FY20 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
Alicia Voorhees
Ryan Moore
Tai Pruce-Zimmerman
Eliza Kashinsky
Shaun Londahl

City Manager
Jon Ruiz

Executive Management Team
Kristie Hammitt, Assistant City Manager
Kathryn Brotherton, City Attorney
Mia Cariaga, Central Services
Chris Heppel, 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
Twylla Miller

Finance Staff
Abby Alway
Maurizio Bottalico
Sue Cutsogeorge
Samantha Ferber
Jamie Garner
Doug Lauderbach
Vicki Silvers
Mike Streepey
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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, 2018

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, 2018. This is the 36th 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, 2018. The certificate is a form of recognition for excellence in local government financial reporting. This is the 43rd 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 FY20 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

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

Commitment, collaboration, and strong partnerships have built a solid foundation for advancing numerous initiatives and addressing challenges over the last year. As a community, we have made significant progress with the development of our Downtown Riverfront development and park, the creation of the River Road-Santa Clara Neighborhood Plan, a Eugene Climate Collaborative made up of system-level partners, providing new small business loans, expanding access to Library and Recreation services along with preparing for the 2021 World Championships and hosting a week-long Visual Arts Festival. While these were some of the year's highlights, we also know that the everyday work of the City continued — focused on making lives better, neighborhoods safer and our community more prosperous for everyone. That included making meaningful progress in addressing important and urgent issues such as homelessness, housing and community safety. Thoughtful responses to these opportunities and challenges are possible due to the last several years of prudent fiscal decisions by the Budget Committee, City Council, staff and the community, which have provided a bridge out of the economic downturn and into our current environment of financial stability.

This year's budget shows investments that respond to the needs of the community and fulfill the promises that have been made. The FY20 Budget also maintains a responsible savings account while keeping increases in operating expenses to a minimum. We continue to diligently plan for future costs and monitor uncertainties that could impact our General Fund.

The FY20 Budget includes nearly $10 million in new capital investments for our parks and recreation facilities as authorized by voters when they approved $39.35 million in General Obligation (G.O.) bonds for Parks and Recreation capital projects. Due to the City's strong financial profile including healthy reserve levels, ample liquidity, a low debt burden and strong financial management, the bond sale process resulted in significant competition to purchase the bonds and a very low interest cost, which allows taxpayer dollars to go further when constructing these projects. The capital improvements funded by the G.O. bonds will lead to new and improved facilities that will be more accessible to all areas of our community. Upon passage of the bond measure, City staff immediately moved into action, reaching out to the community to get their input on some of the first projects, including the renovation of the Campbell Center, Echo Hollow Pool and the planning for Striker Field.

City Council focused on community safety throughout the year with the goal of finding long-term funding strategies to address critical community safety needs. As part of the FY19 supplemental budget process in December, the City Council approved an 18-month bridge funding strategy totaling $8.6 million that is designed to address some of the identified safety needs from January 2019 through June 2020. This funding is adding capacity within our Fire and Emergency Services department, launching a Street Crimes Team to address critical public safety issues in neighborhoods throughout the city, stabilizing services that provide emergency shelter and help

people transition to more safe, permanent housing, and supporting programs that keep young people from becoming homeless.

The bridge funding is the first step in working toward meeting the larger, ongoing needs of our community safety system. With the help of a Community Safety Revenue Team that convened earlier this year, we explored options for a new, sustainable, reliable and fair funding mechanism that could generate approximately $23.6 million annually that resulted in proposing a payroll tax to be implemented by July 2020. The ordinance was passed in June 2019 and staff are working to implement the administrative procedures to begin collecting the tax. This community-wide investment will provide faster, more efficient safety responses, deter crime, connect people to services, engage and help at-risk youth, support more investigations and court services, and add jail beds to reduce capacity-based releases and hold those who commit crimes accountable. Ultimately, by strengthening community safety we create a strong foundation to support the livability, economic prosperity, and vibrancy of the entire city.

Community safety includes addressing the needs of our most vulnerable populations including those who are unhoused. Homelessness continues to be a critical issue as we work toward balanced solutions that meet the needs of the unhoused community while ensuring the livability of neighborhoods, access to parks and recreation facilities, and the success of local businesses. Last year, the Technical Assistance Collaborative (TAC) report provided practical recommendations and City Council directed me to work with the County Administrator to establish a framework and plan for implementing them. Funding allocated to this effort, including the $1 million in FY18 for a future homeless shelter and an additional $900,000 in FY19, will be part of this process. The City is focused on investing these dollars in key action areas based on the TAC recommendations: prevention, outreach, rapid response and housing options. Next steps include creating a public low-barrier shelter, launching a mobile outreach team that will reach people who are unhoused where they are, piloting a landlord engagement program that will incentivize landlords to create more affordable housing options and coordinating and leveraging existing efforts to make our dollars go farther with a strategic initiatives manager. We will continue to work with our area partners, including the Human Services Commission, to find effective strategies to address an issue that impacts too many of our neighbors, friends and family.

As we continue to work on and invest in critical community issues, we are also looking ahead and planning for our community's future. Last year saw considerable progress toward transforming the Downtown Riverfront into a location that is vibrant, active and accessible. The development of both the park and the plaza are included in the FY20-25 Capital Improvement Program. Additionally, the Budget Committee recommended allocating URA funds to fill previously identified gaps of $8 million for the park and $4 million for the plaza. The park will open in advance of the 2021 World Championships, and visitors to the event will see Eugene's commitment to outdoor spaces demonstrated in its thoughtful and inclusive design. This project is also summarized in the City Focus, later in this section.

Working toward our climate goals is another important investment in our collective future. The Climate Recovery Ordinance (CRO) outlines goals for organizational and community-wide greenhouse gas (GHG) emission and fossil fuel use reductions. The goals are ambitious and will take community-wide effort. Over the last year, we have engaged community partners that have larger, system level impacts. These eleven partners have significant oversight and impact on community-wide fossil fuel use and greenhouse gases or can affect or alter systems that will

enable the community to adapt and prepare for climate change. Together they formed our Eugene Climate Collaborative and are laying the foundation to make it easier for everyone — individuals, households, businesses, and other organizations — to take actions that support the CRO goals.

Since the CRO's adoption we have appropriated $565,000 for work related to its goals and have incorporated it into our organizational culture. Staff calculated GHG emissions for many of the projects in the FY20-25 Capital Improvement Program to help illuminate the environmental impacts of large-scale construction projects. Incorporating GHG emissions into capital project planning is uniquely Eugene, and other cities across the country are looking to follow this example. We will continue to search out new and alternative ways to be a leader in this area, and to find ways to connect policymakers and interested parties with the data that is critical for informed decision-making.

The upcoming fiscal year will see the advancement of these important initiatives and even more innovation. This budget includes many new capital projects, including investment in current and new infrastructure through project work at the Airport, street maintenance and repair and the facility improvements, and new facilities funded by the voter-approved 2018 Parks and Recreation Bond. The Reserve for Revenue Shortfall (RRSF), our savings account in the General Fund, remains well above our target of 8% of projected expenditures and provides a safety net in the face of unexpected challenges. Overall, the FY20 Budget reflects a 11.9% increase in expenses compared to the FY19 Adopted Budget. While the capital budget is increasing by 16.8% over the level included in the FY19 Adopted Budget due to the number and scope of projects, our operating expenditures are only rising by 3.4% as we continue to actively manage expenses through efficiencies and cost saving measures.

In addition to keeping increasing costs to a minimum, we have also focused on identifying areas where we can continue to find savings. The FY20 Budget includes several ongoing financial stability strategies that will save $1.5 million in annual operating costs. These strategies are sustainable over the forecast period and align with our commitment to prudent fiscal stewardship of the City's largest fund. More information about this approach can be found in the General Fund Changes later in this section.

In tandem with the financial stability strategies, the FY20 Budget continues the past practice of targeted, one-time and limited duration funding for strategic investments, along with several cost-neutral or revenue-backed ongoing additions in the General Fund. The FY20 one-time General Fund investments are spread across multiple areas of need and are responses to feedback from the public, Budget Committee, City Council and staff. The fund's resources are finite, and these investments are intended to advance many of our highest priorities in a manner that avoids ongoing obligations that are not sustainable in our current operating environment.

The FY20 Budget includes several investments in public safety funding. The Police Department currently contracts with the White Bird Clinic for CAHOOTS (Crisis Assistance Helping Out On The Streets) teams to provide mobile crisis intervention. The FY20 Budget includes $281,000 on a one-time basis to add 11 additional hours of coverage to the existing CAHOOTS contract. Over the last year, CAHOOTS responded to 17% of 9-1-1 calls, freeing first responders for other calls. Expanding this service provides more coverage in responding to people experiencing a mental health or addiction crisis and increases the capacity of Police Officers to respond to more public safety calls for service. Fire prevention for vulnerable geographic areas across the community is

also a critical need. The FY20 budget includes $200,000 in funding to reduce fire danger through the reduction of dead and dying materials in areas where homes are near undeveloped wildland vegetation. Increasing activity at the Eugene Airport, with the addition of more flights is exciting news. The budget includes the addition of 3.0 FTE police officers at the Airport: two positions to expand the hours of operation in advance of new nonstop air service between Eugene and Chicago by United Airlines, and one position that is the result of a multi-year plan to gradually increase the budget to fully fund the existing service level. In addition, $150,000 for security enhancements at the Eugene Municipal Court is included for the upcoming year.

Eugene has a reputation as a great city for the arts and outdoors, which is one of the many reasons that our population and tourism numbers are growing. This budget includes $530,000 in City and Urban Renewal Agency funds to expand the pedestrian wayfinding program. The project, which began in 2015, is intended to orient people who walk through the city's landscape while also highlighting our arts, culture and natural amenities. Continued investment in this program also helps to ready the community for the 55,000 visitors and 13,000 participants from across the world who will be here to attend the 2021 World Championships and provides a lasting benefit well after that event. More information about this project is included in the City Focus, later in this section.

Community livability and investment in economic development is a continued focus in FY20. The City's current construction permitting software is outdated and lacks the efficiency needed to support our growing community. The FY20 budget includes a two-year funding plan ($500,000 per year) to update the software system. This software redevelopment project will modernize permitting and inspection processes resulting in more efficient project tracking, real-time inspection updates and customer feedback; ultimately improving overall service to the community. In addition, we are also poised to review and revise the current nuisance code provisions, and $70,000 is included in this budget to further that work. This funding will help align and update Eugene's code with what our community values around livability. The Housing Tools and Strategies inventory identifies potential actions that can affect housing affordability, availability and diversity of type. This budget includes $215,000 in one-time funding to maintain this inventory and implement strategies that Council would like to pursue to address these important issues.

The cost of illiteracy in our community continues to grow. In some schools, between 65% and 75% of students are not proficient readers by the end of third grade and 53% of students in Lane County do not read at grade level, which is a predictor of high school graduation rates and future impact on public safety and health care systems. This budget includes $100,000 to promote early literacy. In collaboration with our community partners, this investment will enable us to build on sustainable strategies today that will have a long-term positive impact in our community.

The Budget Committee also recommended the following additions to the FY20 Proposed Budget:

- $2,267,000 additional funding to fully fund the Striker Field Park project.
- $45,000 in one-time funding to the Human Services Commission to offset the expected reduction in Community Development Block Grant funding.
- $130,000 in ongoing funding for a full-time multicultural liaison position.
- $120,000 in ongoing funding for downtown sanitation services.

Fostering and increasing the public's trust and confidence in our financial stewardship remains a top priority for the Executive Team. We have seen the benefits of this trust in the successful passage of the library, parks and recreation levies, and street, parks and recreation bonds. These initiatives and others have provided the fuel to weather challenging economic conditions and make progress on initiatives that are important to our community. While we continue to monitor potential impacts to our financial health, we have made great strides to position the organization for future challenges. The new fiscal year will find the City of Eugene optimistic, resilient and ready to respond to the needs of the community.

Sincerely,

Jon R. Ruiz
City Manager

Summary of Changes to the City of Eugene FY20 Proposed Budget

Fund / Department	FY20 Proposed Budget	Misc. Actions		<---------- Budget Committee Actions ----------> Encumbrances Reserve/Carryover	Capital Carryover	Budget Comm. Recommend.	Council Action	FY20 Adopted Budget
A. General Fund								
Central Services	27,271,970	130,000	a			27,401,970		27,401,970
Fire and Emergency Medical Services	32,885,929					32,885,929		32,885,929
Library, Recreation and Cultural Services	33,051,134					33,051,134		33,051,134
Planning and Development	8,048,562	165,000	b, c			8,213,562		8,213,562
Police	57,418,869					57,418,869		57,418,869
Public Works	6,807,147					6,807,147		6,807,147
Interfund Transfers	4,949,300					4,949,300		4,949,300
Special Payments	700,000					700,000		700,000
Contingency	12,000					12,000		12,000
Reserve	31,632,898	(345,000)	a, b, c, d	4,289,534		35,577,432		35,577,432
Unappropriated Ending Fund Balance	27,110,000	50,000	d			27,160,000		27,160,000
Total	**$ 229,887,809**	**-**		**$ 4,289,534**	**-**	**$ 234,177,343**	**-**	**$ 234,177,343**

a) Allocate $130,000 in ongoing funding for a 1.0 FTE multicultural liaison. Funding in FY20 to come from the Reserve for Revenue Shortfall, and will be part of the base budget beginning in FY21.

b) Allocate $45,000 in one-time funding to support the Human Services Commission and offset an expected federal grant funding reduction. Funds to come from Local Marijuana Tax revenue.

c) Allocate $120,000 in ongoing funding to improve and address downtown sanitation services. Ongoing funding to come from Local Marijuana Tax revenues.

d) Increase the General Fund Unappropriated Ending Fund Balance (UEFB) by $50,000 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.

B. Special Assessment Management Fund								
Central Services	109,440					109,440		109,440
Interfund Transfers	10,000					10,000		10,000
Special Payments	30,000					30,000		30,000
Reserve	50,000					50,000		50,000
Balance Available	1,040,022					1,040,022		1,040,022
Total	**$ 1,239,462**	**-**		**-**	**-**	**$ 1,239,462**	**-**	**$ 1,239,462**
C. Library Local Option Levy Fund								
Library, Recreation and Cultural Services	2,467,510			10,000		2,477,510		2,477,510
Reserve	2,111,152					2,111,152		2,111,152
Total	**$ 4,578,662**	**-**		**$ 10,000**	**-**	**$ 4,588,662**	**-**	**$ 4,588,662**

	Fund / Department	FY20 Proposed Budget	Misc. Actions	Encumbrances Reserve/Carryover	Capital Carryover	Budget Comm. Recommend.	Council Action	FY20 Adopted Budget
			<---------- Budget Committee Actions ---------->					
D.	**Parks and Recreation Local Option Levy Fund**							
	Central Services	100,000				100,000		100,000
	Library, Recreation and Cultural Services	50,000				50,000		50,000
	Police	389,062		42,627		431,689		431,689
	Public Works	2,237,786		560,511		2,798,297		2,798,297
	Balance Available	821,152				821,152		821,152
	Total	**$ 3,598,000**	**-**	**$ 603,138**	**-**	**$ 4,201,138**	**-**	**$ 4,201,138**
E.	**Road Fund**							
	Public Works	13,960,275		952,836		14,913,111		14,913,111
	Interfund Transfers	2,947,000				2,947,000		2,947,000
	Balance Available	1,226,698				1,226,698		1,226,698
	Total	**$ 18,133,973**	**-**	**$ 952,836**	**-**	**$ 19,086,809**	**-**	**$ 19,086,809**
F.	**Public Safety Communications Fund**							
	Police	2,378,521		2,521		2,381,042		2,381,042
	Interfund Transfers	225,000				225,000		225,000
	Balance Available	1,516,667				1,516,667		1,516,667
	Total	**$ 4,120,188**	**-**	**$ 2,521**	**-**	**$ 4,122,709**	**-**	**$ 4,122,709**
G.	**Telecommunications Registration/Licensing Fund**							
	Central Services	4,031,049		546,190		4,577,239		4,577,239
	Debt Service	42,000				42,000		42,000
	Interfund Transfers	3,000				3,000		3,000
	Special Payments	120,000				120,000		120,000
	Reserve	168,847				168,847		168,847
	Balance Available	2,788,016				2,788,016		2,788,016
	Total	**$ 7,152,912**	**-**	**$ 546,190**	**-**	**$ 7,699,102**	**-**	**$ 7,699,102**
H.	**Construction and Rental Housing Fund**							
	Fire and Emergency Medical Services	357,432				357,432		357,432
	Planning and Development	8,569,890		133,486		8,703,376		8,703,376
	Public Works	505,577				505,577		505,577
	Interfund Transfers	1,024,000				1,024,000		1,024,000
	Special Payments	1,020,000				1,020,000		1,020,000
	Balance Available	5,460,019				5,460,019		5,460,019
	Total	**$ 16,936,918**	**-**	**$ 133,486**	**-**	**$ 17,070,404**	**-**	**$ 17,070,404**

	Fund / Department	FY20 Proposed Budget	Misc. Actions	<---------- Budget Committee Actions ----------> Encumbrances Reserve/Carryover	Capital Carryover	Budget Comm. Recommend.	Council Action	FY20 Adopted Budget
I.	**Solid Waste and Recycling Fund**							
	Planning and Development	1,101,866		97,682		1,199,548		1,199,548
	Interfund Transfers	221,000				221,000		221,000
	Balance Available	376,189				376,189		376,189
	Total	**$ 1,699,055**	**-**	**$ 97,682**	**-**	**$ 1,796,737**	**-**	**$ 1,796,737**
J.	**Community Development Fund**							
	Planning and Development	2,963,404		622,871		3,586,275		3,586,275
	Capital Projects	704,645			868,972	1,573,617		1,573,617
	Debt Service	371,249				371,249		371,249
	Interfund Transfers	176,000				176,000		176,000
	Special Payments	8,909,961				8,909,961		8,909,961
	Reserve	1,257,861				1,257,861		1,257,861
	Balance Available	300,000				300,000		300,000
	Total	**$ 14,683,120**	**-**	**$ 622,871**	**$ 868,972**	**$ 16,174,963**	**-**	**$ 16,174,963**
K.	**Library, Parks and Recreation Fund**							
	Library, Recreation and Cultural Services	385,500				385,500		385,500
	Capital Projects	55,918			794,507	850,425		850,425
	Special Payments	108,900				108,900		108,900
	Reserve	3,677,149				3,677,149		3,677,149
	Balance Available	1,067,831				1,067,831		1,067,831
	Total	**$ 5,295,298**	**-**	**-**	**$ 794,507**	**$ 6,089,805**	**-**	**$ 6,089,805**
L.	**General Obligation Debt Service Fund**							
	Debt Service	13,904,043				13,904,043		13,904,043
	Total	**$ 13,904,043**	**-**	**-**	**-**	**$ 13,904,043**	**-**	**$ 13,904,043**
M.	**Special Assessment Bond Debt Fund**							
	Debt Service	180,000				180,000		180,000
	Interfund Transfers	10,000				10,000		10,000
	Reserve	96,794				96,794		96,794
	Total	**$ 286,794**	**-**	**-**	**-**	**$ 286,794**	**-**	**$ 286,794**

Fund / Department	FY20 Proposed Budget	Misc. Actions	Budget Committee Actions: Encumbrances Reserve/Carryover	Budget Committee Actions: Capital Carryover	Budget Committee Actions: Budget Comm. Recommend.	Council Action	FY20 Adopted Budget
N. General Capital Projects Fund							
Library, Recreation and Cultural Services	20,000				20,000		20,000
Capital Projects	13,312,308	- e		27,572,783	40,885,091		40,885,091
Reserve	1,776,560				1,776,560		1,776,560
Balance Available	17,667,586				17,667,586		17,667,586
Total	**$ 32,776,454**	**-**	**-**	**$ 27,572,783**	**$ 60,349,237**	**-**	**$ 60,349,237**

e) Allocate an additional $2,267,000 to Striker Field Park to fully fund the project. $2 million to come from the Systems Development Capital Projects Fund, reallocating that amount from the Downtown Riverfront Park project, and the remainder from the voter-approved 2018 Parks and Recreation bond funds.

O. Systems Development Capital Projects Fund							
Planning and Development	181,493				181,493		181,493
Public Works	458,243		19,166		477,409		477,409
Capital Projects	11,851,500	- e		21,734,593	33,586,093		33,586,093
Interfund Transfers	57,000				57,000		57,000
Balance Available	10,312,069				10,312,069		10,312,069
Total	**$ 22,860,305**	**-**	**$ 19,166**	**$ 21,734,593**	**$ 44,614,064**	**-**	**$ 44,614,064**

e) Allocate an additional $2,267,000 to Striker Field Park to fully fund the project. $2 million to come from the Systems Development Capital Projects Fund, reallocating that amount from the Downtown Riverfront Park project, and the remainder from the voter-approved 2018 Parks and Recreation bond funds.

