fund used to account for the proceeds of certain revenue sources that are legally restricted to expenditure for specific purposes. In Eugene, the Road Fund is a Special Revenue Fund that accounts for maintenance and construction of the City's roads with resources provided by the City's share of state gas taxes and other intergovernmental revenue.

SUPPLEMENTAL BUDGET
A financial plan that is presented to the City Council subsequent to the passage of the fiscal year appropriation act (adopted budget) to recognize unexpected needs or to spend revenues not anticipated at the time the annual budget was adopted. A supplemental budget cannot be used to authorize a property tax levy. (ORS 294.471)

SYSTEM DEVELOPMENT CHARGE (SDC)
Designed to finance the construction, extension or enlargement of a park, street, storm sewer or sewerage or disposal system. SDCs are imposed by a governmental unit as a condition to issuance of any occupancy permit or imposed by a governmental unit at such other time as, by ordinance, it may determine. See *Impact Fees* and ORS 223.299.

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

TAX INCREMENT FINANCING (TIF)
The primary funding mechanism for urban renewal is called tax increment financing. Increases in property values within an urban renewal district are responsible for determining the amount of revenue that is directed to the district.

TAX LEVY
Total amount of property taxes imposed by a local government unit.

TAX RATE
The tax rate is applied to the assessed value of each property in order to determine a property's total tax bill. Tax rates are stated in dollars per $1,000 of assessed value. See *Overlapping Tax Rate, Permanent Tax Rate,* and *Measure 5*.

TAX ROLL
The official list showing the amount of taxes levied against each property. For the City of Eugene, the tax roll is compiled and maintained by the Lane County Department of Assessment and Taxation.

UNAPPROPRIATED ENDING FUND BALANCE (UEFB)
An amount set aside during the budget process that is earmarked to remain unspent during the year. UEFB is budgeted in order to ensure positive cash flow during the first few months of the fiscal year, prior to receipt of property taxes. Eugene has a City Council adopted policy to maintain UEFB at two months of operating expenditures (excluding contingency and reserves) in the General Fund.

URBAN RENEWAL AGENCY
The Urban Renewal Agency of the City of Eugene was established in 1958 as a separate corporate public body charged with the responsibility to implement adopted renewal plans. The Urban Renewal Agency administers the Downtown and Riverfront Districts. The Mayor and City Council act as the governing board of the Agency.

URBAN RENEWAL DISTRICT
Urban renewal districts attempt to prevent the erosion of property values, as well as increase those values, by stimulating private investment in an urban renewal area. Urban renewal districts are authorized by the Oregon Constitution and state statutes. About 50 urban renewal districts exist in Oregon. They were created to economically improve areas that are blighted, under-developed or depressed. Urban renewal projects include land purchases, development of utilities and public infrastructure (for example, streets, water, sewer, lighting, public spaces, parks, etc.).

USER FEES
Fees established to recover part or all of the costs incurred in the provision of services by a government; based on the philosophy that the recipient of the benefits should pay for the services. Also called charges for service. In Eugene, user fees are charged for participation in recreation programs, attendance at Hult Center events, building plan checks, landing fees at the airport and ambulance usage, among others.