P. Transportation Capital Projects Fund							
Capital Projects	17,955,000			41,129,767	59,084,767		59,084,767
Balance Available	1,771,989				1,771,989		1,771,989
Total	**$ 19,726,989**	**-**	**-**	**$ 41,129,767**	**$ 60,856,756**	**-**	**$ 60,856,756**
Q. Special Assessments Capital Projects Fund							
Interfund Transfers	20,000				20,000		20,000
Balance Available	1,424,929				1,424,929		1,424,929
Total	**$ 1,444,929**	**-**	**-**	**-**	**$ 1,444,929**	**-**	**$ 1,444,929**

	Fund / Department	FY20 Proposed Budget	Misc. Actions	<---------- Budget Committee Actions ----------> Encumbrances Reserve/Carryover	Capital Carryover	Budget Comm. Recommend.	Council Action	FY20 Adopted Budget
R.	**Municipal Airport Fund**							
	Fire and Emergency Medical Services	1,291,890				1,291,890		1,291,890
	Police	1,114,114				1,114,114		1,114,114
	Public Works	9,382,612		553,626		9,936,238		9,936,238
	Capital Projects	11,612,500			11,407,448	23,019,948		23,019,948
	Interfund Transfers	744,000				744,000		744,000
	Reserve	6,358,213				6,358,213		6,358,213
	Balance Available	8,525,657				8,525,657		8,525,657
	Total	**$ 39,028,986**	**-**	**$ 553,626**	**$ 11,407,448**	**$ 50,990,060**	**-**	**$ 50,990,060**
S.	**Parking Services Fund**							
	Central Services	399,014		774		399,788		399,788
	Planning and Development	5,892,226		484,650		6,376,876		6,376,876
	Public Works	93,033				93,033		93,033
	Capital Projects	1,000,000			1,617,987	2,617,987		2,617,987
	Debt Service	26,250				26,250		26,250
	Interfund Transfers	1,185,350				1,185,350		1,185,350
	Special Payments	150,000				150,000		150,000
	Balance Available	432,673				432,673		432,673
	Total	**$ 9,178,546**	**-**	**$ 485,424**	**$ 1,617,987**	**$ 11,281,957**	**-**	**$ 11,281,957**
T.	**Wastewater Utility Fund**							
	Public Works	24,548,982		1,256,507		25,805,489		25,805,489
	Capital Projects	2,140,000			5,252,395	7,392,395		7,392,395
	Interfund Transfers	1,820,000				1,820,000		1,820,000
	Special Payments	28,636,000				28,636,000		28,636,000
	Balance Available	1,815,771				1,815,771		1,815,771
	Total	**$ 58,960,753**	**-**	**$ 1,256,507**	**$ 5,252,395**	**$ 65,469,655**	**-**	**$ 65,469,655**
U.	**Stormwater Utility Fund**							
	Public Works	16,674,794		942,909		17,617,703		17,617,703
	Capital Projects	2,915,000			5,734,614	8,649,614		8,649,614
	Interfund Transfers	1,202,000				1,202,000		1,202,000
	Special Payments	15,000				15,000		15,000
	Balance Available	6,956,758				6,956,758		6,956,758
	Total	**$ 27,763,552**	**-**	**$ 942,909**	**$ 5,734,614**	**$ 34,441,075**	**-**	**$ 34,441,075**

	Fund / Department	FY20 Proposed Budget	Misc. Actions	<---------- Budget Committee Actions ----------> Encumbrances Reserve/Carryover	Capital Carryover	Budget Comm. Recommend.	Council Action	FY20 Adopted Budget
V.	**Ambulance Transport Fund**							
	Fire and Emergency Medical Services	10,467,048		85,476		10,552,524		10,552,524
	Interfund Transfers	1,321,746				1,321,746		1,321,746
	Total	**$ 11,788,794**	**-**	**$ 85,476**	**-**	**$ 11,874,270**	**-**	**$ 11,874,270**
W.	**Fleet Services Fund**							
	Public Works	12,141,592		1,721,939		13,863,531		13,863,531
	Interfund Transfers	460,000				460,000		460,000
	Reserve	14,141,609				14,141,609		14,141,609
	Balance Available	936,366				936,366		936,366
	Total	**$ 27,679,567**	**-**	**$ 1,721,939**	**-**	**$ 29,401,506**	**-**	**$ 29,401,506**
X.	**Information Systems and Services Fund**							
	Central Services	8,072,055		277,029		8,349,084		8,349,084
	Interfund Transfers	279,000				279,000		279,000
	Reserve	2,315,610				2,315,610		2,315,610
	Balance Available	1,915,435				1,915,435		1,915,435
	Total	**$ 12,582,100**	**-**	**$ 277,029**	**-**	**$ 12,859,129**	**-**	**$ 12,859,129**
Y.	**Facilities Services Fund**							
	Central Services	10,290,165		235,079		10,525,244		10,525,244
	Planning and Development	502,669		42,054		544,723		544,723
	Capital Projects	351,712			664,022	1,015,734		1,015,734
	Interfund Transfers	654,000				654,000		654,000
	Reserve	200,000				200,000		200,000
	Balance Available	2,363,022				2,363,022		2,363,022
	Total	**$ 14,361,568**	**-**	**$ 277,133**	**$ 664,022**	**$ 15,302,723**	**-**	**$ 15,302,723**
Z.	**Risk and Benefits Fund**							
	Central Services	40,096,903		329,876		40,426,779		40,426,779
	Debt Service	7,339,400				7,339,400		7,339,400
	Interfund Transfers	281,000				281,000		281,000
	Reserve	6,779,890				6,779,890		6,779,890
	Balance Available	15,029,906				15,029,906		15,029,906
	Total	**$ 69,527,099**	**-**	**$ 329,876**	**-**	**$ 69,856,975**	**-**	**$ 69,856,975**

Summary of Changes to the City of Eugene FY20 Proposed Budget

Fund / Department	FY20 Proposed Budget	Misc. Actions	<---------- Budget Committee Actions ----------> Encumbrances Reserve/Carryover	Capital Carryover	Budget Comm. Recommend.	Council Action	FY20 Adopted Budget
AA. Professional Services Fund							
Public Works	7,561,931		50,063		7,611,994		7,611,994
Interfund Transfers	753,000				753,000		753,000
Reserve	307,100				307,100		307,100
Balance Available	100,426				100,426		100,426
Total	**$ 8,722,457**	**-**	**$ 50,063**	**-**	**$ 8,772,520**	**-**	**$ 8,772,520**
TOTAL CITY OF EUGENE BUDGET	**$ 677,918,333**	**-**	**$ 13,257,406**	**$116,777,088**	**$807,952,827**	**-**	**$ 807,952,827**

There are two opportunities for the FY20 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 FY20 Budget for the City of Eugene that consists of the City Manager's Proposed FY20 Budget, including the property tax levies and/or rates contained therein, 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 an additional $2,267,000 to the Striker Field Park project to fully the fund the project with a total budget of $3,500,682. Funds to come from the following sources:

    - Systems Development Capital Projects Fund (Fund 330): Reduce the Downtown Riverfront Park project allocation by $2,000,000;
    - General Capital Projects Fund (Fund 310): The remaining $267,000 shall be sourced from the voter-approved 2018 Parks and Recreation Bond funds.

- Move to recommend that the City Council allocate an additional $45,000 in one-time funding to the Human Services Commission FY20 Proposed Budget allocation to offset the expected reduction in Community Development Block Grant funding. Funds to come from Local Marijuana Tax revenue.

- Move to recommend that the City Council allocate $130,000 in ongoing funding for the purpose of funding 1.0 FTE multicultural liaison position, included in the April 2019 Unfunded Needs Assessment as item #99. Funds to come from Reserve for Revenue Shortfall in FY20 with the position becoming part of the base budget in the out years, beginning in FY21.

- Move to recommend that the City Council allocate $120,000 in ongoing funding to improve and address downtown sanitation services. Funding for the ongoing costs to come from Local Marijuana Tax revenues.

- Move to recommend that the City Council direct the City Manager to determine the start-up and ongoing costs for revolving loan programs to assist residents in Eugene, such as with paying their security deposits, emergency rental assistance and down payment or mortgage assistance, and to place these programs on the 2020 Unfunded Needs Assessment.

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 5269 electing to receive State Revenue Sharing funds pursuant to Section 221.770 of Oregon Revised Statutes.

- Adopt Resolution 5270 certifying that the City of Eugene provides the municipal services required by Oregon Revised Statutes Section 221.760.

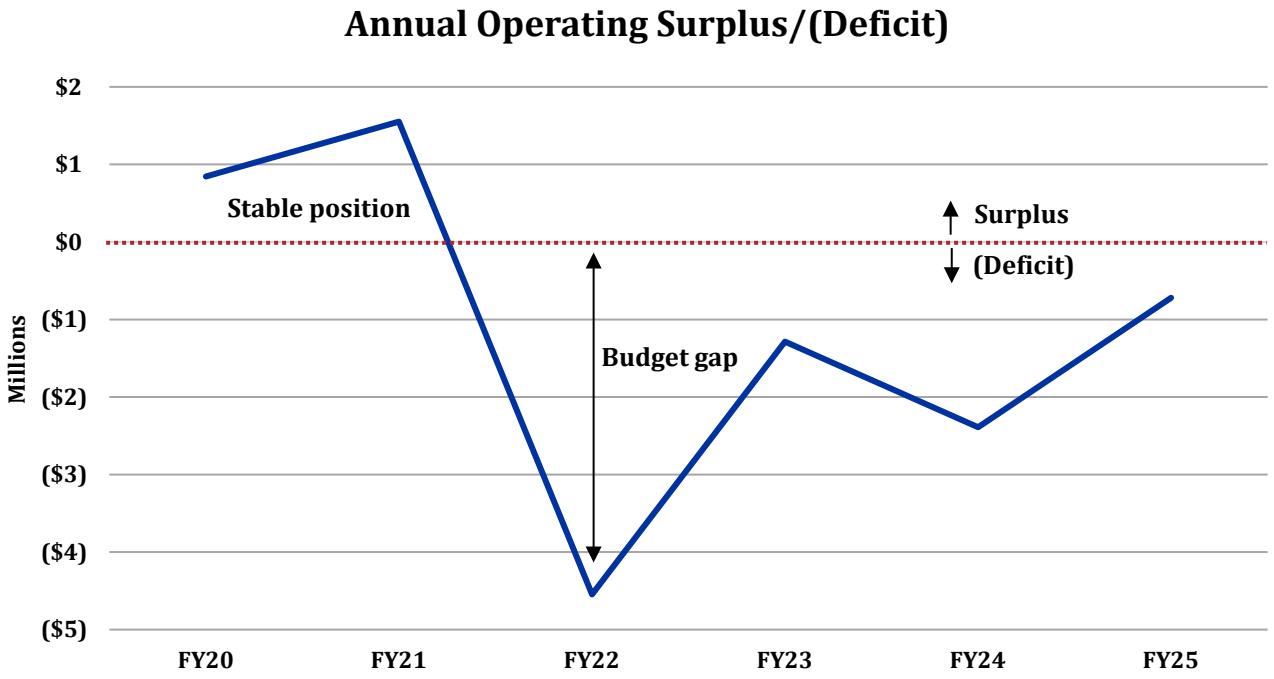
- Adopt Resolution 5271 adopting the budget, making appropriations and determining, levying and categorizing the annual ad valorem property tax levy for the City of Eugene for the fiscal year beginning July 1, 2019 and ending June 30, 2020.

General Fund (Main Subfund) Six-Year Financial Forecast FY20 to FY25

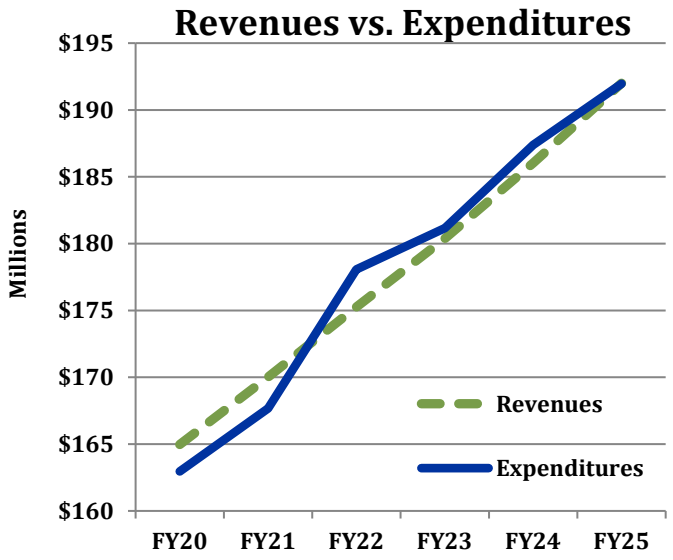
The General Fund Forecast has been updated to reflect the FY20 Adopted Budget. The differences between the FY20 Proposed and Adopted Budgets include Budget Committee recommendations for ongoing funding of $130,000 for a multicultural liaison position and $120,000 for downtown sanitation services, and one-time funding of $45,000 for the Human Services Commission. Other forecast changes include the incorporation of $4.2 million in Reserve for Encumbrance and an increase of $50,000 in the Unappropriated Ending Fund Balance (UEFB). Other than these updates, all other actions and forecast variables are consistent with the FY20 Proposed Budget.

Similar to the previous version, the General Fund Forecast for the FY20 Adopted Budget contains the City Manager's recommended changes. These changes include ongoing funding for select items that are primarily 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 FY20 Adopted Budget.

Last year when the City Council approved the FY19 Adopted Budget, the forecast showed a future ongoing budget gap starting at more than $3 million in FY22. 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, the forecast remains in a stable position through FY21 with an ongoing budget gap starting in FY22. The projected budget gap in FY22 exceeds $4 million driven by a significant increase in PERS rates assumed that year. The budget gap is expected to improve in subsequent years assuming a moderate increase in PERS rates in FY24, with a relatively small deficit remaining by FY25. All forecast drivers will be monitored closely to determine the long-term trends impacting the financial health of the City.

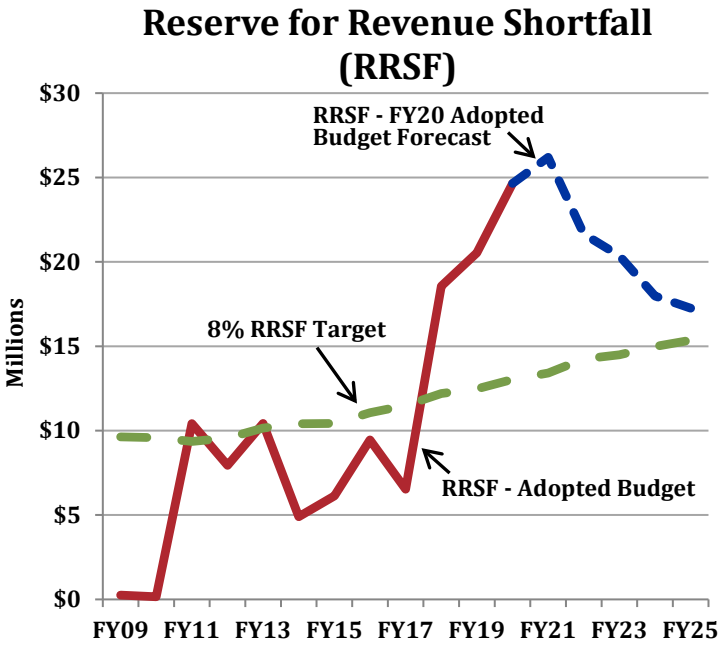


After incorporating the service adjustments previously described, the forecast shows that the service system is stable in the near-term with revenues greater than expenditures through FY21. Expenditures increase sharply and outpace revenues in FY22 driven by a significant increase in PERS rates assumed that year. The projected budget gap in FY22 exceeds $4 million, which is then expected to improve in subsequent years with another moderate increase in PERS rates assumed in FY24. The gap is alleviated as revenues and expenditures come closer together in the out-years of the forecast and are aligned in FY25 under current assumptions.



Reserve for Revenue Shortfall

The Reserve for Revenue Shortfall (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 $14.3 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 right-of-way license fee legal settlement. The majority of these funds were placed in the RRSF during the December FY17 Supplemental Budget and continue to support a healthy reserve level today. The RRSF is $28.6 million in the FY20 Adopted Budget, which includes $4 million of Community Safety bridge funding expected to be spent in FY20. Excluding the bridge funding, the FY20 Adopted Budget RRSF is estimated to be $24.6 million. The following percentages and RRSF chart exclude the bridge funding for comparison purposes.



The RRSF peaks at almost 16% of expenditures in FY21 and then decreases in subsequent years to 9% by the end of the forecast period after incorporating FY20 Adopted Budget changes and anticipated assumptions regarding major forecast drivers, and excluding $4 million of Community Safety bridge funding expected to be spent in FY20. Current projections show that the RRSF remains above the 8% target throughout the forecast period, providing an ample cushion as we look toward the future.

The City also maintains other reserves in the General Fund: The Unappropriated Ending Fund Balance (UEFB) and the Council contingency 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 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 Council contingency reserve is set at $12,000 in FY20 and is set aside for unanticipated needs, which can include items such as election costs for City measures. In prior years, the City also had a Property Tax Appeal Reserve and an Excess Local Marijuana Tax Reserve. Both of these reserves were liquidated during the December FY19 Supplemental Budget and applied toward the Community Safety bridge funding. The Property Tax Appeal Reserve was originally created after a large appeal from Comcast, which has since been settled with the State of Oregon in June 2018.

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 4.3% in FY19, which was higher than anticipated. Based on an analysis of current building permit activity and recent growth trends in taxable assessed value, the FY20 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 $2.1 million annually.

PERS Rates – The FY20 Adopted Budget includes a significant PERS rate increase over FY19 rates. Senate Bill (SB) 1049, passed during the 2019 legislative session, is intended to prevent another significant rate increase in FY22. It will take time for PERS to fully analyze and implement SB 1049; any rate impacts resulting from this bill will be reflected in future forecasts. Beginning in FY21, a 1% annual change in the assumed PERS rates would have an impact of $3.7 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 FY20 Adopted Budget forecast would increase costs by an estimated $10.9 million over the forecast period.

Legislation – State Legislation increasing tax exemptions for centrally assessed properties became law in FY17. This included a property tax exemption for centrally assessed telecommunications businesses that offered high-speed internet. As part of the property tax settlement between the State of Oregon and Comcast in June 2018, Comcast agreed to withdraw its gigabit exemption application. A bill was passed during the 2019 legislative session that repeals this central assessment exemption.

Potential Federal Communications Commission (FCC) Action – The FCC is considering a proposed rule that would reduce franchise fee payments from cable operators by allowing providers certain deductions from cable franchise fees. The proposed mixed-use rule would also preempt local governments from regulating or imposing fees on non-cable services, when these services are delivered over a cable system that is also utilizing the public right-of-way.

Forecast Variables

Assessed Value – The FY20 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 95% for all years of the forecast. The assumed 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. The actual collection rates for FY17 and FY18 were 94.9% and 98.3%, respectively. The high collection rate in FY18 resulted from a property tax settlement between the State of Oregon and Comcast. The General Fund's share of this settlement was approximately $2.8 million.

Property Tax Revenue – Total property tax revenue, including current and delinquent taxes, is projected at $103.6 million in FY19, which is about $700,000 more than the amount included in the FY19 Adopted Budget. Future current year collections have been adjusted accordingly and are projected at $106.1 million in FY20 growing to $129.1 million by FY25, after taking into account the assessed value growth and property tax collection rates explained above. Delinquent tax collections are projected at $1.6 million in FY19 and remain at that level throughout the forecast period.

EWEB Contributions-in-lieu-of-taxes (CILT) – Revenue from EWEB is estimated at $13.2 million in FY20 and grows to $13.8 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 $8.4 million in FY20, increasing to $8.7 million annually by FY25.

Interest Earnings – Portfolio interest earnings are projected at 2.5% in FY20, increasing in the out-years of the forecast to 3%. This reflects a revised outlook based on rising interest rates.

Local Marijuana Tax – In November 2016, voters approved a local tax of 3% on the retail sales of recreational marijuana items. This new revenue source is estimated to be $1.1 million in FY19, increasing to $1.25 million in FY20, and remaining at that level throughout the forecast period. These projections represent substantial increases over prior estimates now that this new market is maturing, and staff have a longer history of actual receipts upon which to base future estimates.

State Shared Revenues – State shared revenue is projected to increase from $6.1 million to $7.7 million over the forecast period. This includes revenue estimates for the State marijuana tax of $700,000 in FY19 and $750,000 per year thereafter. Similar to the local marijuana tax, these projections represent substantial increases over prior estimates now that this new market is maturing, and staff have a longer history of actual receipts upon which to base future estimates.

Inflation Rates – The FY20 assumed inflation rate is 2.2% based on the September 2018 State economic forecast. Inflation rates beginning in FY21 are pegged at the inflation percentages used by the State Office of Economic Analysis in their March 2019 forecast. In FY21, the rate is 2.4% and

subsequently peaks at 2.5% in FY22 before decreasing to 2.2% through 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 2019 forecast. Increases in the minimum wage, per Oregon Legislation, are also included.

Materials and Services – The FY20 rate is 2.2% and increases beginning in FY21 are tied to the inflation percentages used by the State Office of Economic Analysis in their March 2019 forecast.

Health Benefits – The forecast includes a health benefits inflation rate of 4.4% in FY20. Based on preliminary projections from the City's actuary, the cost of health benefits is expected to rise 6.1% in FY21 with the growth rate dropping to 5.7% by the end of the forecast period.

Retirement Costs – The forecast includes the following rate increases in FY20 based on City-specific rates approved by the PERS Board: PERS Tier 1 and Tier 2 increase of 3.67%, OPSRP General Service increase of 3.85%, and OPSRP Police/Fire increase of 3.71%. In FY22 and FY24, the forecast assumes 5.41% and 0.89% increases across all rates based on the actuary's long-term projections for the system as a whole.

Construction Excise Tax – On April 8, 2019, City Council approved an ordinance enacting a Construction Excise Tax (CET). The ordinance includes an offset of the CET paid by applicants with an equivalent reduction in systems development charges (SDCs) and permit fees during the first two years, to be made whole by other City funds. The forecast includes transfers out of $1 million in FY21 and $1.5 million in FY22 for this purpose.

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 creates the pension plan, the Oregon Investment Council invests the assets, and the PERS Board sets the rates that employers must pay to cover system costs.

How is PERS funded?

The system assets have come mainly from investment income, which represents approximately 3/4 of system revenues since 1970. Employer contributions and member contributions make up the remainder. The most recent valuation shows that the PERS system is about 73% funded as of December 31, 2017. This means that the system has approximately 73% of the funds needed to pay projected benefit costs. The remaining 27% 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.

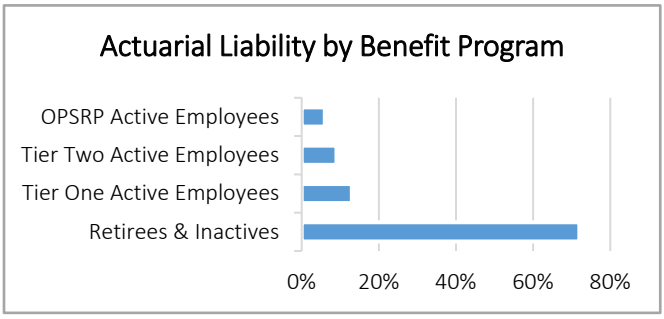
What are the City's costs for PERS, and will they go up in the FY20 budget and beyond?

The City will contribute an estimated $24.8 million toward PERS costs in FY19, and those costs are expected to go up by about $4.6 million in the FY20 budget. This is for all of the City's funds. Employer contribution rates are set every two years, and the most recent PERS Board's actuarial projections show that rates will increase significantly in FY22 and moderately in FY24.

Rates as a Percent of Payroll	FY16 Actual	FY18 Actual	FY20 Actual	FY22 Projected	FY24 Projected
Tier 1 and 2	17.50%	21.40%	25.07%	30.48%	31.37%
OPSRP General Service	10.05%	12.38%	16.23%	21.64%	22.53%
OPSRP Police and Fire	14.16%	17.15%	20.86%	26.27%	27.16%

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?

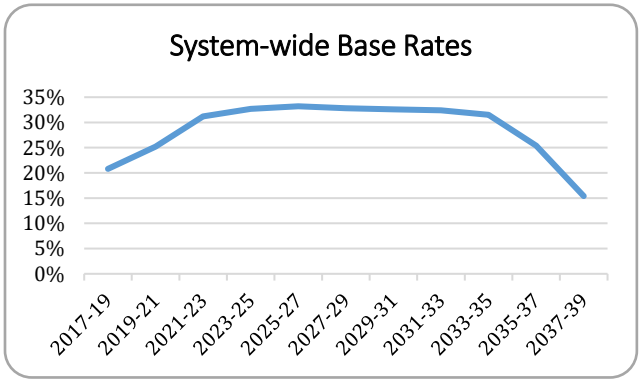


The City does not determine the benefits or costs of PERS, so there is no direct way to affect system costs. However, Eugene was the lead plaintiff in a lawsuit against the PERS board in the late 1990s, which resulted in lower costs and encouraged the legislature to create a new, lower cost tier of benefits. Due to previous lawsuits and court rulings, the ability to affect employer costs is limited. About 72% 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.

What is the Oregon Legislature doing to help lower PERS costs for employers?
During the 2018 legislative session, the Oregon Legislature passed Senate Bill (SB) 1566 which established the Employer Incentive Fund (EIF) to encourage employers to make lump sum payments to pay down their UAL by providing a 25% match of the lump sum contribution amount. Provisions related to the EIF were subsequently modified in 2019 by SB 1049, which also identified state funding to initiate the matching program, although PERS anticipates that demand for matching funds will exceed availability. PERS will need to redraft the EIF rules and processes and, until this step is complete, the City is unable to adequately evaluate whether to participate. SB 1049 also made other changes to PERS with the intent of preventing another significant rate increase in FY22. These changes include re-amortization of the Tier 1/Tier 2 UAL, Individual Account Program (IAP) redirect, work after retirement rule changes, and a final average salary cap. According to a June 2019 statement from the PERS Director, "Senate Bill 1049 will add complexity to the PERS system and the agency will need time to fully analyze and implement the various aspects of the bill." City staff will continue to monitor the implementation of SB 1049.

Will high market returns mean lower costs for the City?
Calendar year 2018 returned approximately 0.5% based on preliminary information presented to the PERS Board. According to the PERS actuary, the system average pension rates will increase by more than 5.0% of payroll in the next biennium (starting July 1, 2021), even if average investment returns exceed the assumed 7.2%.

What is the outlook for PERS rates in the long run?
Assuming investment returns approximate 7.2%, PERS rates are projected to stabilize through about 2035. A large portion of the current unfunded liability is expected to be paid off by then, and rates will start to decrease in the late 2030's as a result. The impact of SB 1049 will be reflected in future actuarial projections.



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), FY20 THROUGH FY25

FY20 Adopted Budget
June 24, 2019

Executive Summary: Resources and Requirements

		FY17	FY18	Projected FY19	Adopted FY20	Forecast FY21	FY22	FY23	FY24	FY25
Resources										
Beginning Working Capital		$53,668,202	$55,418,726	$60,717,897	$58,021,565	$55,817,000	$58,159,000	$55,343,000	$54,567,000	$53,218,000
Current Revenues		146,223,265	158,601,300	159,211,965	164,970,126	170,016,000	175,255,000	180,387,000	186,032,000	191,998,000
Total Resources		199,891,467	214,020,026	219,929,862	222,991,691	225,833,000	233,414,000	235,730,000	240,599,000	245,216,000
Requirements										
Department Expenditures										
Personnel		102,491,296	110,087,148	121,823,752	121,822,494	126,094,000	134,433,000	137,909,000	142,961,000	146,363,000
Materials and Services		36,060,485	36,298,556	36,236,859	35,485,204	34,793,000	36,212,000	37,192,000	38,221,000	39,259,000
Department Subtotal		138,551,781	146,385,704	158,060,611	157,307,698	160,887,000	170,645,000	175,101,000	181,182,000	185,622,000
Non-Departmental Expenditures		5,920,959	6,916,426	8,065,300	5,649,300	6,787,000	7,426,000	6,062,000	6,199,000	6,336,000
Total Expenditures		144,472,740	153,302,130	166,125,911	162,956,998	167,674,000	178,071,000	181,163,000	187,381,000	191,958,000
Change in UEFB	(1)	890,000	1,400,000	660,000	1,170,000	790,000	1,730,000	510,000	1,040,000	760,000
Total Expenditures plus Change in UEFB		145,362,740	154,702,130	166,785,911	164,126,998	168,464,000	179,801,000	181,673,000	188,421,000	192,718,000
Annual Operating Surplus/(Deficit)	(2)	**860,524**	**3,899,171**	**(7,573,946)**	**843,128**	**1,552,000**	**(4,546,000)**	**(1,286,000)**	**(2,389,000)**	**(720,000)**
Ending Fund Balance										
UEFB at June 30	(3)	23,930,000	25,330,000	25,990,000	27,160,000	27,950,000	29,680,000	30,190,000	31,230,000	31,990,000
Reserves										
Reserve for Revenue Shortfall (RRSF)	(4)	**23,090,703**	**19,223,730**	**17,779,585**	**28,645,079**	**30,197,000**	**25,651,000**	**24,365,000**	**21,976,000**	**21,256,000**
Other Reserves	(5)	1,000,000	500,000	12,000	4,229,614	12,000	12,000	12,000	12,000	12,000
Total Reserves		24,090,703	19,723,730	17,791,585	32,874,693	30,209,000	25,663,000	24,377,000	21,988,000	21,268,000
Mid-Year Adjustments or Experience Estimates	(6)	182,347	2,290,822	10,022,366						
Reserve For Encumbrance For The Next Fiscal Year	(7)	2,184,473	2,985,375	4,217,614	(4,217,614)					
Marginal Beginning Working Capital For The Next Fiscal Year	(8)	5,031,203	10,387,970							
Total Ending Fund Balance		55,418,726	60,717,897	58,021,565	55,817,079	58,159,000	55,343,000	54,567,000	53,218,000	53,258,000
Total Requirements		199,891,467	214,020,026	219,929,862	222,991,691	225,833,000	233,414,000	235,730,000	240,599,000	245,216,000

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, projected, and budgeted years. Forecast assumes any annual surpluses are set aside in RRSF and used to fully or partially fund any future operating deficits.
FY20 through 25 includes $4 million of Community Safety bridge funding expected to be spent in FY20.
(5) Other Reserves include reserve for property tax appeals, reserve for 2021 World Championships, 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) for the next fiscal year.
FY19 includes $4 million of Community Safety bridge funding expected to be spent in FY20.
(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.

Reserve For Revenue Shortfall (RRSF) as a % of Actual or Projected Expenditures	*16.0%*	*12.5%*	*10.7%*	*17.6%*	*18.0%*	*14.4%*	*13.4%*	*11.7%*	*11.1%*
Reserve For Revenue Shortfall (RRSF) as a % of Expenditures per the Adopted Budget; Target is 8%	*4.5%*	*12.2%*	*13.2%*						
RRSF adjusted for $4 million of Community Safety bridge funding expected to be spent in FY20				**$24,645,079**	**$26,197,000**	**$21,651,000**	**$20,365,000**	**$17,976,000**	**$17,256,000**
RRSF as a % of expenditures, adjusted for $4 million of Community Safety bridge funding expected to be spent in FY20				**14.8%**	**15.6%**	**12.2%**	**11.2%**	**9.6%**	**9.0%**

FY20 General Fund Budget Changes

Main Subfund (Subfund 011)		
Ongoing Funding Changes	**FTE**	**Amount**
Discontinue Annual Transfer from the Telecom Fund (cost-neutral)[1]	0.00	$0
City Attorney's Office Billing Adjustment (cost-neutral)	0.00	260,000
Assistant City Attorney[2]	1.00	170,000
Human Resources Analyst[2]	1.00	130,000
Multicultural Liasion[2]	1.00	130,000
Downtown Sanitation Services (revenue-backed)	0.00	120,000
Code Compliance Staffing Support (revenue-backed)[1,2]	0.70	73,000
Spay and Neuter Clinic Annual Lease Costs (revenue-backed)	0.00	39,000
Public Works Maintenance and Parks and Open Space Senior Financial Analyst (cost-neutral)[1,2]	0.25	32,000
Spay and Neuter Clinic Materials (revenue-backed)	0.00	30,000
Youth and Family Recreation Program Staffing (cost-neutral)	0.25	26,000
Total	**4.20**	**$1,010,000**

Limited Duration Funding (End Date)	**FTE**	**Amount**
Riverfront Urban Renewal Project Support (revenue-backed) (FY22)[2]	0.00	$320,000
CAHOOTS Hours Increase (FY20)[2]	0.00	281,000
Downtown Wayfinding Project (FY20)[2,3]	0.00	250,000
Housing Tools and Strategies (FY20)	0.00	215,000
Community Events Partnership (FY20)[2]	0.00	150,000
Municipal Court Security (FY20)[2]	0.00	150,000
Equity in Contracting (FY20)[2]	0.00	125,000
Early Literacy (FY20)	0.00	100,000
Fuel Reduction in Wildland Urban Interface Areas (FY20)[1,2]	0.00	100,000
Animal Services Contract (FY20)[2]	0.00	90,000
Fire IT Solutions (FY20)[2]	0.00	90,000
Nuisance Code Revisions (FY20)[2]	0.00	70,000
Human Services Commission – Additional Contribution (revenue-backed) (FY20)	0.00	45,000
Spay and Neuter Clinic Relocation and Tenant Improvements (revenue-backed) (FY20)	0.00	40,000
Total	**0.00**	**$2,026,000**

[1] See Other Funds 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.

FY20 Main Subfund (Subfund 011)

Discontinue Annual Transfer from the Telecom Fund (Fund 135) – Since FY10 there has been an annual interfund transfer of $450K from the Telecom Fund to the General Fund to cover telephone costs. There has also been a transfer from the General Fund to the Public Safety Services

Fund to pay for Public Safety Records Management System Charges. In recent years, the City has migrated to a modern, less-costly phone system and the Telecom Fund transfer is no longer needed. Instead these funds will be used to pay for Public Safety Records Management System Charges from the Telecom Fund with a corresponding decrease in the General Fund, resulting in no net impact to the General Fund, Telecom Fund or public safety records funding.

City Attorney's Office Billing Adjustment – Provides ongoing budget authority to the Central Services Department for an accounting change to the way the City Attorney's Office processes direct charges to departments. Charges will be processed through the Central Services Allocation (CSA) rather than direct billing for reimbursement of expenditures. This is a cost-neutral action that is part of the changes to the CSA.

Assistant City Attorney – Provides ongoing funding for 1.0 FTE for an Assistant City Attorney position in the Central Services Department to address increased workload and avoid increased external legal counsel costs.

Human Resources Analyst – Provides ongoing funding for 1.0 FTE in the Central Services Department for an analyst position to strategically address more complicated human resource issues in the areas of disability, family leave, workers' compensation as well as other state and federal obligations related to the City's workforce.

Multicultural Liaison – Provides ongoing funding for 1.0 FTE in the Central Services Department for a multicultural liaison position to focus on developing and maintaining relationships with marginalized communities. Funds to come from Reserve for Revenue Shortfall in FY20 with the position becoming part of the base budget in the out years, beginning in FY21.

Downtown Sanitation Services – Provides ongoing funding to improve and address downtown sanitation services. Funding for the ongoing costs to come from Local Marijuana Tax revenues.

Code Compliance Staffing Support – Provides ongoing revenue-backed funding to add 0.70 FTE position in the Planning and Development Department to address additional license and permitting work related to ridesharing as well as the City's ongoing code compliance efforts.

Spay and Neuter Clinic Annual Lease Costs – Provides ongoing revenue-backed funding to the Central Services Department for annual lease costs for a new spay and neuter clinic location. Greenhill Humane Society is planning to vacate the First Avenue Shelter location by summer 2019, prompting staff to plan for relocation of the clinic which only occupies 15% of the space in the shelter. Revenue from vaccination charges and flea and tick medication sales will cover the ongoing costs of the new lease.

Public Works Maintenance and Parks and Open Space Senior Financial Analyst – Provides ongoing funding for 0.25 FTE position in the Public Works Department for administration, budgeting and financial management of the Public Works Maintenance and Parks and Open Space Divisions. This request reallocates the existing personnel budget to pay for the position, making it an ongoing cost-neutral position increase.

Spay and Neuter Clinic Materials – Provides ongoing revenue-backed funding to the Central Services Department for the purchase of flea and tick medications. The City is reimbursed for these expenses when the medications are sold by the clinic.

Youth and Family Recreation Program Staffing – Provides ongoing funding for 0.25 FTE position in the Library Recreation and Cultural Services Department to assist with youth and family recreation programming. This request reallocates the existing personnel budget to pay for the position, making it an ongoing cost-neutral position increase.

Riverfront Urban Renewal Project Support – Limited-duration funding through FY22 for Riverfront Urban Renewal project administration and deliverables. Current staff will be utilized for this work, which will be backed by Riverfront Urban Renewal funds.

CAHOOTS Hours Increase – Provides one-time funding for an additional 11 hours of CAHOOTS coverage daily. The additional coverage will support the two CAHOOTS vans during peak service hours and the one van in operation 24 hours a day. Based on call volume, demand for CAHOOTS services has increased by over 58% from 2014–2017, outpacing the available assistance in the community.

Downtown Wayfinding Project – Provides one-time funding to enhance Eugene's pedestrian wayfinding program through signage that communicates clear and consistent information to assist the traveling public.

Housing Tools and Strategies – Provides one-time funding for the Planning and Development Department to implement initiatives that can affect housing affordability, availability, and diversity. This change is based on a City Council-directed priority for a comprehensive, coordinated approach to housing issues.

Community Events Partnership – Provides one-time funding for partnering with organizations for large scale events in Eugene, such as the 2020 U.S. Track and Field Olympic Team Trials, which will be hosted in Eugene from June 19–28, 2020.

Municipal Court Security – Provides one-time funding for additional security officers for the Municipal Court.

Equity in Contracting – Provides one-time funding to the Central Services Department to continue the Equity in Contracting program. The program builds vendor capacity and supports Council goals such as inclusion and diversity through the City's contracting practices. This will extend funding through FY20.

Early Literacy – Provides one-time funding to the Library, Recreation and Cultural Services Department for early literacy. The costs of illiteracy in the community continue to grow. In Lane County, 53% of students do not read at grade level, which is a predictor of high school graduation rates and future impacts on public safety and health care systems. In collaboration with community partners, this investment will enable staff to build on sustainable strategies today that will have a long-term positive impact on the community.

Fuel Reduction in Wildland Urban Interface Areas – Provides one-time funding to partner with state forestry officials and local contractors to reduce dead and dying materials in Eugene's wildland urban interface areas that add to fire danger across the community. This is the beginning of a continuous effort that will seek federal funding to assist with local wildfire resistance and fire response outcomes.

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 one-time additions from FY17–19.

Fire IT Solutions – Provides one-time funding for a cloud-based software solution for a comprehensive records management system with a full suite of applications to assist with staff scheduling, fire incident reporting, electronic patient records, investigations, inspections, permitting and billing.

Nuisance Code Revisions – Provides one-time funding to the Planning and Development Department for a consultant to review and potentially revise the City's nuisance code provisions based on the findings of the review.

Human Services Commission – Provides additional one-time funding to the Human Services Commission to offset the expected reduction in Community Development Block Grant funding.

Spay and Neuter Clinic Relocation and Tenant Improvements – Provides one-time funding for relocation and tenant improvement costs for the Spay and Neuter Clinic. Greenhill Humane Society is planning to vacate the First Avenue Shelter location by summer 2019, prompting staff to plan for relocation of the clinic which only occupies 15% of the space in the shelter. One-time use of donation revenues from prior years will be used to pay for these costs.

FY20 Budget Changes – Financial Stability Strategies

The FY20 Budget includes $1.5 million of financial stability strategies to mitigate uncertainty in the out years of the General Fund forecast. By implementing these budgetary actions, the budget gap that begins in FY22 is mitigated and revenues are greater than expenditures in FY25, providing more resiliency to the General Fund and positioning the organization to be responsive as we look to the future.

Financial Stability Strategy	FTE	Amount
Internal Service Fund Rate Charges	0.00	($445,000)
Pension Bond Rate Reduction	0.00	(335,000)
Airport Staff Funding Change	0.00	(300,000)
Central Services Allocation Change	0.00	(215,000)
Community Events Funding Change	0.00	(105,000)
Solid Waste and Recycling Fund Transfer	0.00	(100,000)
Total	**0.00**	**($1,500,000)**

Internal Service Fund Rate Charges – Most City funds pay into a rate model for internal services for employee health costs and insurance. When evaluating the options for FY20 rates the

Executive Team chose the rate options that provided the lowest impact on these funds, which resulted in an ongoing savings of $445,000 to the General Fund. These rates include nominal increases in charges compared to FY19 but will still allow the internal service funds to support the organization in a manner consistent with past practice.

Pension Bond Rate Reduction – The City's pension obligation bonds were issued in FY02 to pay off the estimated unfunded PERS actuarial liability at that time. Debt service on the bonds has been met by charging funds 6.0% of payroll. Given the current interest rate environment and the increase to payroll over time, pension bond obligations can be met by charging funds 5.5% of payroll, or 0.5% less than prior years. The ongoing reduction in the pension bond rate reduces personnel costs by an estimated $577,000 City-wide in FY20, of which $335,000 is in the General Fund Main Subfund.

Airport Fire Staff Funding Change – This strategy was first implemented in the FY19 Adopted Budget and used for a one-year stabilization of the Public Safety Communications Fund. In FY20 the Executive Team has elected to use these savings on an ongoing basis to stabilize the General Fund. 1.74 Fire FTE were moved from the General Fund to the Municipal Airport Fund to fully fund standard operations at that facility.

Central Services Allocation Change – The Central Services Allocation (CSA) is a cost allocation model that distributes centralized general governmental costs in the General Fund to the Non-General Funds that benefit from these services, such as human resources and finance activities. Previously, not all City Attorney Office (CAO) costs for providing service were incorporated into the CSA model with some costs directly billed to departments. In FY20 all costs associated with CAO time and external legal costs will be fully incorporated into the CSA except for external legal costs associated with the Telecommunications Fund, the Risk and Benefits Fund and the Urban Renewal Agency (URA) Funds. This results in a net overall savings of $215,000 to the General Fund.

Community Events Funding Change – This change would move most of the community events program funding from the Main Subfund of the General Fund to the Cultural Services Subfund. The Cultural Services Subfund already includes some funding for community event activities and can absorb this change in funding sources while remaining financially solvent.

Solid Waste and Recycling Fund Transfer – The Solid Waste and Recycling Fund has committed to an annual transfer to the General Fund to provide financial stability support. This transfer is allowable within the fund's spending restrictions.

Prior Years' Limited Duration Funding Removed in FY20

Main Subfund (Subfund 011)	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
Animal Services Contract	0.00	150,000
Urban Reserves	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
Total	**0.00**	**$2,505,000**

Main Subfund (Subfund 011)

Transfer to Ambulance Transport Fund (Fund 592) for Advanced Life Support (ALS) Ambulance System – As part of the FY18 budget, City Council directed the City Manager to include an appropriation of $750,000 in one-time funding in the FY19 budget to staff the 24/7 ALS ambulance for an additional year. This funding was transferred from the General Fund to the Ambulance Transport Fund (Fund 592) to support these operations. The Community Safety Bridge funding approved as part of the FY19 Supplemental Budget includes funds to support the Ambulance Transport Fund shortfall.

Transfer to Public Safety Communications Fund (Fund 130) to Support Operations – This was 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 Community Safety Bridge funding approved as part of the FY19 Supplemental Budget includes funds to support the addition of four staff to the 911 Call Center.

City Prosecutor Staffing – Provided one-time funding for 1.8 FTE limited duration Assistant City Prosecutors in the Central Services Department to maintain the existing service level.

Jail Beds – Provided 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).

Police Staffing Support – Provided one-time funding to the Police Department for backfill hiring of two officers in FY19. This one-time funding allowed for training of new hires and helped move staffing levels closer to recommended levels.