Acronyms

ACRONYM	DESCRIPTION
ADA	Americans with Disabilities Act
AFSCME	American Federation of State, County, and Municipal Employees
AIP	Airport Improvement Program
AIRS	Area Information Records System
ALS	Advanced Life Support
ARFF	Aircraft Rescue and Fire Fighting
ARS	Adaptive Recreation Services
BLS	Basic Life Support
BEDI	Brownfield Economic Development Initiative
BRING	Bring Recyclable Into New Garbage
BWC	Beginning Working Capital
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CDBG	Community Development Block Grant
CEAP	Climate and Energy Action Plan
CFC	Customer Facility Charges
CILT	Contributions in Lieu of Taxes
CIP	Capital Improvement Program
CLCC	Central Lane Communications Center
CMO	City Manager's Office
COE	City of Eugene
COLA	Cost of Living Adjustment
CORT	Community Outreach Response Team
CPA	Certified Public Accountant
CPI	Consumer Price Index
CPI-U	Consumer Price Index for All Urban Consumers
CRO	Climate Recovery Ordinance
CSA	Central Services Allocation
CSWMP	Comprehensive Stormwater Management Program
DRLP	Downtown Revitalization Loan Program
EMS	Emergency Medical Service
EMT	Emergency Medical Technician
EPD	Eugene Police Department
EPEA	Eugene Police Employees Association
EPL	Eugene Public Library
ERP	Expenditure Review Panel
EWC	Ending Working Capital
EWEB	Eugene Water & Electric Board
FAA	Federal Aviation Administration
FTE	Full-Time Equivalent
FY	Fiscal Year

Acronyms

ACRONYM	DESCRIPTION
GAAP	Generally Accepted Accounting Principles
GF	General Fund
GFOA	Government Finance Officers Association
GIS	Geographic Information System
G.O.	General Obligation
HACSA	Housing Authority and Community Services Agency
HB	House Bill
HR	Human Resources
HSC	Human Services Commission
HUD	Housing and Urban Development
HVAC	Heating, Ventilation and Air Conditioning
IAFF	International Association of Fire Fighters
IAP	Individual Account Program
IATSE	International Alliance of Theatrical and Stage Employees
ISD	Information Services Division
ISF	Internal Service Fund
ISP	Internet Service Providers
IT	Information Technology
LCC	Lane Community College
LCOG	Lane Council of Governments
LEED	Leadership in Energy and Environmental Design
LOC	Line of Credit
LOL	Local Option Levy
LRCS	Library, Recreation and Cultural Services Department
LRIG	Lane Radio Interoperability Group
M&S	Materials and Supplies
MBWC	Marginal Beginning Working Capital
MUPTE	Multi-Unit Property Tax Exemption
MVFT	Motor Vehicle Fuel Tax
MWMC	Metropolitan Wastewater Management Commission
MYFP	Multi-Year Financial Plan
NEDCO	Neighborhood Economic Development Corporation
NPDES	National Pollutant Discharge Elimination System
O&M	Operations and Maintenance
OAR	Oregon Administrative Rules
ODOT	Oregon Department of Transportation
OLCC	Oregon Liquor Control Commission
OPEB	Other Post-Employment Benefits
OPP	Overnight Parking Program
OPSRP	Oregon Public Service Retirement Plan

Acronyms

ACRONYM	DESCRIPTION
ORS	Oregon Revised Statutes
OTIA	Oregon Transportation Investment Act
PDD	Planning and Development Department
PERS	Public Employees Retirement System
PFC	Passenger Facility Charge
POS	Parks and Open Spaces
POS	Point of Service
PPO	Preferred Provider Organization
PROS	Parks, Recreation and Open Spaces
PSAP	Public Safety Answering Point
PSF	Professional Services Fund
PW	Public Works Department
RAIN	Regional Accelerator and Innovation Network
RFE	Reserve for Encumbrance
RFP	Request for Proposal
ROW	Right of Way
RRSF	Reserve for Revenue Shortfall
RRQZ	Railroad Quiet Zone
SALT	Seniors and Law Enforcement Together
SB	Supplemental Budget
SCBA	Self-Contained Breathing Apparatus
SDC	Systems Development Charges (streets, sewers, facilities)
SWAT	Special Weapons and Tactics
SW7	Southwest Seven Counties
TBL	Triple Bottom Line
TSA	Transportation Security Administration
TSP	Transportation System Plan
TWH	Total Worker Health
UEFB	Unappropriated Ending Fund Balance
UGB	Urban Growth Boundary
UO	University of Oregon
URA	Urban Renewal Agency
VIP	Volunteers in Policing
WIX	Willamette Internet Exchange
WPGB	Waste Prevention/Green Building
YFRS	Youth and Family Recreation Services

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