Animal Services Contract – Provided 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 was a continuation of a one-time addition in FY17 and FY18.

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 was removed from the FY20 Proposed Budget.

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

Reduction in Fire Dispatch Revenue – Decreased 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 Call Center in the Police Department. Actual revenues received in recent years had not trended with budgeted projections.

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

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

Clear Lake Expansion Area Shovel Ready Development Plan – Provided one-time funding for the Planning and Development Department for wetland mitigation, stormwater and infrastructure analysis related to a City Council-directed industrial job analysis in the Bethel region as part of the approved urban growth boundary expansion. An alternate funding source to complete this project is being pursued for FY20.

University Neighborhood Plan – Provided 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.

FY20 Other Fund Budget Changes

Road Fund (Fund 131)	FTE	Amount
Public Works Maintenance and Parks and Open Space Senior Financial Analyst (cost-neutral)[1,2]	0.25	$32,000
Telecom Registration/Licensing Fund (Fund 135)		
Discontinue Annual Transfer from the Telecom Fund (cost-neutral)[1]	0.00	0
Construction and Rental Housing Fund (Fund 150)		
Permitting Systems Redevelopment Funding[2]	0.00	500,000
Permit Review Manager[2]	1.00	153,000
Land Use Lead Position Expansion	0.40	51,000
Code Compliance Staffing Support[1,2]	0.30	33,000
Solid Waste and Recycling Fund (Fund 155)		
Expanded Contract Administration[1]	0.10	13,000
Community Development Fund (Fund 170)		
Housing Projects Environmental Review Support	0.00	110,000
General Capital Projects Fund (Fund 310)		
Park and Path Lighting	0.00	(267,000)
Striker Field	0.00	267,000
Systems Development Capital Projects Fund (Fund 330)		
Downtown Riverfront Park[3]	0.00	(2,000,000)
Striker Field	0.00	2,000,000
Municipal Airport Fund (Fund 510)		
Increased Police Officer Staffing for New Service to Chicago[2]	2.00	345,000
Airport Police Officer (cost-neutral)	1.00	164,000
Airport Worker[2]	1.00	100,000
Parking Services Fund (Fund 520)		
Expanded Contract Administration[1]	0.10	13,000
Wastewater Utility Fund (Fund 530)		
Public Works Maintenance and Parks and Open Space Senior Financial Analyst (cost-neutral)[1,2]	0.25	32,000
Stormwater Utility Fund (Fund 539)		
Public Works Maintenance and Parks and Open Space Senior Financial Analyst (cost-neutral)[1,2]	0.25	32,000
Fleet Services Fund (Fund 600)		
Fleet Supervisor (cost-neutral)	1.00	129,000
Fleet Building Maintenance	0.00	75,000
Facilities Services Fund (Fund 615)		
Atrium Building Analysis, Contracting and Support[2]	0.20	17,000
Risk and Benefits Fund (Fund 620)		
Fuel Reduction in Wildland Urban Interface Areas[1,2]	0.00	100,000

Professional Services Fund (Fund 630)		
Landscape Design and Landscape Architect Positions	4.00	514,000
Total	**11.85**	**$2,413,000**

[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.

Road Fund (Fund 131)

- **Public Works Maintenance and Parks and Open Space Senior Financial Analyst –** Provides ongoing funding for 0.25 FTE in the Public Works Department for administration, budgeting and financial management of the Public Works Maintenance and Parks and Open Space Divisions. This request reallocates the existing personnel budget to pay for the position, making it an ongoing cost-neutral FTE increase.

Telecom Registration/Licensing Fund (Fund 135)

- **Discontinue Annual Transfer from the Telecom Fund (Fund 135) –** Since FY10 there has been an annual interfund transfer of $450K from the Telecom Fund to the General Fund to cover telephone costs. There has also been a transfer from the General Fund to the Public Safety Services Fund to pay for Public Safety Records Management System Charges. In recent years, the City has migrated to a modern, less-costly phone system and the Telecom Fund transfer is no longer needed. Instead these funds will be used to pay for Public Safety Records Management System Charges from the Telecom Fund with a corresponding decrease in the General Fund, resulting in no net impact to the General Fund, Telecom Fund or public safety records funding.

Construction and Rental Housing Fund (Fund 150)

- **Permitting Systems Redevelopment Funding –** Provides limited duration funding through FY21 to implement a software design to replace the City's existing permitting software. This represents a portion of the overall project funding to replace software implemented 19 years ago.

- **Permit Review Manager –** Provides ongoing funding for 1.0 FTE Permit Review Manager position. Staffing changes over the past five years has resulted in work being reassigned within the Building and Permit Services Division. The work of this position is currently being performed, requiring the FTE and associated funding to be added. The Permit Review Manager will manage the three teams responsible for reviewing building plans and permits submitted for residential, commercial and zoning land use development in Eugene.

- **Land Use Lead Position Expansion –** Provides ongoing funding to add 0.40 FTE in the Building and Permit Services Division to expand a position that supervises and delivers technical assistance to the team responsible for reviewing plans and permits associated with zoning and the City of Eugene Land Use code.

- **Code Compliance Staffing Support –** Provides ongoing funding to add 0.30 FTE in the Planning and Development Department to address additional license and permitting work related to ridesharing as well as the City's ongoing code compliance efforts.

Solid Waste and Recycling Fund (Fund 155)

- **Expanded Contract Administration –** Provides ongoing funding to add 0.10 FTE for a Program Coordinator position to assist with increased contracting work in both the Waste Prevention and Parking. This change expands the capacity of the current contract administrator.

Community Development Fund (Fund 170)

- **Housing Projects Environmental Review Support –** Provides limited duration funding for 1.0 FTE to perform environmental reviews for housing projects. Additional staff capacity is needed in this area due to the increase in housing projects.

General Capital Projects Fund (Fund 310)

- **Park and Path Lighting –** Reduces 2018 Parks and Recreation Bond funding for lighting systems in parks and along bike paths.

- **Striker Field –** Increases 2018 Parks and Recreation Bond funding for the development of a neighborhood park in the Willakenzie park planning area. The park will include a play area, trees, paths and park furniture. A public process will identify priority improvements.

System Development Capital Projects Fund (Fund 330)

- **Downtown Riverfront Park –** Decreases Parks and Open Space System Development Charges funds for the Downtown Riverfront Park. The Downtown Riverfront Park will be along the former EWEB redevelopment site and will include riparian enhancement, bike path and lighting, river viewing and more. Additional FY20 funding for the Downtown Riverfront Park was included in the Urban Renewal Agency budget.

- **Striker Field –** Increases funding for the development of a neighborhood park in the Willakenzie park planning area. The park will include a play area, trees, paths and park furniture. A public process will identify priority improvements.

Municipal Airport Fund (Fund 510)

- **Increased Police Officer Staffing for New Services to Chicago –** Provides ongoing funding for 2.0 FTE Police Officer positions to support the new United Chicago service expected to begin in June 2019. To support this new service, the Eugene Police Department (EPD) will need to expand its hours of operation at the Airport to 21 hours daily.

- **Airport Police Officer –** Provides ongoing funding for 1.0 FTE Police Officer from the existing personnel budget. Over the last few years, the EPD budget at the Airport has been increased to fully fund the existing level of service. This change only adds the necessary FTE and is cost-neutral.

- **Airport Worker –** Provides ongoing funding for 1.0 FTE Airport Worker 2. The Airport has multiple large vehicles and equipment that require regular maintenance and repair such as jet bridges, baggage belts and baggage claim equipment. This position will also support routine and project specific electrical work.

Parking Services Fund (Fund 520)

- **Expanded Contract Administration –** Provides ongoing funding to add 0.10 FTE for a Program Coordinator position to assist with increased contracting work in both the Waste Prevention and Parking. This change expands the capacity of the current contract administrator.

Wastewater Utility Fund (Fund 530)

- **Public Works Maintenance and Parks and Open Space Senior Financial Analyst –** Provides ongoing funding for 0.25 FTE in the Public Works Department for administration, budgeting and financial management of the Public Works Maintenance and Parks and Open Space Divisions. This request reallocates the existing personnel budget to pay for the position, making it an ongoing cost-neutral FTE increase.

Stormwater Utility Fund (Fund 539)

- **Public Works Maintenance and Parks and Open Space Senior Financial Analyst –** Provides ongoing funding for 0.25 FTE in the Public Works Department for administration, budgeting and financial management of the Public Works Maintenance and Parks and Open Space Divisions. This request reallocates the existing personnel budget to pay for the position, making it an ongoing cost-neutral FTE increase.

Fleet Services Fund (Fund 600)

- **Fleet Supervisor –** Provides ongoing funding for 1.0 FTE Fleet Supervisor position. This change is cost-neutral as the existing personnel budget is being used to fund the position that is being staffed through an acting in capacity role. The addition of the FTE will solidify the Fleet Supervisor's role within the existing fleet structure including supervision of fleet parts, fuel and fleet administration, as well as adding capacity to provide emergency communications support.

- **Fleet Building Maintenance –** Provides ongoing funding to respond to repairs and maintenance for the aging fleet facility. Ongoing repairs and maintenance are necessary to prevent further degradation of the building. Examples of repairs include roof leaks, lighting replacements and heat system repairs. This increase is funded through Fleet rates charged to City departments.

Facilities Services Fund (Fund 615)

- **Atrium Building Analysis, Contracting and Support –** Provides ongoing funding for 0.2 FTE Management Analyst position to expand contract, leasing review, oversight capacity, as well as building operation and maintenance analysis for the Atrium Building.

Risk and Benefits Fund (Fund 620)

- **Fuel Reduction in Wildland Urban Interface Areas –** Provides one-time funding to partner with state forestry officials and local contractors to reduce dead and dying materials in Eugene's wildland urban interface areas that add to fire danger across the community. This is the beginning of a continuous effort that will seek federal funding to assist with local wildfire resistance and fire response outcomes.

Professional Services Fund (Fund 630)

- **Landscape Design and Landscape Architect Positions –** Provides ongoing funding for 2.0 FTE Landscape Designers and 2.0 FTE Landscape Architects for work related to the 2018 Parks and Recreation Bond. The bond measure approved by voters increases capital project work and creates the need for additional staff whose costs will be billed to the Parks and Recreation Bond projects.

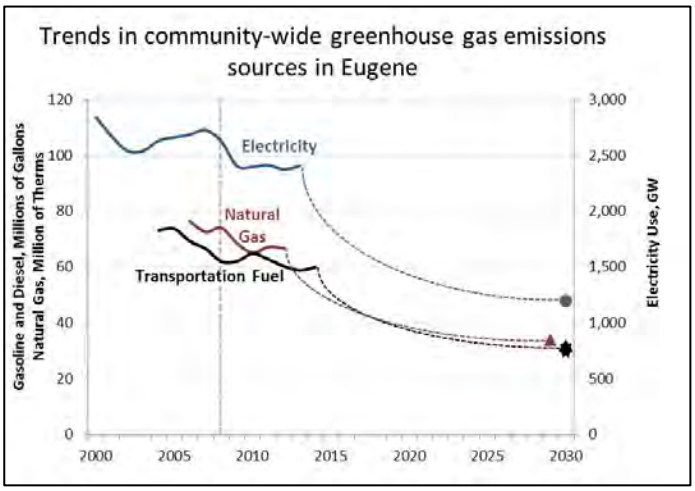
The City Focus section, first added in FY18, was developed in response to Budget Committee feedback. This section is intended to provide updates on important plans, policies and initiatives of the City Council in a short, easily understandable format. The write-ups are intended to convey (where applicable):

- A description of the service area, priority or initiative;
- The outcomes the City is aiming to achieve;
- The direction received from City Council, including any adopted plans, policies or specific actions;
- Actions previously taken and plans for the future. This is a brief update and not intended to be a comprehensive list of all past and future actions;
- Any new allocations in the FY20 budget; and
- Resources for additional information.

The FY20 City Focus covers the following:

- Climate Recovery Ordinance
- Community Safety System
- Downtown and Urban Parks
- Downtown Riverfront
- Downtown Wayfinding Project
- Economic Growth and Stability
- Emergency Preparedness
- Equity in Contracting Program
- Homelessness and Human Services
- Housing Affordability
- Parks and Recreation Bond and Levy Implementation
- Town Square Project

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



- By 2020, all City-owned facilities and City operations shall be carbon neutral, either by reducing GHG to zero, or, if necessary, by funding verifiable local GHG reduction projects and programs or through the purchase of verifiable carbon offsets for any remaining GHGs.
- 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 GHGs 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 $565,000 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 a greenhouse gas inventory analysis, $50,000 in FY17 to fund development of the CRO communications and departmental action plans, $290,000 in FY18 to support an update of the Climate Action Plan (CAP 2.0), and an additional $190,000 in FY19 to complete the CAP 2.0 work. Current funding is being used to support project coordination through the addition of a CRO analyst position; fund consulting services to update emission inventories, provide emission forecasts, and identify potential investments in GHG reduction policies; develop communications and outreach action plans; and support the CAP 2.0 Equity Panel. While the FY20 Adopted Budget does not contain new appropriations to support CRO implementation, the City continues to leverage existing funding across departments and service areas to support investments that advance CRO goals. The Unfunded Needs Assessment (see appendix) contains several CRO-related items, and it is anticipated that additional funding will be needed to support future CRO implementation.

Electric Vehicle Charging Stations

Making Progress

Staff have been working on CRO implementation since its adoption. Significant progress was made in 2018 in developing a roadmap to implementation. Accomplishments include hiring for a newly

created CRO analyst position, convening Eugene Climate Collaborative meetings, creation of the CRO Equity Panel, and drafting of both a CAP 2.0 and an Internal Climate Action Plan.

Climate Action Plan 2.0: The CAP 2.0 is currently underway. 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. In 2018, City staff convened partners, known as Large Lever Shareholders or the Eugene Climate Collaborative (ECC), for two rounds of meetings. A third round of meetings intended to review the draft of the CAP 2.0 will occur in fall 2019. The project plan, developed with extensive input from the Mayor's CRO Ad Hoc Work Group, places significant emphasis on equity and inclusive engagement.

Equity and Engagement: In 2018, City staff held several outreach meetings and established the CAP 2.0 Equity Panel. Six local organizations are currently meeting to capture and elevate the concerns of marginalized communities as they relate to the CAP 2.0. These meetings are expected to continue through June 2019.

Communications: The City continues to work with communications experts to develop a CRO communications plan. This plan will include messaging that all ECC partners can use, such as information to the public on "What can I do to reduce my emissions?" In addition, the CRO webpage was updated over the past two years to convey the goals, plans and work in an accessible way for the public: www.eugene-or.gov/3936/Climate-Action-Plan-20.

Internal Efforts: Internal efforts continue to focus on implementing internal climate actions plans developed by the Fleet, Fire and Facilities service areas. The City continues to work on emissions and fossil fuel use reductions. Efforts include evaluating the Capital Improvement Program for GHG reduction opportunities, 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.

Inventories and Progress Reports: The organization finalized community-wide (2017 sector-based) and internal (2017 operations GHG) inventories. An updated 2017 consumption-based inventory and the CAP 2.0 will be completed in 2019.

What's Next

- The CAP 2.0 project is underway and will continue in 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.
- Staff will continue work with the Equity Panel to ensure the CAP 2.0 is equitable and meets the needs of all of Eugene.

Keeping the Community Safe

The Community Safety System works to keep the Eugene community safe. This system is made up of interdependent City departments and community partners including Police, Emergency Services and 911 Dispatch, Eugene Springfield Fire, Municipal Court, City Prosecutor's Office, homeless and prevention services, and external partners.

Right now, the Community Safety System is stressed.

- In the past five years, 911 calls for Eugene Police have increased 21%, while police and 911 staffing have remained flat.
- Police are unable to respond to one in three calls due to lack of patrol resources (when there is no immediate threat to life).
- It takes officers an average of 20 more minutes to respond to calls for service, an increase from an average of 22 minutes in 2014 to an average of 42 minutes in 2017.
- Municipal Court is unable to meet current demands.
- The number of youth diagnosed with mental health disorders such as depression and anxiety continues to rise.
- The number of unsheltered single adults is significantly higher than in similar communities.

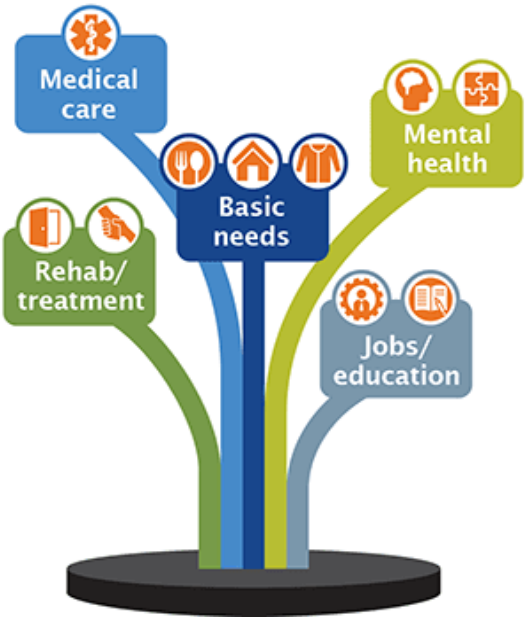
While many creative programs have been applied to this problem to maximize resources and meet community needs, the growing demand continues to outpace capacity causing critical gaps in community safety and services.

Collaborative Approach

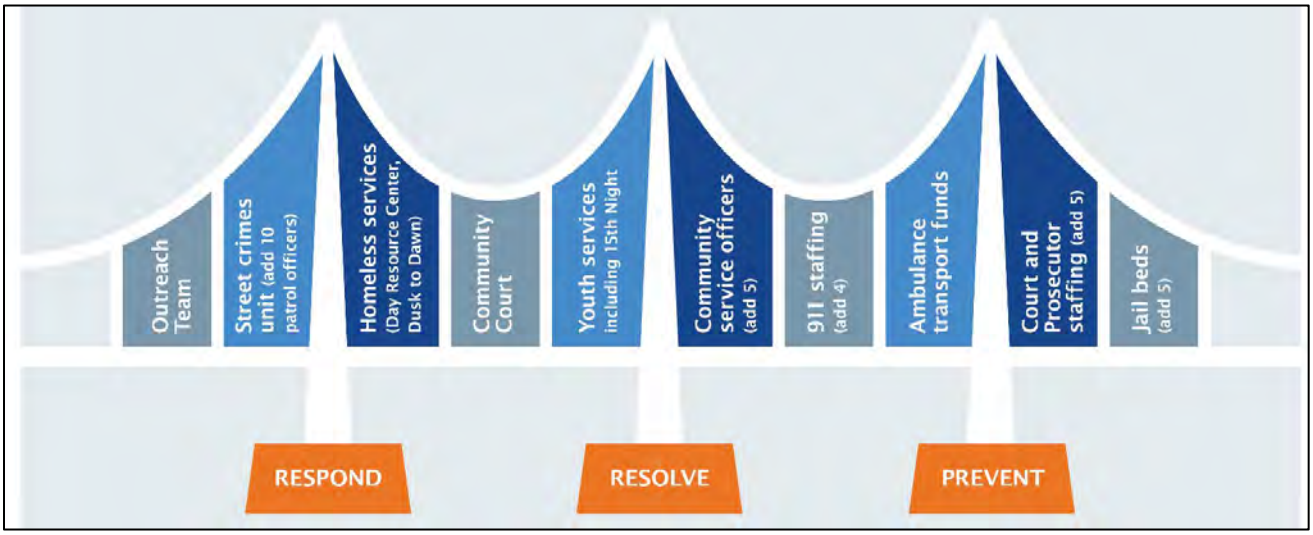
The City uses a collaborative approach to connect people to social services and medical care that can help turn lives around and reduce demands on the Community Safety System:

- The City provides funding for CAHOOTS, which responds to 17% of 911 calls, thereby freeing first responders for other calls.
- Community Court uses supervised community service and direct connections to social services providers to move people out of the criminal justice system.

- The Eugene Police Department proactively helps connect frequently contacted individuals with appropriate resources and services.
- Eugene Springfield Fire is being stabilized to better respond to life threatening emergencies and more efficiently serve the needs in our growing community through streamlined service delivery and improved response protocols.
- The City's Recreation Division provides youth inclusion services that engage parents, school staff and other professionals in identifying the most effective strategies for youth to be successful in programs and activities.



Much of this work has focused on connecting people to services that help address underlying issues. These programs have demonstrated success in reducing arrests and the need for emergency services. The City is relying on grants, one-time funding and reallocation of existing resources to pay for the programs. To continue or expand these programs and stabilize services, ongoing funding is needed.



Investments in Community Safety System: Bridge Funding

As part of the FY19 supplemental budget process, the City Council approved an 18-month bridge funding strategy totaling $8.6 million that is designed to address critical Community Safety System needs from January 2019 through June 2020. The goal is to stabilize services for prevention, homeless, public safety and emergency response. Specific programs supported by the one-time, 18-month funding include:

Public Safety Services

- Adding 10 Patrol Officers to create a city-wide Street Crimes Unit.
- Adding five Community Service Officers.
- Adding four staff to the 911 Call Center.
- Expanding jail services by five beds.
- Partial funding for the Ambulance Transport Fund gap.
- Funding Municipal Court and City Prosecutor services to meet growing needs.

Prevention Services

- Youth Inclusion Services through Eugene's Recreation Division.
- 15th Night, a program to reduce youth homelessness by intervening before they spend 15 nights on the street.
- Continuation of the Community Court program that connects non-violent offenders cited in downtown Eugene with social service providers.
- Continuation of the Community Outreach Response Team (CORT), a partnership between the Eugene Police Department and White Bird Clinic that works with individuals who are frequent and repeated users of emergency and court services.

CAHOOTS unit responds to call for service during February 2019 snowstorm

Homeless Services

- A year-round Dusk to Dawn safe-sleeping program.
- A Day Resource Center providing access to storage, bathrooms and connections to services.
- Ongoing support for programs serving people experiencing homelessness including the Lindholm Center, the Car Camping Program and the Rest Stop Program.

Emergency shelter services, such as rest stops, are part of the portfolio of homeless services

Addressing the Funding Challenge: Community Safety Payroll Tax

After approving one-time, 18-month bridge funding to support Community Safety in the fall of 2018, the City Council also gave direction to immediately begin work on long-term funding strategies to address critical community safety needs. A Community Safety Revenue Team was formed to develop a recommendation for the City Manager. The Revenue Team included Councilors Chris Pryor, Emily Semple, and Jennifer Yeh, current and former Budget Committee Members Scott Nowicki, Eliza Kashinsky, John Barofsky and Laura Illig, as well as Bill Whalen from the Police Commission. The team began meeting in November 2018 and developed a strategy to fund $23.6 million of Community Safety System strategies on an ongoing basis.

The Revenue Team began with a high-level overview of Community Safety System needs and funding strategies, as well as information from a July 2018 Strategic Research Institute Survey related to voter awareness and support for the Community Safety Initiative. The Team reviewed 25 funding options summarized in the 2014 Revenue Team report. The Team also received an update on property tax compression issues and discussed criteria to evaluate funding options related to yield, sustainability, Triple Bottom Line, administrative effort, nexus with community safety, fairness and feasibility to begin narrowing options. Next, the Team used the criteria to discuss nine higher-yield revenue options, before asking for more specific information on three options: payroll tax, public safety fee and utility consumption tax.

The Community Safety Revenue Team's recommendation to the City Manager was to implement a payroll tax to provide funding to support $23.6 million in community safety services on an annual basis, with an option to be phased in over six years.

Following an extensive public information and community engagement process, Eugene City Council held a public hearing on the proposed community safety payroll tax on May 28, 2019. Following the public hearing, the Eugene City Council passed the community safety payroll tax ordinance on June 10, 2019, in order to provide ongoing, sustainable funding for these city-wide public safety efforts. This ordinance went into effect on July 11, 2019.

The Council made adjustments to the ordinance to take into account public and business community feedback, including an exemption for minimum wage earners, a reduced rate for those making $12.01-$15 per hour, and reducing the rate for small businesses with two or fewer employees. Several ordinance revisions were made to ensure that funds are used for community safety services, will have an analysis of economic impacts, and that the outcomes will be measured and reported. In seven years, the City Council must refer the payroll tax to the voters in order for the tax to continue; if not referred by the Council or approved by the voters, the community safety payroll tax will sunset in 2028.

City Council also referred a Charter Amendment to voters for November 2019 ballot which, if approved, will keep the rates capped at the current level, so they could not be changed without a public vote, and restrict spending of payroll tax revenues to community safety needs.

It is anticipated that revenues and appropriations associated with implementation of the community safety payroll tax will be included in the FY21 Proposed Budget in the spring of 2020.

For more information, access the web page for the Community Safety System: www.eugene-or.gov/CommunitySafety.

Safe and Welcoming Public Spaces

Kesey Square

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: 1) clean and safe; 2) social services; and 3) programming activities.

The focus is on the downtown and urban parks, such as the Park Blocks and Kesey Square, as well as parks surrounding downtown, such as Washington Jefferson, Skinner's Butte and Monroe Parks. When evaluating options for improvements in one area, the team also takes into consideration the impacts these improvements could have on other neighborhoods such as the Whiteaker and Jefferson-Westside neighborhoods. Since winter 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 of the downtown area. Over the last few years, extensive input has been gathered from the community regarding downtown, including but not limited to:

- Project for Public Spaces Public Engagement, summer and fall 2016;
- Online Community Survey – close to 2,000 responses;
- Stakeholder meetings, winter 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; and
- Ongoing engagement with the Downtown Neighborhood Association, Police Commission and partners.

Parks Blocks Restroom

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. In addition, public engagement is solicited 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 2018 season, City staff will continue efforts to improve downtown and urban parks in the summer of 2019 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. • Maintain 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. • Five Downtown Ambassadors will operate throughout the year, ensuring downtown is safe and welcoming. • 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 available for those who need to store personal belongings. • Youth mentorship 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 2018 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.

FY20 Investments in Downtown

To support downtown work through the beginning of 2020, $954,000 in one-time funding was appropriated as part of the FY19 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.

The FY20 Adopted Budget includes several additional investments in Downtown and Urban Parks. The recently approved Parks and Recreation local option levy will provide $590,000 for two Police Officers dedicated to park safety and two year-round Parks Ambassadors, as well as funding for illicit activities response and reopening several parks bathrooms. The Parks and Recreation Facilities General Obligation bond includes funding for physical improvements, such as enhanced lighting to improve safety and renovating parks bathrooms. Additionally, City Council approved motion recommending that $120,000 be allocated annually on an ongoing basis to improving downtown sanitation services.

Eugene's Downtown Riverfront is embarking on a major transformation, fulfilling the community's long-held goal of turning vacant, inaccessible and former utility acreage into a vibrant, active and accessible riverfront neighborhood and community destination. The 20-acre redevelopment of the Downtown Riverfront has been a part of the community's vision for decades and reinforced through numerous public engagement opportunities over several years.

Aerial view of downtown riverfront area

Longstanding Vision

The Riverfront Master Plan was based on input from more than a thousand community members. The plan outlines the creation of a world-class public park along the waterfront and a high-quality multi-use riverfront development that reflects the community's vision, provides economic and housing opportunities, promotes compact urban development, and enhances natural resources. In 2013, City Council adopted land use policies to support implementation of the Master Plan.

The Urban Renewal Agency (Agency) Board approved the terms for purchase of the property in January 2016. The Agency purchased 17 acres from EWEB for $5.75 million in April 2018. The City purchased three additional acres in December 2018.

Riverfront Park & Plaza

One of the priorities the City heard most clearly in talking to the community about the future of parks and recreation is providing access to the river for everything from recreation to simply enjoying the views. The three-acre Downtown Riverfront Park and one-acre Plaza will be the heart of the greater riverfront development that reimagines a new, vibrant future and will, once again, unite our city with the river. The Downtown Riverfront Park is all about making connections — not just to downtown, but up and down the Willamette River as part of the 12-mile riverfront path system. Across the Peter DeFazio Bridge, the Riverfront Park will complement all the features of the 373-acre Alton Baker Park, making both sides of the river part of the community's riverfront experience. The conceptual design phase was completed in fall 2018. Project permitting and construction documentation is underway, with park construction expected to begin in 2020. Site preparation began this spring, with building demolition finishing in mid-June and riparian enhancement starting in early July. The goal is to transform the industrial site into a vibrant Downtown Riverfront Park for current and future generations to enjoy, and just in time for the 2021 World Track and Field Championships. More information about the Riverfront Park can be found at www.eugene-or.gov/Riverfrontpark.

Williams/Dame & Associates

To bring additional aspects of the community's vision to life, the City is working with Williams/ Dame & Associates (WDA), a Portland developer with significant downtown and riverfront redevelopment experience. In January 2019, the Agency entered into a Disposition and Development Agreement with WDA. This agreement outlines the terms of WDA's concept plan implementation, as approved by the Agency Board, and other terms that guide how we move forward with redevelopment.

WDA will purchase approximately eight acres of raw, unimproved land and will lease or purchase two parcels for future commercial and restaurant space. The new neighborhood will include a mix of market-rate and affordable housing, commercial businesses, a restaurant, open space, and a hotel. The redevelopment will add upwards of 300 units of housing.

The City and WDA have begun pre-development activities, including land use code amendments and budget authorization, and this fall Council will consider use of the Multi-Unit Property Tax Exemption program for this project. Site preparation currently underway will be concluded by October. Construction of the three-acre linear park, utilities, and roads will begin in 2020. Along with the Riverfront Park, the site's infrastructure and first-phase developments are expected to be completed in 2021. Up-to-date information on the Downtown Riverfront can be found at www.eugene-or.gov/Riverfront.

Steam Plant

As a key feature and the oldest standing structure on the property, the Steam Plant has the potential to connect Eugene's future to its past. Its redevelopment is a once-in-a-lifetime opportunity to honor the historic significance of the site while embracing its potential to be a place of community pride. In April 2018, based on Agency Board direction, the City initiated a process to identify a visionary team with the capacity to bring the Steam Plant into the next phase of its life. In August, the City invited a local team, led by Mark Miksis and Mark Frohnmayer, to prepare a full proposal for the redevelopment of the Steam Plant. The team presented their proposal in April and the Agency Board directed staff to negotiate deal points with them, which will be reviewed by the Agency Board in the fall of 2019. More information about the Steam Plant can be found at www.eugene-or.gov/SteamPlant.

FY20 Budget Impacts

The FY20 Adopted Budget for the Riverfront Urban Renewal District includes $3 million in new capital appropriations to continue preliminary site infrastructure work before bids are opened in March 2020, plus $8 million for the Riverfront Park, $4 million for the Plaza, and limited-duration funding through FY22 for project administration. In addition, the FY20 Adopted Budget for new capital projects includes $1.5 million for the Riverfront Park sourced from transportation system development charges. Combined with previous budget appropriation and future funding prescribed by the FY20-25 Capital Improvement Program, the estimated total cost of the Riverfront Park is $14 million.

Wayfinding systems can reinforce a sense of place and promote Eugene as an environment that is easy to navigate. A wayfinding system will provide first-time and frequent visitors with clear and consistent information to help navigate the downtown urban environment and encourage discovering assets of the city. The City of Eugene will use a variety of wayfinding tools: signage, landscaping, lighting, landmarks, gateway elements, mapping, banners and public art, and technology to explore and navigate our downtown and community. The downtown wayfinding project complements our placemaking work, encourages economic activity and enhances downtown livability, and will welcome the world to Eugene for the 2021 World Track and Field Championships.

Currently, Eugene's downtown urban landscape is lacking a coordinated pedestrian, bicycle, and vehicle wayfinding system. Major downtown destinations, including the Eugene Public Library, Hult Center for the Performing Arts, Lane Transit District's Eugene Station, Kesey Square, Park Blocks and Amtrak Station are not identified with consistent wayfinding signage. Further, City parking garages have a mixture of various wayfinding signage dating back to the 1990s. The downtown wayfinding project will coordinate the signage, add new wayfinding tools, and expand the pedestrian and bicycle travel radius of downtown visitors and increase economic activity in adjacent or neighboring districts. More information is found at www.eugene-or.gov/3562/Wayfinding.

Wayfinding Partnerships

The City of Eugene in partnership with Travel Lane County and the Arts & Business Alliance of Eugene commissioned a consultant (MERJE) for the development of a Downtown Wayfinding Master Plan. The Master Plan focuses on Eugene's downtown core with potential for future expansion to a larger geographic area. The general project follows the boundaries of the "Arts and Culture District" while indicating directions to the University of Oregon, the Willamette River and the Whiteaker Neighborhood. The overall concept is inclusive of nearby destinations such as the Fern Ridge Path, South Eugene areas, and areas north of the River, including major shopping centers, parks and stadiums.

Demonstration pedestrian wayfinding sign

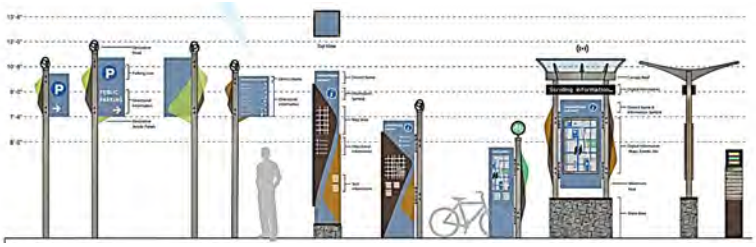
Economic Benefit

The downtown wayfinding project will provide an economic boost to the downtown core and complement downtown placemaking and events, growth in the downtown tech sector, and overall visitor and business growth. Other communities, for example, experienced increased economic and visitor growth after implementing their wayfinding projects (MERJE, 2017). The Asheville Convention and Visitors Bureau (North Carolina) reported a 25% increase in visitation that added $1.7 billion into their local economy and the Camden Waterfront (New Jersey) experienced a 30% increase in visitations after installation of their wayfinding network.

Wayfinding Principles and Goals

Eugene's wayfinding program will provide consistent and clear information for the traveling public to navigate efficiently to key destinations within the city. To achieve this, the project will incorporate the following philosophy, goals and principles.

- The design shall fit the context of the city.
- The wayfinding system shall help create a positive first impression of Eugene.
- The city is organized, safe and caring.
- The wayfinding shall assist in marketing the city and help people discover the hidden jewels that make Eugene a unique destination.
- Identify ways that wayfinding can enhance and reflect the distinctive and creative character of the city.
- Utilize all forms of wayfinding tools.



Examples of proposed wayfinding signs

The project considers a variety of tools to communicate with visitors and residents at different touch-points along their journey. These tools include pre-visit technology, in-place technology, environmental cues, support materials and signage. Each of these elements are addressed and then funneled through distinctive graphic language that offers multiple opportunities for end users to receive information presented though a single voice and consistent design approach.

Art Link

The project proposes an “art link” physical trail system that uses strong sensory cues to pull cultural institutions together. It could be a unique marking that is found on a planter box, a bike rack, or a parking garage wall that provides a “visual bread crumb” to link a path between downtown cultural institutions like the Hult Center, WOW Hall, The Shedd Institute, or McDonald Theater. The project team is still finalizing the art link component of the wayfinding program.

FY20 Budget Investments

City Council reviewed the wayfinding system design on February 13, 2017. The final design, location siting and drawings were complete in October 2017. City staff are using current funding to develop engineering plans for each location, procure signs and poles, and explore the technology tools and art link features of the system that can be implemented by the 2020 U.S. Olympic Team Trials for Track and Field. The FY20 Budget includes $250,000 of General Fund resources to implement the downtown wayfinding system, $180,000 from the Parking Fund for wayfinding signage in downtown parking structures and $100,000 from the Riverfront Urban Renewal District to enhance Eugene’s pedestrian wayfinding program within the Riverfront District.

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 policy framework designed to provide ample economic opportunities for all community members. More information on these plans and other economic development initiatives is available at 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. The Eugene area has seen positive job growth since 2012 and the area has more than recovered the jobs lost in the 2008 recession. The average wage has steadily increased, but the annual average wage remains about $9,000 less than the statewide average. The unemployment rate has held at historically low levels since the end of 2016.

Business Outreach

The Planning and Development Department created and filled a half-time position to focus on business retention and expansion. The new position is conducting regular outreach to existing businesses, so that the City can better understand local business needs and how the City can support those businesses and industries.

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 enables partners to address complex problems facing a particular industry. The sector strategy initiative for this region has convened the technology industry, the food and beverage industry, and 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, including efforts to connect and cultivate a skilled workforce.

The City and its regional partners collaborated to create a position to support the food and beverage sector. A Food and Beverage Strategist was hired in 2017 to engage with the industry. Efforts include collaborative development projects, promotion of products and values, and creating opportunities to share knowledge and resources to solidify Lane County as a hub for diverse food and beverage companies. In 2019, the Food and Beverage Strategist will implement a

state grant to determine the feasibility of a food business development center, which could provide better access to food testing and product design services.

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 area 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 offers the West Eugene Enterprise Zone, which allows businesses in the Zone to be eligible for a three-year property tax exemption if they invest in new capital equipment that will create jobs.

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 by uniting entrepreneurs, established businesses and successful investors to create a supportive community of mentors and innovators. Along with ongoing mentoring and regular networking events, RAIN Eugene's programs include the Accelerator, a 12-week immersive learning and mentoring experience, and the ID8 pre-accelerator, a five-week introduction to startup concepts with mentoring. RAIN Eugene completed its sixth Accelerator program in October 2018 with eight participating companies.

Energize a Creative Economy

The installation of the high-speed fiber network in the downtown, known as EUGNet, will be complete this year. This publicly owned infrastructure has created 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 attracted a newly formed software company to locate in downtown Eugene. The company now has over 30 employees and continues to grow.

Planned 5th Street Public Market Expansion

The reinvention of Eugene's downtown as a place to live, work and play supports the retention and expansion of existing businesses and serves as a significant asset to attract new businesses. Efforts to support new housing and commercial development near the 5th Street Public Market and on the riverfront will bring new residents and businesses to the downtown, increasing its vitality.

FY20 Budget Allocations

Funding for the City's economic growth and stability efforts is included in the Planning and Development Department's budget.

The mission of the 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 environmental consequences. The program uses a comprehensive all-hazards approach and attempts to address hazards that may result in disasters or emergencies. This includes 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 capabilities to respond. The City continues to make significant progress in each of these areas.

Winter storm damage

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. An updated plan is being prepared for approval in spring 2019.

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 FY20-25 Capital Improvement Program includes several infrastructure projects that will improve resiliency, including seismic retrofits for the Ferry Street Bridge and the West 11th Avenue and Chambers Street Bridge and wastewater rehabilitation for the Trainsong and Harlow neighborhoods. The FY20 Unfunded Needs Assessment (see Appendix) lists 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, seismic upgrades to parking garages, building a redundant fiber loop at the airport and the creation of a secondary location for data storage in the event of a disaster.

The City understands the business of 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 post-disaster operations.

Training Exercises: The City supported several exercises in 2018, including Operation Emerald Shield, which was conducted in collaboration with Eugene Springfield Fire, local law enforcement

agencies, University of Oregon and local hospitals. The exercise tested new procedures for patient care in an active, violent mass-casualty incident and resulted in an improvement plan, which details follow-up actions for lessons learned.

Community Outreach and Partnerships: Eugene's active Community Outreach Program supports our resiliency strategy through education and community capacity building. In FY18, the program held 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 volunteers. These volunteers will play an important role in post-disaster neighborhood support and response.

To further our preparedness goals and in acknowledgment of the Mayor's commitment to community resiliency, Eugene fosters 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 at www.preparelane.org.

Eugene 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 of Oregon 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 as well as 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; and
- Strengthen community resilience by encouraging personal preparedness through the Community Outreach Program and CERT training.

FY20 Budget Allocations

Funds for the Emergency Management Program are included in the Risk and Benefits Fund. The FY20 Capital Budget includes funding for the West Irwin Pump Station replacement and wastewater rehabilitation in the Trainsong South neighborhood to improve infrastructure resiliency.

Program Overview

The Equity in Contracting (EIC) Program was implemented in 2016 to look at supplier accessibility for being awarded work with the City, in particular for businesses that are considered historically underutilized. These businesses are typically small, minority and/or women-owned.

EQUITY In Contracting
Be Our Partner. Build Our Community.

The EIC Program is housed in the Finance Division's Purchasing Office, and though its name might indicate otherwise, the work of the Equity in Contracting Program is not specifically focused on contracts. The program functions as a liaison to the business community, working to ensure that the City's interface with this community promotes access and trust, and conveys the organizational values around social equity, collaboration, and innovation. More information about the program can be found at www.eugene-or.gov/3279/Equity-in-Contracting.

Establishing a Baseline

A focus of the program is to increase awareness of, and access to, working on City projects. The first step in measuring success is establishing a baseline for how many historically underutilized businesses compete for and are subsequently awarded the work. To ensure data accuracy, the program looks at businesses certified with the State of Oregon's Certification Office for Business Inclusion and Diversity (COBID) as one of the following "COBID-certified" businesses:

- Minority Business Enterprise (MBE)
- Women Business Enterprise (WBE)
- Service Disabled Veteran Business Enterprise (SDVBE)
- Emerging Small Business (ESB)

The City's upgraded financial software allows for better collection of data on large dollar, competitive bidding processes starting in FY18. These *formal solicitations* can loosely be defined as "larger purchases" and are often awarded to larger and more established businesses. The ability to collect this data resulted in a good understanding of how many COBID-certified businesses were responding to formal solicitations and how many were being awarded. However, this data only tells a portion of the COBID-utilization story.

11%

Of suppliers responding to the City's formal solicitations are COBID-certified

5%

Of COBID-certified suppliers awarded a formal solicitation with the City (as prime)

While the bulk of City funds are awarded to contractors through formal solicitations, most purchases are completed through informal solicitations – the smaller purchases. These purchases are often the ones right-sized for COBID-certified businesses. With the opportunity to improve small purchase data collection and a more comprehensive baseline measurement, the EIC program has developed two additional data collection methods and implemented a new requirement for engagement:

- The "Subcontractor Utilization Report" is intended to capture additional data on formal purchases. This report is filled out by the prime contractor to report the COBID-status of subcontractors on their project – data that historically had only been captured for the prime contractor.
- The "Supplier Outreach Log" is intended to capture data on informal purchases, including outreach efforts, responses, COBID-status and award for any project where obtaining quotes is required. In addition to raw data, the log will provide a better understanding of the organization's purchases, identify where there are gaps in the supplier pool and allow tracking of businesses engagement efforts.
- In tandem with the Supplier Outreach Log is the new requirement to seek a quote from at least one COBID-certified business when engaging in any purchase that requires obtaining quotes.

Increasing opportunities for COBID-certified businesses to work with the City on smaller projects fosters an environment in which they can be more competitive.

Telling the Story

Collecting data is only part of the effort. City staff are also focused on telling the story of the EIC program. Staff help our colleagues understand the benefits of working with a diverse supplier pool and ensure that the business community feels that the City is an open, willing and collaborative partner. The EIC program has met with internal customers, in large and small groups, beginning with leadership and throughout each department. Eight months into this effort, there have been meetings with over 400 staff.

Looking Ahead

It takes time, effort and support from leadership to ensure that data is reported, which will allow the organization to identify areas where improvements could occur. The Equity in Contracting Program is not the only a way to reach underserved businesses but also is a channel to convey the City's values of social equity, innovation and trust. Having conversations, expressing a willingness to engage and building relationships will ultimately lead the City toward a more competitive and innovative marketplace for our community while embodying our values.

FY20 Budget Allocations

Funding for the EIC program was originally generated from budgetary savings in the Central Services Department, and has been sustained through one-time budget allocations. The FY20 Adopted Budget includes a one-time allocation of $125,000 to continue the Equity in Contracting program through summer 2020.

In FY18 and FY19, the City has taken significant steps in its efforts to address homelessness. Accomplishments include expanding current programs, strengthening relationships with community partners, ensuring homelessness plans and initiatives are included as part of the community safety strategies, and working with a consultant group who identified specific strategies for improving our community's overall homeless crisis response system.

Public Shelter Feasibility Study and Homeless Services System Analysis – Following the City's $1 million allocation in FY18 towards a future public shelter, the City partnered with Lane County and a nationally-recognized consultant, the Technical Assistance Collaborative (TAC) in Boston, on a shelter study and homeless services system analysis. In the FY19 December supplemental budget, Council approved an additional $900,000 to pursue efforts related to addressing homelessness. In the final report presented to a joint meeting of the City Council and Lane County Commissioners in January, TAC provided a series of specific system recommendations (including a 75-bed low-barrier public shelter) that if implemented together could significantly reduce Lane County's unsheltered homeless population within a three-year timeframe. The study provides a focused path forward for impactful work by the City, County and partner agencies in several different areas in the coming months and years. Per most recent Council direction, City staff are working with Lane County to develop more detailed information around costs and proposed governance roles, and to implement initial steps for moving forward on the TAC recommendations.

TAC presentation at Joint Meeting of Eugene City Council and Lane County Commissioners, January 2019

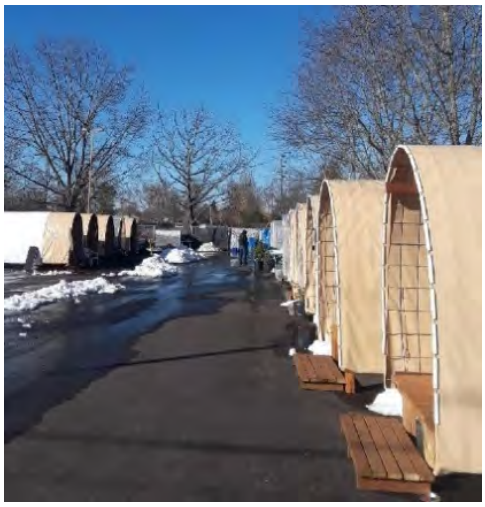
Dawn to Dawn site at Highway 99

Dawn to Dawn – During the 2018–19 fall and winter seasons, City staff worked with Lane County through an iterative process that eventually led to a significant increase in shelter for people over the winter months. The Dusk to Dawn site on Highway 99 became a pilot Dawn to Dawn site in January, allowing daytime access. A smaller micro-site was also piloted through the winter which consisted of individual tents under a larger domed tent. The program's capacity expanded significantly, and it currently provides space for over 190 people per night. City and County staff are working together to shift the Dusk to Dawn program to be year-round in FY20. The program has also increased housing navigation services this year and brings other service providers on-site for the benefit of its participants. The City contributed $420,000 total for the program in FY19.

Human Services Commission – In FY19, the City committed $1,266,013 in General Fund resources and $350,000 in Community Development Block Grant (CDBG) funds to the Lane County Human Services Commission to help fund a range of social services that support low-income people, those who are experiencing homelessness and people with special needs. This funding includes $36,000 from the Eugene Police Department for Looking Glass Station 7 (a homeless shelter for youth), as well as $420,000 for the converted Dawn to Dawn programs operated by St. Vincent de Paul on Highway 99 (see above).

Human Service Capital Improvements – 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.

Downtown Day Storage – As part of a variety of efforts downtown, the City contracted with St. Vincent de Paul to open a daytime storage pod behind the Eugene Public Library, providing a place where people can store their belongings for free during the day, every day of the week. The service is being funded through the Downtown Operations budget.



Rest Stop at 34th & Hilyard

Overnight Parking Program – Managed by St. Vincent de Paul, the Overnight Parking (or Car Camping) Program provides approximately 70 people at over 40 addresses with safe and legal places to sleep in their vehicles. The City provided $149,000 in FY19 for the program.

Rest Stop Program – Rest stops provide safe, legal, managed places for up to 20 people per site to sleep in tents on platforms or in Conestoga huts. With this year's approved expansion of one site to full capacity, four sites will now be able to support 80 people, providing stability and connections to services and housing. Funding for three Conestoga huts at one site and an Action Plan Advisor (case worker) at another is being provided by the City through Community Safety Bridge funding.

Opportunity Village Eugene (OVE) –OVE serves up to 35 people at a time in 29 temporary housing units with common bath, kitchen and gathering spaces. The City of Eugene supports the program with a Public Works-owned site at which to operate on N. Garfield.

15th Night – The City of Eugene continues to partner with 4J and Bethel school districts and several other community partners on the 15th Night Initiative to address youth homelessness.

Downtown Youth Initiative – In 2018, the City's Recreation Division piloted a street outreach and mentoring program targeting youth and young adults in Eugene's downtown core. The program included a street team, a drop-in space, and twice monthly activities. The pilot ended in October. In the time it operated, 73 youth were engaged in mentorships and 18 youth were supported into employment. The program was funded through the Downtown Operations budget in the amount of $34,000.

Alternative Approaches – The City supports programs such as Community Court, CAHOOTS, EPD's Community Outreach and Response Team (CORT), and the Park Ambassador program, each of which deliver alternate approaches to helping people address more complex underlying needs that have likely contributed to their contact with law enforcement and/or the criminal justice system. Not all but many of those served in these programs are experiencing homelessness.

Affordable Housing – The City supports stable, safe and affordable housing opportunities for area residents through a suite of grants, loans, waivers, exemptions and other supportive policies. City programs are guided through the Eugene-Springfield 2015 Consolidated Plan. The following activities occurred in FY19:

- 1505–1525 River Road: Following a Housing RFP process, the City awarded St. Vincent de Paul the City-owned lot at 1505–1525 River Road for the creation of a 53-unit development targeted to very low income households, including units designated for survivors of domestic violence. In addition to awarding the lot, Council approved a Systems Development Charge (SDC) waiver of $275,000 and use of $725,000 in federal HOME Investment Partnership program funds for the development.
- The Commons on MLK: This new Homes for Good project will provide 51 studio units of permanent supportive housing for people experiencing homelessness. City Council approved a $280,000 SDC waiver and use of $150,000 in Low-Income Housing Funds and $750,000 in federal HOME funds in support of the new development.
- Ya-Po-Ah Terrace: In December, the City closed its largest Rental Rehabilitation loan to date, lending $1.5 million in federal CDBG funds to support the rehabilitation of Ya-Po-Ah Terrace, which provides 210 apartments for seniors with very low incomes.
- In FY19, City Council approved 20-year property tax exemptions for a proposed 70-unit affordable housing development in the Downtown neighborhood, as well as for a 22-unit tiny home development at Polk Street and Railroad, and for 211 units at Ya-Po-Ah Terrace. Council also renewed existing property tax exemptions for five different apartment complexes, helping to preserve 183 units of affordable housing for lower income households.

Artist's rendering of Ya-Po-Ah Terrace after completed rehabilitation

Staff time and resources from every department are employed in efforts to help address homelessness in the community. These include Library and Recreation staff providing services to unhoused community members at libraries and community centers, Police and Fire and EMS personnel responding to calls for service, Public Works staff helping coordinate and manage public spaces and parks and providing camp cleanup, Central Services staff helping coordinate homelessness programs, and Planning and Development staff operating affordable housing and human service programs and funding.

Policy leadership – The City supports and/or is represented on intergovernmental policy boards related to housing and homelessness, including the Housing Policy Board, the Poverty and Homelessness Board, and the Human Services Commission.

As unsheltered homelessness continues to be significant in both magnitude and impact in our community, balancing humane and urgent responses to unsheltered homelessness with a robust implementation of strategies to fix and improve our overall homeless service system for the long-term will be both a challenge and priority.

FY20 Budget Allocations

Staff are currently working to implement the $8.6 million in community safety bridge funding approved through FY20. Included in the Community Safety funding package are enhanced support for the Rest Stop Program, Overnight Parking Program, Dusk to Dawn Program, 15th Night, Lindholm Center weekend hours, and a proposal for a new day center. All of these are programs that work to meet immediate needs of people experiencing homelessness in the community, and the community safety funding will help maintain and stabilize these service options as well as provide added support for case management to help individuals move more successfully into permanent housing.

The FY20 budget allocates $45,000 in one-time funding to the Human Services Commission FY20 Proposed Budget allocation to offset the expected reduction in Community Development Block Grant funding. Additionally, $120,000 in ongoing funding was approved to improve and address downtown sanitation services.

The City of Eugene will continue to support a variety of homelessness programs and initiatives in FY20 through funding sources that include the Community Safety Bridge funding, the City's general fund, the downtown operations fund, and federal budget allocations.

Find more about the City's homelessness programs at www.eugene-or.gov/homelessness.

Housing affordability is a critically important issue for our community and many others around the country. While the City has taken many actions over time to address housing affordability, housing prices have increased rapidly following the Great Recession. The median sale price has risen 61% while inflation, measured by the Consumer Price Index, rose 12%.

Turtle Creek Housing Development by Homes For Good

In recent years, more Eugene residents have struggled to afford housing. The median price of all homes that sold in the last year was $315,000, making it affordable to a household with an annual income of $68,000, significantly higher than Eugene's median household income of $45,000. The majority of Eugene's renter households are cost burdened: 58% of Eugene's renter households spend more than 30% of their household income on housing and utilities.

Many factors affect the affordability of housing. Some of the key factors affecting affordability for new and existing houses include income, characteristics of the existing housing supply, market trends and population growth trends. The supply and cost of land, the land use code, the cost of construction and interest rates affect the affordability of new housing.

Housing Tools and Strategies

In May 2018, City Council approved a process to analyze existing barriers to housing affordability, availability and diversity. Council directed staff to implement a process to identify potential tools and strategies available to the City to address housing affordability, availability and diversity for all income levels. The resulting Housing Tools and Strategies process uses technical research and stakeholder input to identify a variety of actions the City could pursue to meet the goal of increasing availability, affordability and diversity of housing by removing barriers in City code, reducing costs and/or time, and increasing the inventory of affordable units. The options fell into broad strategic categories that align with projects that are underway and will help to guide future work. A summary of the technical analysis and stakeholder engagement can be found on the Housing Tools and Strategies project website.

Remove barriers in the land use code — The City directs the type of housing that can be built, how it must be designed and what permits are required through the adopted land use code. Some of the land use code standards and processes may present barriers to achieving our housing goals. Through several ongoing efforts, there is an opportunity to improve the land use code so that it better aligns with the community vision and leads to an outcome of more Eugene residents living in affordable homes. These include an update to the clear and objective housing standards, accessory-dwelling unit standards and a code audit to identify barriers to building housing that is affordable.

Plans and policies provide guidance to any changes made to the land use code. Over the next few years, the Comprehensive Plan Housing chapter, the River Road-Santa Clara Neighborhood Plan, and Urban Reserves planning will address housing affordability issues.

Reduce cost and time burden — The City's permitting process takes time and includes permit fees and System Development Charges (SDCs). Staff are working to understand processes identified by builders as burdensome, and to identify opportunities to streamline processes. Consideration will be given to unintended consequences of changes in fee structures and programs, while ensuring the City's goals for health, safety, and service are not compromised.

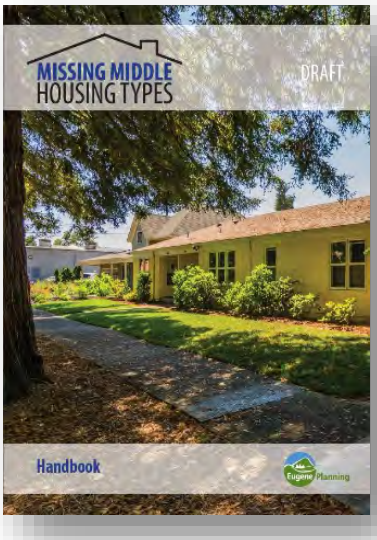
The City is also able to reduce costs through incentives and assistance. It currently offers the multi-unit property tax exemption for housing in the downtown area and transportation SDC waivers for accessory dwelling units. The Planning and Development Department has recently established the Development Investment Group, or DIG, which offers support to facilitate development and good design by helping projects get over hurdles and navigate the land use process.

Increase the inventory of and access to affordable units — 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.

In March 2019, Council adopted an ordinance to create a Construction Excise Tax (CET) to create a dedicated local source of funding for the City's Affordable Housing Fund. The CET became effective July 1, 2019, however charges will be offset during the first two years by an equivalent reduction in System Development Charge waivers for applicable projects. The City will form an advisory committee to advise on the use of funds.

FY20 Budget Allocations

$215,000 for Housing Tools and Strategies has been allocated in the FY20 Budget. Additionally, Council approved a motion directing the City Manager to determine the start-up and ongoing costs for revolving loan programs to assist residents in Eugene, such as with paying their security deposits, emergency rental assistance and down payment or mortgage assistance, and to place these programs on the 2020 Unfunded Needs Assessment.



For More Information

- Housing Tools and Strategies:
www.eugene-or.gov/3960/Housing-Tools-and-Strategies
- Planning Projects:
www.eugene-or.gov/758/Planning
- Consolidated Plan, Annual Action Plans & Reports:
www.eugene-or.gov/hudconplan
- Community Design Resources:
www.eugene-or.gov/2977/Community-Design-HandbookDIG-
- Development Investment Group:
www.eugene-or.gov/4128/DIG

On May 15, 2018 Eugene voters overwhelmingly approved two funding measures to support Eugene Parks and Recreation, and implementation of these voter-approved actions began in FY19.

The $3.15 million, five-year Operations and Maintenance Levy was passed with 65% of the vote to address the shortfall in maintenance and operation activities. While not a long-term solution because of the five-year funding limit, a levy can serve as a stop-gap measure while a more sustainable solution is identified and implemented. Levy dollars are supporting the following services:

- Public safety presence in parks
- General park maintenance in developed parks
- Habitat and natural area maintenance
- Maintenance and operations of future projects associated with the accompanying bond measure

The $39.35 million Parks and Recreation General Obligation Bond measure was passed with 62% of the vote and identified specific projects within the following categories:

- Park renovation projects
- Trail and habitat restoration projects
- Safety/lighting improvements
- Repairing and improving restrooms and irrigation systems
- Matching funds for school districts partnership
- Community center, pool and field renovations and improvements
- New park development in underserved neighborhoods

When matched with Systems Development Charge (SDC) funds and partnership dollars, the capital investment resulting from this bond measure will total over $63 million. In combination, the bond and levy are implementing the first phase of the newly adopted Parks and Recreation System Plan.

Parks and Recreation System Plan

Making Progress

Implementation of both the bond and levy got underway in FY19, including the following:

- Increased public safety presence in parks with two dedicated Police Officers, two year-round and two seasonal Park Ambassadors, an illegal camping response team and increased graffiti removal.
- General park maintenance activities including the re-opening of restrooms that had been previously closed due to budget cuts, increased custodial services including weekend and after-hours maintenance in high-use parks, and additional trail and natural area maintenance activities.

- The planning of several bond-funded projects kicked-off, including Echo Hollow Pool renovation and expansion, Campbell Community Center renovation and expansion, Striker Field Park development, Berkeley Park renovation, West Bank Path lighting and Delta Ponds Loop Trail completion.

FY20 Budget Allocations and What's Next

The FY20 Adopted Budget includes $2.8 million of spending in the Parks and Recreation Levy Fund. The levy will be used to continue the activities described above that were started in FY19. In addition, some levy funding will be used to provide alternative programming services for the Aquatics and Senior programs that will be affected by construction impacts on Echo Hollow Pool and Campbell Community Center projects.

In FY20, the planning and design process for the renovation and expansion of both the Echo Hollow Pool and the Campbell Community Center projects will be completed, and ground breaking will occur. The Sheldon Pool renovation and expansion planning and design process will continue and timing will be coordinated with the completion of the Echo Hollow Pool project.

The FY20 Adopted Budget includes new capital spending for several other projects from the bond fund. Activities will include lighting projects and restroom improvements in several parks, renovations of Amazon Park Trail and a portion of Amazon Creek, as well as construction activities for the Delta Ponds Trail extension. Berkeley Park and Tugman Park will see significant spending in FY20. There are also a number of smaller projects that will be undertaken or will get started using bond funds in FY20.

For More Information

- Parks and Recreation System Plan:
www.eugene-or.gov/2885/System-Plan
- Bond and Levy implementation:
www.eugene-or.gov/4165/2018-Bond-and-Levy
- Individual park project updates:
www.eugene-or.gov/185/Parks-and-Open-Space
- Individual recreation project updates:
www.eugene-or.gov/139/Recreation

Town Square Project: Putting people at the center of Eugene

The new Eugene Town Square has the power to transform our Park Blocks into a dynamic public place, bringing our diverse community together year-round. By giving a permanent, year-round home to the Farmers Market and a new site for the Eugene City Hall, the Town Square will be the front porch of our city, our civic center; a beautiful place to gather, play and celebrate everything wonderful and unique about our city.

Project Description

The Park Blocks at 8th Avenue and Oak Street were established by the City's early founders as a central square for our young community. In 1855, the Skinner and Mulligan families each agreed to donate adjoining 40-acre parcels to Lane County if the County Commissioners agreed to choose Eugene as the county seat. While most of the land was sold to fund the creation of the City, four acres were reserved for public buildings and the creation of a "public square in Eugene City."

Today, two of the original four Park Blocks remain. The Park Blocks are famous for hosting the Eugene Saturday Market and Lane County Farmers Market. Eugene's City Hall will be built as a part of the Town Square, facing out to a restored Park Block that has been covered by the Butterfly Parking Lot for the last 50 years.

Town Square Project

What needs fixing — The Park Blocks today are often underutilized, especially outside of programmed events. Practical problems are part of the current underutilization of these spaces:

- Inadequate space for the Farmers Market
- Insufficient utilities for events and food trucks
- Accessibility obstacles
- A parking lot encroaching on the public space

At a deeper level, the Park Blocks lack energy: without a clear connection to the city they can feel peripheral, and more importantly, fail to demonstrate the deep care and passion that this community has for the place where we live. The Town Square should be a place where we celebrate our great joys, collectively mourn our tragedies and come together for the cultural events that make life richer.

Process—The Town Square Project has two phases. Phase A is the Public Involvement and Concept Design for the entire project, treated holistically as a unified effort. Phase B is the implementation of the individual subprojects, which will follow the direction established in Phase

A. This phase includes the final design, construction documents and construction of all components of the Town Square Project.

Three Subprojects — Individual subprojects include the Park Blocks improvements, a permanent Farmers Market and a new City Hall.

Park Block improvements begin by addressing basic issues such as accessibility and utility infrastructure, and then aim higher for a design that will serve as a suitable anchor for the city center and a welcoming park for the downtown. The Park Blocks are approximately 24,000 square feet each. This project is eligible for up to $5.2 million of Downtown Urban Renewal funds for projects related to the Park Blocks and other downtown open spaces (other projects are eligible to compete for these funds, and the final budget allocation is determined by the Council).

A permanent **Farmers Market** includes the restoration of the "Fourth Park Block," and amenities to create a more attractive and functional venue for a permanent, year-round market. The Farmers' Market area is approximately 24,000 square feet and is eligible for up to $4.5 million of Downtown Urban Renewal funds for the acquisition of the land and delivery of the project.

Eugene's City Hall builds off a previous iteration of the project: in 2016, the City had a completed design for City Hall to be constructed on a different site. The City currently has $11.3 million in a fund for City Hall. In 2019, City staff and consultants will confirm the building program, and work with City Council to establish an appropriate budget.

Moving Forward

The next steps for the Town Square Project are:

- The Public Involvement and Concept Design phase will be underway in the spring and summer of 2019, creating opportunities for key stakeholders and members of the public to engage with an iterative design process for the Town Square. To find out more, visit: www.eugenetownsquare.org.
- The final Concept Design will be presented to the community and Council with possible funding sources, including Urban Renewal funding for the Park Blocks and Farmers Market components. As outlined in the Downtown Urban Renewal Plan, Council will hold a Public Hearing on the funding, after which, Council, acting as the Urban Renewal Agency Board, will have the opportunity to determine if Urban Renewal funds should be used.
- Following funding decisions, implementation of Phase B will begin in fall 2019, with the final design documents and construction.
- Project completion is projected for 2021–2022. A more precise working project schedule will be developed in 2019.

FY20 Budget Allocations

The FY20 Adopted Budget includes $350,000 to continue project scoping for the Town Square. Additional funding will be considered this fall by City Council/URA Board following project scoping and public hearings. The Downtown District Plan authorizes tax increment funding up to $4.5 million for the Farmers Market (a portion of which was used to purchase the southern half of the butterfly lot) and up to $5.2 million for Park Blocks and Open Spaces. The Plan also includes funding for project delivery administration. For the City Hall portion of the Town Square, the City Hall Replacement Fund contains previously appropriated capital funding.

FY20 ADOPTED BUDGET SNAPSHOT

(FY = Fiscal Year)

TOTAL CITY BUDGET

$808 MILLION

UP **11.9%** from the FY19 Adopted Budget

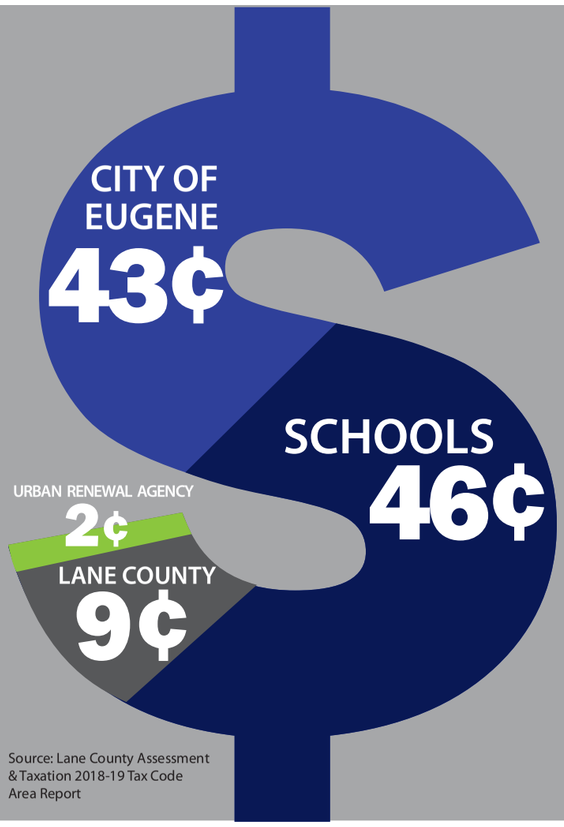
Aa1

Bond Rating

"The City's rating outlook is stable, reflecting our expectation that the local economy and tax base will continue to expand, and that the City's management team will deliver long-run structural balance featuring strong financial metrics. The City's management team is also particularly strong, as evidenced by conservative practices and solid track record."

- Moody's Investors Service
January 29, 2019

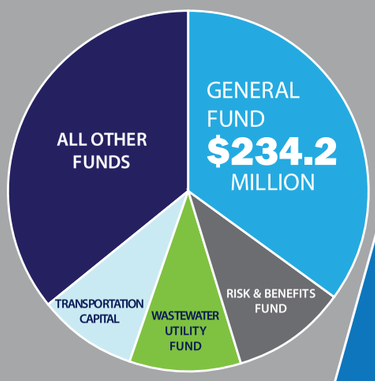
Where Does My Property Tax Dollar Go?



Source: Lane County Assessment & Taxation 2018-19 Tax Code Area Report

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 is the City property tax bill changing in the FY20 budget?

City Permanent Operating Levy: ↑$42
City Local Option Levy for Parks & Rec (no change): $0
City Local Option Levy for Library Operations (no change): $0
City Debt Taxes: ↓$4
= Total City Taxes: ↑$38 + Urban Renewal Agency Taxes: ↑$5 = TOTAL TAXES: ↑$43

How are we spending General Fund dollars?

- **9%** INFRASTRUCTURE & PLANNING
- **12%** CENTRAL BUSINESS FUNCTIONS
- **20%** CULTURE & RECREATION SERVICES
- **59%** PUBLIC SAFETY (Police, Fire, EMS) represents a majority of the 2020 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 a **stable** position.

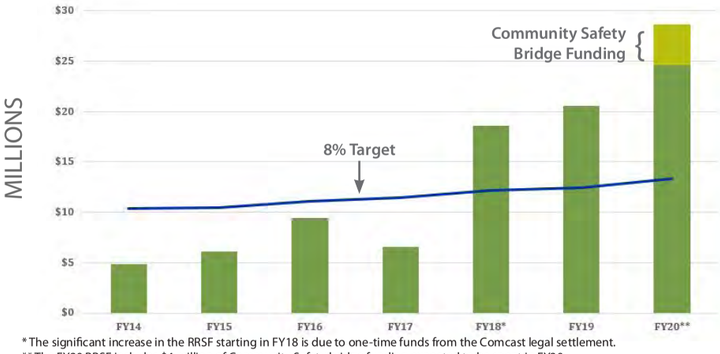
"While we continue to monitor potential impacts to our financial health, we have made great strides to position the organization for future challenges. The new fiscal year will find the City of Eugene optimistic, resilient and ready to respond to the needs of the community."

- Jon Ruiz, City Manager

FINANCIAL GOALS

Do we have an adequate savings account?

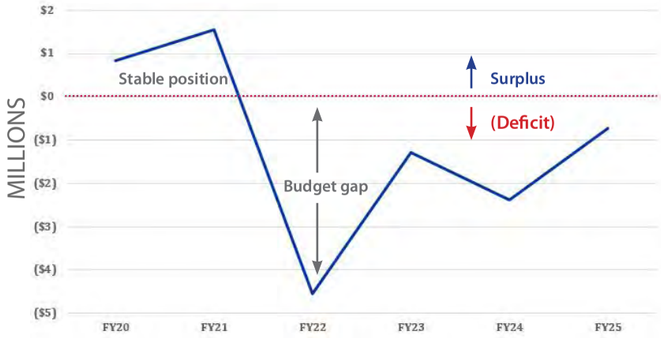
The Reserve for Revenue Shortfall (RRSF) is the City's "savings account" for the General Fund. It is used to weather the cyclical nature of economic cycles and to provide a cushion for unexpected events.



* The significant increase in the RRSF starting in FY18 is due to one-time funds from the Comcast legal settlement.
** The FY20 RRSF includes $4 million of Community Safety bridge funding expected to be spent in FY20.

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 a 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

Budget Summary

Budget Summary

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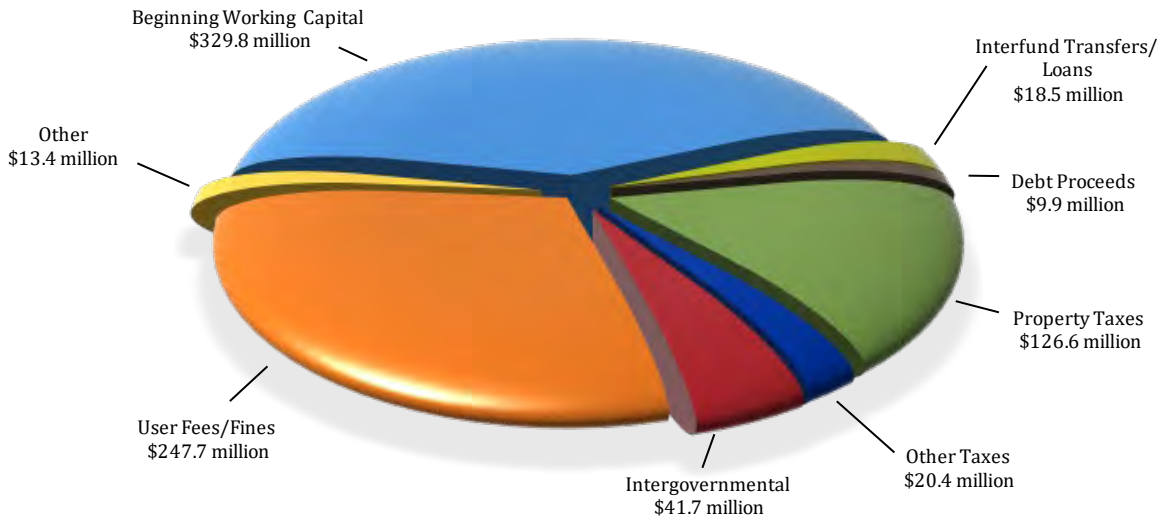
All Funds Summary

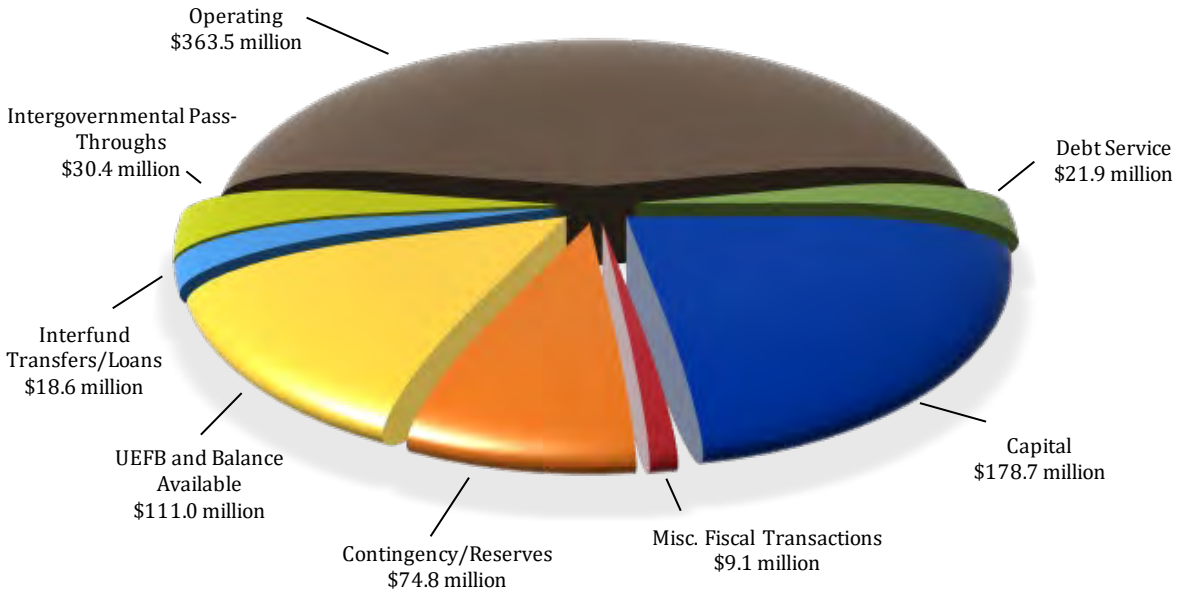
The total FY20 Adopted Budget for the City of Eugene is $808.0 million, an 11.9% increase from the FY19 Adopted Budget. When internal expenditures and transfers are omitted, the FY20 Adopted Net Budget is $708.0 million, an increase of 15.0% from the FY19 Adopted Net Budget.

Total Resources — $808.0 Million



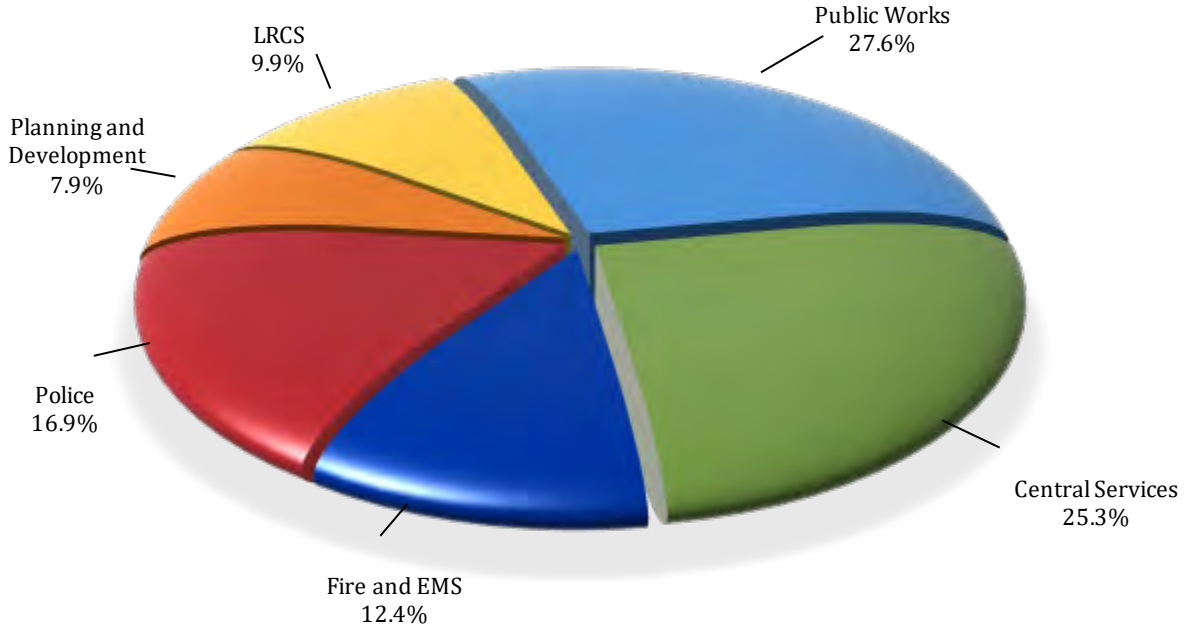
User fees and fines provide 51.8% of the operating revenues, followed by property tax receipts which provide 26.5% of operating revenues. The largest requirement is for the operating budget, at $363.5 million. The budget is balanced under Oregon Budget Law, meaning that resources (revenues plus carryover balances from prior years) equal requirements (expenditures plus balance available and reserves).

Total Requirements — $808.0 Million



The FY20 Adopted Operating Budget totals $363.5 million, an increase of 3.4% from the FY19 Adopted Budget. Public Works comprises the largest share at 27.6%:

Operating Budget by Department — $363.5 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 58.7% of operating expenses in the total City budget and 76.0% 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 FY20 budget adoption, all bargaining units had a contract in place covering FY20 cost of living adjustments (COLAs) as shown on the following table.

Bargaining Unit	FY20 COLA
AFSCME (American Federation of State, County and Municipal Employees)	Per contract, 2.0% COLA on 7/1/19
EPEA (Eugene Police Employee Association)	Per contract, 2.5% COLA on 7/1/19
IAFF (International Association of Fire Fighters)	Per contract, 2.5% COLA on 7/1/19
IAFF-BC (International Association of Fire Fighters, Battalion Chiefs)	Per contract, 2.5% COLA on 7/1/19
IATSE (International Alliance of Theatrical Stage Employees)	Per contract, $0.25 per hour for regular performance rates and $0.70 per hour for resident companies and local performance rates on 7/1/19

Employee Retirement Expenses

Retirement plan expenses are projected to be $38.3 million in FY20, representing the second largest component of Personnel Services costs after wages. The FY20 increase in retirement costs for all funds is $4.4 million, which represents a 12.8% increase from the FY19 Adopted Budget level. Of this amount, $2.3 million is in the main subfund of the General Fund, and the remaining $2.1 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 FY20 is due to additional positions in this budget, wage increases for existing employees and increased PERS rates in FY20. The FY20 PERS rates for Tier 1/2 employees increased to 25.07% of gross wages, from 21.4% in FY19. The FY20 PERS rates for OPSRP general service employees increased to 16.23% of gross wages, from 12.38% in FY19. The FY20 PERS rates for OPSRP police and fire employees increased to 20.86% of gross wages, from 17.15% in FY19. Retirement costs as a percentage of payroll are expected to continue to increase in FY22 and FY24, due primarily to continued amortization of past service costs and the Oregon Supreme Court PERS ruling issued in April 2015. However, state legislation passed in the 2019 is intended to mitigate projected increases in PERS rates compared to prior estimates, primarily due to a longer amortization period used to calculate unfunded liabilities.

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

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

Employer contributions fund the defined benefit program and employee contributions fund individual retirement accounts under the separate defined contribution program.

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

Individual Account Program: In the 2003 legislative session, the Oregon Legislative Assembly created a successor plan for PERS. The Individual Account Program (IAP) is a defined contribution pension plan for all PERS and OPSRP members. State statute requires that covered employees contribute 6 percent of their annual covered salary to the IAP plan effective January 1, 2004. Both T1/T2 and OPSRP employees receive an IAP account. Members retire from IAP when they retire from their T1/T2 or OPSRP pension program. In 2019, legislation was passed to redirect a portion of IAP contributions to shore-up projected defined benefit liabilities for PERS members who meet a minimum salary threshold. Under the new law, 0.75% of OPSRP IAP contributions and 2.5% of T1/T2 IAP contributions will be redirected to help fund an individual's defined benefit plan.

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

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

Pension Obligation Bonds and Deferred Compensation Program: The FY20 Adopted Budget pension bond rate was set at 5.50% of payroll, a decrease of 0.5% from the FY19 rate. The pension bond rate decreased in FY20 due to the increase in wages and the interest earnings 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 FY20 PERS rates as a percentage of payroll will increase from the FY19 rates. The table below shows the City's contribution rates for all retirement costs including Tier 1/Tier 2, OPSRP General Service employees, OPSRP for Police and Fire employees,

the pension obligation bonds and the Deferred Compensation Program. Approximately 69% of the City's employees are currently in the OPSRP system.

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

Retirement Cost	FY19 % of Payroll	FY20 % of Payroll
Employer Share		
Tiers 1 and 2	21.40%	25.07%
OPSRP General	12.38%	16.23%
OPSRP Police and Fire	17.15%	20.86%
Employee Share *	6.00%	6.00%
Pension Bond	6.00%	5.50%
Deferred Compensation Match		
AFSCME	2.00%	2.00%
EPEA	2.75%	3.00%
Non-Represented	3.00%	3.00%
Total Retirement Cost Range	**24.38% – 36.40%**	**27.73% – 39.57%**

*Paid by the City except for IAFF and IAFF Battalion Chief members, who pay the employee share of PERS/OPSRP costs. In 2019, a state law was enacted to redirect a portion of the employee share contribution to help meet the projected costs of defined benefit plans. The re-direct amount is 2.5% for Tiers 1 and 2 and 0.75% for OPSRP.

Recent Legislation: During the 2018 legislative session, the Oregon Legislature passed Senate Bill (SB) 1566 which established the Employer Incentive Fund (EIF) to encourage employers to make lump sum payments to pay down their UAL by providing a 25% match of the lump sum contribution amount. Provisions related to the EIF were subsequently modified in 2019 by SB 1049, which also identified state funding to initiate the matching program, although PERS anticipates that demand for matching funds will exceed availability. PERS will need to draft the EIF rules and processes and, until this step is complete, the City is unable to adequately evaluate whether to participate. SB 1049 also made other changes to PERS with the intent of preventing another significant rate increase in FY22. These changes include re-amortization of the Tier 1/Tier 2 UAL, Individual Account Program (IAP) redirect, work after retirement rule changes, and a final average salary cap. According to a June 2019 statement from the PERS Director, "Senate Bill 1049 will add complexity to the PERS system and the agency will need time to fully analyze and implement the various aspects of the bill." City staff will continue to monitor the implementation of SB 1049.

Employee Health Care

Health benefits, budgeted at $32.1 million in FY20, are the third largest component of Personnel Services expenses after wages and retirement costs. The FY20 budget for health benefits represents an increase of $2.1 million, or 7.1%, from the FY19 Adopted Budget. This increase is mainly due to the additional positions that were added as part of the FY19 budget process.

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. As a reflection of this strategy, the City is now recognized by the National Institute for Occupational Safety and Health as a Total Worker

Health affiliate. The City designs and implements programs that encourage healthy work, home and community life.

City employees pay a portion of the cost of health insurance. The following table summarizes FY20 employee contributions towards health care coverage by bargaining unit.

Employee Group	FY20 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)

Materials and Services Inflation

The inflationary increase for Materials and Services (M&S) is projected to be 2.2% in FY20. This increase is based on the State of Oregon forecast for the FY20 Consumer Price Index for All Urban Consumers (CPI-U) as of September 2018. The total departmental M&S budget for FY20 for all funds is $143.4 million. This is $5.8 million, or 4.2%, more than the FY19 Adopted Budget. The increase is primarily due to increased health claims expenses, Fleet Operations, telecommunications-related M&S, Airport operations and typical inflationary factors for goods and services. In the General Fund Main Subfund, M&S is projected to increase by $0.9 million or 2.6%.

Capital Outlay

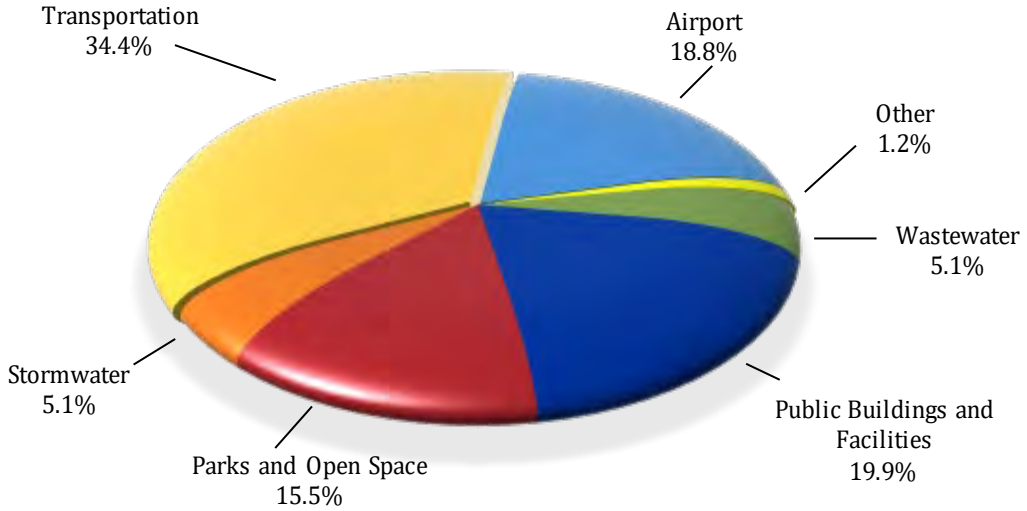
Capital Outlay is budgeted at $6.8 million for FY20, which represents a decrease of $5.5 million compared to the FY19 Adopted Budget. The decrease in FY20 is primarily due to lower spending for the City's fleet replacement. Capital Outlay is best defined as budgeted departmental expenditures for materials 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 FY20 Adopted Capital Budget is based on the first year of the FY20-25 CIP approved by the City Council on March 11, 2019.

The FY20 Adopted Budget for new capital projects is $61.9 million, an increase of $8.9 million, or 16.8% from the FY19 Adopted Budget, excluding prior year carryovers. The increase in the FY20 Capital Budget is primarily attributable to a grant-funded upgrade to Taxiway Alpha at the Airport ($9.6 million) and additional spending for the Echo Hollow Pool renovation ($7.4 million), funded in large part through the 2018 Parks and Recreation Bond. 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 category comprises over a third of the FY20 Adopted Capital Budget:

Capital Budget — $61.9 Million
All Funds



*Other refers to $757,453 for a housing development acquisition by the Planning and Development Department.

The total FY20 Adopted Capital Budget by category and some of the larger capital projects for FY20 are as follows:

- **Airport - $11.6 million**, including $9.6 million for Taxiway Alpha Phase II and $1.0 million for a new jet bridge.

- **Parks and Open Space - $9.6 million**, including $3.0 million for Striker Field, $1.8 million for park path and lighting projects, $1.2 million for Site Renovations and Rehabilitation and $800,000 for the Delta Ponds Loop Trail.

- **Public Buildings and Facilities - $12.3 million**, including $7.4 million for the Echo Hollow Pool renovation, $1.0 million for parking structure upgrades and rehabilitation, $500,000 for the Campbell Center renovation and expansion and $433,000 for HVAC R-22 refrigerant replacement.

- **Stormwater - $3.2 million**, including $900,000 for the Amazon Creek restoration from 19th to 24th Avenue, $850,000 for stormwater rehabilitation activities, $500,000 for the underground injection control facility removal and $400,000 for the A3 Channel water quality improvements.

- **Transportation - $21.3 million**, including $2.3 million for 8th Avenue Complete Streets and Streetscape, $1.9 million for the 3rd Avenue, 5th Avenue, Charnelton, Lawrence, Mill and Olive paving project, $1.5 million for the 19th Avenue from Hilyard to Agate paving project, $1.5 million for the bike path in the Downtown Riverfront Park, $1.3 million in additional funds for the Railroad Quiet Zone and $900,000 for the South Bank Path realignment.

- **Wastewater - $3.2 million**, including $1.5 million for rehabilitation of the wastewater system in the Trainsong neighborhood and $1.0 million for the West Irwin Pump Station replacement.

The City of Eugene's FY20 Adopted net budget is $708.0 million, an increase of 15.0% over the FY19 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.

	FY18 Actual	FY19 Adopted Budget	FY19 Budget* 12/31/2018	FY20 Adopted Budget	% Change FY19 Adopted to FY20 Adopted
Total Budget	**$421,243,373**	**$722,233,517**	**$750,048,435**	**$807,952,827**	**11.9%**
Less Int. Expenditures/Trans./Loans	(92,730,576)	(106,655,635)	(108,601,519)	(99,933,751)	-6.3%
Net Budget	**328,512,798**	**615,577,882**	**641,446,916**	**708,019,076**	**15.0%**
Resources					
Beginning Working Capital*	225,938,721	261,949,917	246,577,265	329,829,680	25.9%
Revenues					
Property Taxes	119,317,003	121,850,556	121,850,556	126,551,650	3.9%
Other Taxes	20,323,070	19,440,000	20,115,000	20,389,000	4.9%
Licenses/Permits	19,177,516	19,076,016	19,146,016	19,918,348	4.4%
Intergovernmental	31,780,817	30,411,170	59,476,781	41,672,927	37.0%
Charges for Services/Rental	207,263,148	210,707,042	219,712,748	224,709,839	6.6%
Fines/Forfeitures	3,225,077	3,279,275	3,279,275	3,114,200	-5.0%
Miscellaneous	9,411,720	13,263,448	13,263,448	10,656,387	-19.7%
Debt Proceeds	9,719,000	18,779,500	21,229,503	9,915,000	-47.2%
Interfund Transfers/Loans	20,296,621	20,265,323	22,186,573	18,612,396	-8.2%
Principal on Notes/Assessments	1,367,946	3,211,270	3,211,270	2,583,400	-19.6%
Total Revenue	**441,881,918**	**460,283,600**	**503,471,170**	**478,123,147**	**3.9%**
Less Internal Expenditures	(72,433,955)	(86,390,312)	(86,414,946)	(81,321,355)	-5.9%
Less Interfund Transfers/Loans	(20,296,621)	(20,265,323)	(22,186,573)	(18,612,396)	-8.2%
Net Revenues	**349,151,342**	**353,627,965**	**394,869,651**	**378,189,396**	**6.9%**
Net Resources	**575,090,063**	**615,577,882**	**641,446,916**	**708,019,076**	**15.0%**
Requirements					
Department					
Department Operating*	316,861,590	351,589,565	375,578,462	363,542,559	3.4%
Less Internal Expenditures	(72,433,955)	(86,390,312)	(86,414,946)	(81,321,355)	-5.9%
Net Department Operating**	**244,427,635**	**265,199,253**	**289,163,516**	**282,221,204**	**6.4%**
Non-Departmental					
Capital*	34,404,405	145,990,308	147,021,927	178,675,671	22.4%
Debt Service	20,903,812	21,763,270	22,344,177	21,862,942	0.5%
Interfund Transfers	19,096,621	19,395,323	21,316,573	18,342,396	-5.4%
Special Payments	29,976,946	39,408,691	39,020,609	39,689,861	0.7%
Contingency/Reserves*	0	60,218,295	54,694,654	74,830,217	24.3%
UEFB/Balance Available*	0	83,868,065	90,072,033	111,009,181	32.4%
Total Non-Departmental	**104,381,783**	**370,643,952**	**374,469,973**	**444,410,268**	**19.9%**
Less Interfund Transfers and Loans	(20,296,621)	(20,265,323)	(22,186,573)	(18,612,396)	-8.2%
Net Non-Departmental	**84,085,162**	**350,378,629**	**352,283,400**	**425,797,872**	**21.5%**
Net Requirements	**$328,512,797**	**$615,577,882**	**$641,446,916**	**$708,019,076**	**15.0%**

*In FY19, the City transitioned to a new budget system, which contributed to errors on FY19 Supplemental Budget 1. The publication errors resulted in misstated Beginning Working Capital in five funds, misstated Reserves in the Municipal Airport Fund and incorrect categorization of Capital spending in the Planning and Development Department. Additional safeguards have been implemented to ensure accurate calculations in the future. The FY19 Budget, 12/31/2018 financial information in the Net Budget reflects the corrections made on FY19

** Net Department Operating Detail:

Central Services	$27,933,483	$29,856,595	$41,193,091	$32,588,437	9.1%
Fire and EMS Department	42,868,988	41,956,259	44,173,414	45,087,775	7.5%
Library, Recreation and Cultural Svcs.	33,995,753	33,937,933	35,186,512	35,984,144	6.0%
*Planning and Development**	20,944,247	26,350,814	28,743,179	28,261,130	7.2%
Police Department	55,263,890	58,502,739	63,757,285	61,345,714	4.9%
Public Works	63,421,274	74,594,913	76,110,035	78,954,004	5.8%
Net Department Operating	$244,427,635	$265,199,253	$289,163,516	$282,221,204	6.4%

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 FY20 is expected to be about $6.85 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 FY20 is $0.19 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 FY20 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 2017, a five-year street repair bond issue in the amount of $51.2 million was approved to fix 88 lane miles of streets and provide funding for bicycle and pedestrian projects. Property tax levies for this bond will begin in FY20 and will go through FY24.
- 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 FY20 is $0.86 per $1,000 of taxable assessed value, which is slightly lower than the debt tax rate in FY19. Although the 2017 Street Bonds are added to the tax bill in FY20, the overall debt tax rate is lowered due to the payoff of a portion of the bonds for parks and open space projects approved by voters in November 1998 and November 2006 and the expiration of the 2012 Street Bonds.

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 $43 in FY20. This 2.4% increase is due to projected growth in the assessed taxable value of a typical Eugene home of 3%, offset by slightly lower debt taxes.

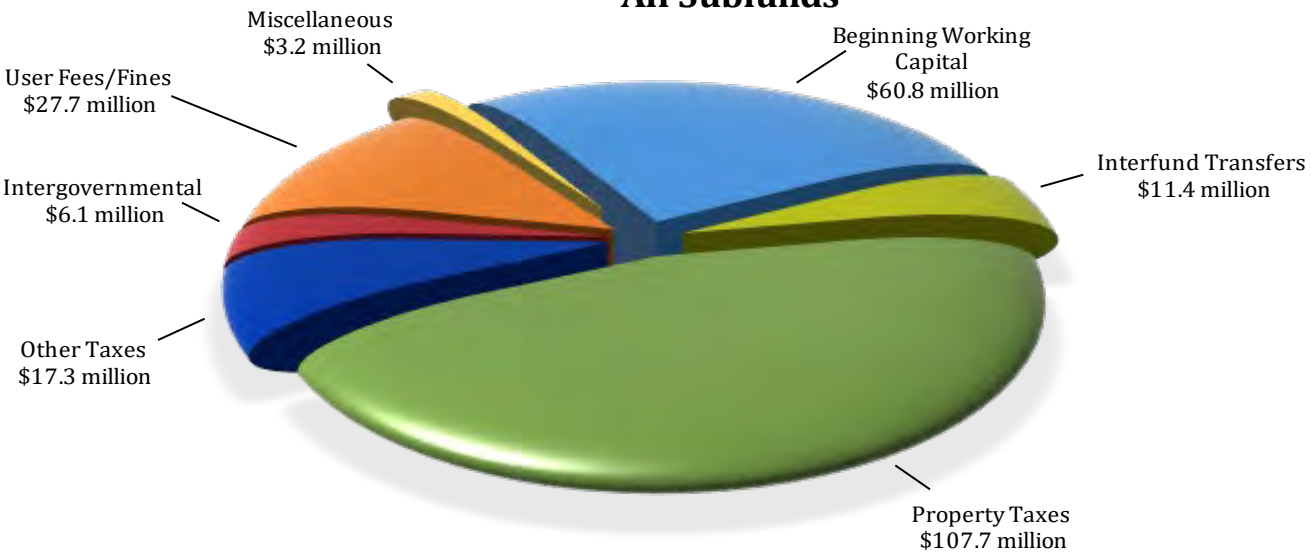
City and Urban Renewal Taxes for a Typical Eugene Home

	FY19	FY20 Estimate
City Permanent Operating Levy	$1,434	$1,476
City Local Option Levy for Library Operations (FY17-21)	36	36
City Local Option Levy for Parks and Recreation (FY19-23)	42	42
City Debt Taxes	189	185
Total City Taxes	$1,701	$1,739
Urban Renewal Agency Taxes	73	78
Total Taxes	$1,774	$1,817
Assessed taxable value of a typical Eugene home*	$209,195	$215,471

** FY19 value provided by Lane County Assessment & Taxation; assumed increase of 3% for FY20.*

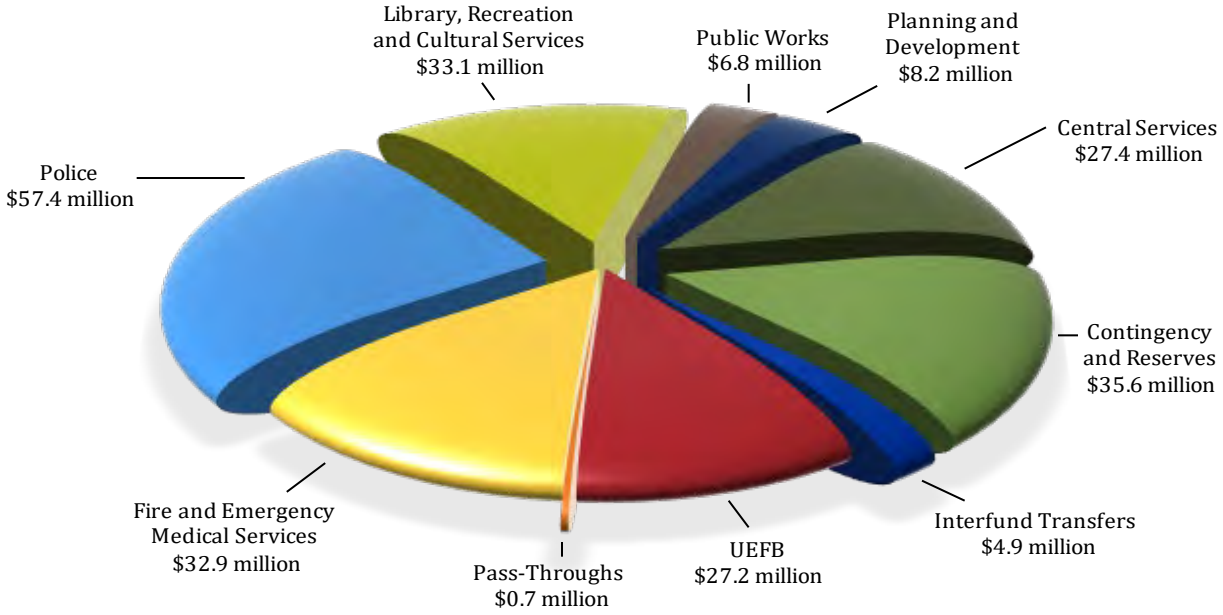
The General Fund is comprised of three subfunds: the Main Subfund ($223.0 million), the Cultural Services Subfund ($10.1 million), and the Equipment Replacement Subfund ($1.0 million). Property taxes continue to remain the largest revenue source in the General Fund, representing 46.0% of total General Fund resources and 62.2% of the total General Fund operating revenue (excluding carryover balance).

Total General Fund Resources — $234.2 Million
All Subfunds



General Fund resources are up 8.5% from the FY19 Adopted Budget. Property taxes are up by 4.7%, and Beginning Working Capital is up by 16.8%. The total FY20 Adopted General Fund Budget of $234.2 million is $18.4 million higher than the FY19 Adopted Budget.

Total General Fund Requirements — $234.2 Million
All Subfunds



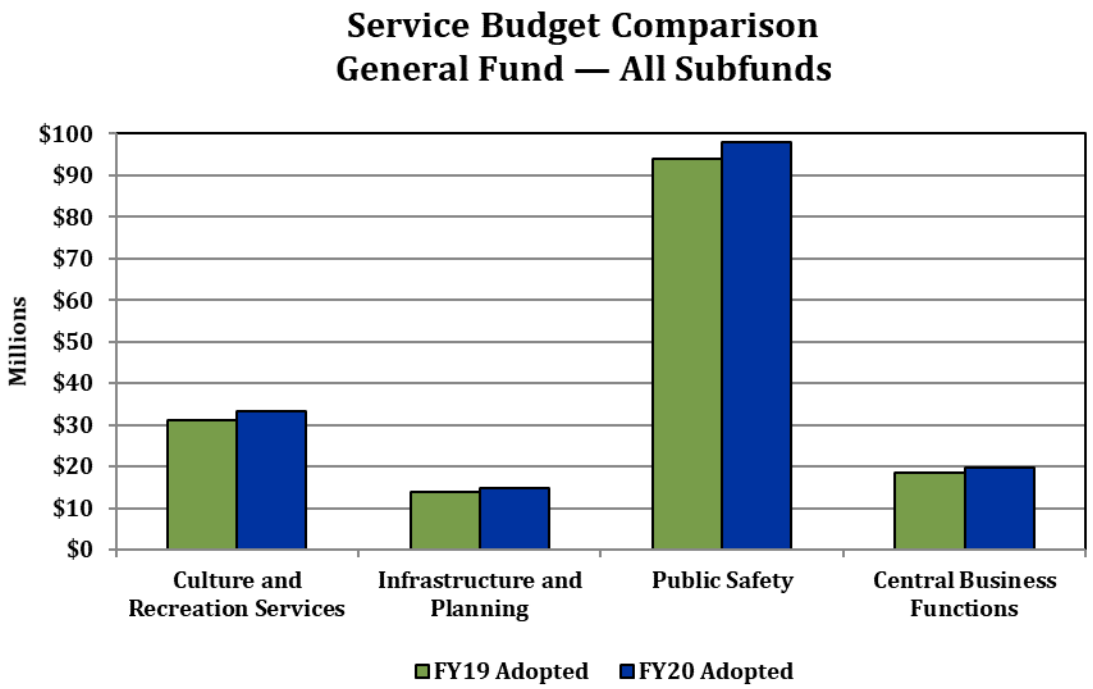
The FY20 Adopted General Fund department operating budget is $165.8 million, an increase of $8.5 million, or 5.4%, over the FY19 Adopted Budget. Increased spending in FY20 is due to higher PERS rates, rising health care costs and normal inflationary pressures such as cost of living adjustments. Also included is $1.0 million in ongoing spending and $2.0 million in one-time or limited duration costs for a number of initiatives designed to address the changing needs of the community and Council priorities.

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 76.0% of the FY20 Adopted operating budget for the General Fund.

The majority of items with ongoing funding in the FY20 Budget are revenue-backed or cost-neutral additions to the budget. This includes an accounting change for the billing of City Attorney's Office charges, downtown sanitation services, staffing support for code compliance, annual lease costs for a new location for the Spay and Neuter Clinic and clinic materials, partial funding for a Senior Financial Analyst position in Public Works Maintenance and Parks and Open Space, Youth and Family Recreation program staffing, and changes to Telecom Fund transfers in conjunction with Public Safety Records Management System charges. The FY20 Budget also includes ongoing funding for a Multicultural Liaison position to improve outreach and support for marginalized communities, a new Assistant City Attorney position and a Human Resources Analyst position.

The $2.0 million that represents strategic investments in FY20 limited during items is comprised of Riverfront Urban Renewal project support, an increase to CAHOOTS hours, downtown wayfinding, housing tools and strategies, community events partnership funding, additional security funding for the Eugene Municipal Court, continuation of the equity in contracting program, early literacy, funding to support fuel reduction in wildland urban interfaces, IT solutions for Eugene-Springfield Fire, animal services spay and neuter clinic relocation costs, an update and review of the City's nuisance code, and an additional contribution to the Human Services Commission to offset the expected reduction in Community Development Block Grant funding.

The FY20 General Fund budget also represents a continued effort to achieve a stable and sustainable budget that funds quality public services while maintaining a prudent reserve. As a result, several changes are being made to enhance the financial stability of the General Fund as uncertainty remains around sources of ongoing revenue from right-of-way fees. Modifications to the budget that aim to mitigate future risks include limiting Internal Service Fund rate charges, the Pension Bond rate reduction, Airport staff funding change, changes to the Central Service allocation, an ongoing fund transfer from the Solid Waste and Recycling Fund, and the reallocation of community events funding to the Cultural Services Subfund (see General Fund Changes for more information on these items).



The largest increase in the General Fund is in Public Safety Services with a $4.2 million increase. This does not include an estimated $4 million in unspent Community Safety Bridge Funding that is expected to be re-appropriated in FY20 as part of the Supplemental Budget process. The largest use of General Fund dollars is for the Police Department, which accounts for $57.4 million, followed by the Library, Recreation and Cultural Services Department at $33.1 million. The Fire and Emergency Medical Services Department is the third largest recipient of General Fund dollars at $32.9 million. The two public safety departments represent 54.5% of the total General Fund operating budget.

General Fund Operating Budget Summary by Department
All Subfunds

Department	FY19 Adopted Budget	FY20 Adopted Budget	FY19-FY20 Change
Central Services	$26,047,835	$27,401,970	5.2%
Fire and Emergency Medical Services	30,777,064	32,885,929	6.9%
Library, Recreation and Cultural Services	31,123,351	33,051,134	6.2%
Planning and Development	7,723,477	8,213,562	6.3%
Police	55,144,120	57,418,869	4.1%
Public Works	6,492,151	6,807,147	4.9%
Total	**$157,307,998**	**$165,778,611**	**5.4%**

General Fund reserves are one 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 parks and recreation bonds and other borrowings, saving taxpayer dollars.

For the FY20 Adopted Budget, reserves are projected to increase by $8.7 million, or 18.6%, from the FY19 Adopted Budget levels (excluding reserve for encumbrance). Currently, the FY20 reserves include $4 million of Community Safety bridge funding expected to be spent in FY20, as well as funds for other large projects or initiatives that have yet to be completed including the planned homeless shelter, Downtown Operations and the 2021 World Championships. These items are reflected in the FY20 Reserve for Revenue Shortfall (RRSF) and will need to receive authorization from City Council to be re-appropriated as part of the FY20 Supplemental Budget process. As a result, the increase to reserves is greater than it would be otherwise. Excluding the Community Safety Initiative, the RRSF would be $24.6 million or 14.8% of expenditures in FY20.

The FY20 Adopted Budget reserves has four components. The first reserve is the Unappropriated Ending Fund Balance (UEFB) which equals $27.2 million, or two months of expenditures. 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 $28.6 million, or 17.6% of expenditures. The target for this reserve is 8% of General Fund expenditures. Next, the Council contingency reserve is set at $12,000 in FY20 and is set aside for unanticipated needs, which can include items such as election costs for City measures. The last reserve is the Reserve for Encumbrance, which is set at $4.2 million for contracts that are in progress but were not expected to be completed by June 30, 2019. All together, these reserves total 36.8% of General Fund expenditures, representing slightly more than 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	**FY15**	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**
UEFB	$21,710,000	$23,040,000	$23,930,000	$25,330,000	$25,990,000	$27,160,000
RRSF[1]	6,134,237	9,451,371	6,530,703	18,564,586	20,529,817	28,645,079
Contingency	47,000	32,000	32,000	12,000	12,000	12,000
Other[2]	1,000,000	695,000	1,000,000	1,000,000	549,177	0
Encumbrance	1,714,021	2,723,809	2,269,491	2,184,473	2,985,375	4,217,614
Total	$30,605,258	$35,942,180	$33,762,194	$47,091,059	$50,066,369	$60,034,693
As a % of Expenditures[3]						
UEFB	16.7%	16.7%	16.7%	16.6%	16.7%	16.7%
RRSF	4.7%	6.8%	4.5%	12.2%	13.2%	17.6%

[1]In FY18, $16.5 million in one-time funds from the Comcast right-of-way license fee legal settlement was deposited into the RRSF. For FY20, the RRSF includes several items that will be re-appropriated in December 2019.
[2]These reserves, primarily set aside for property tax appeals, were liquidated with the FY19 December Supplemental Budget.
[3] The percentages are calculated net of reserves and contingency.

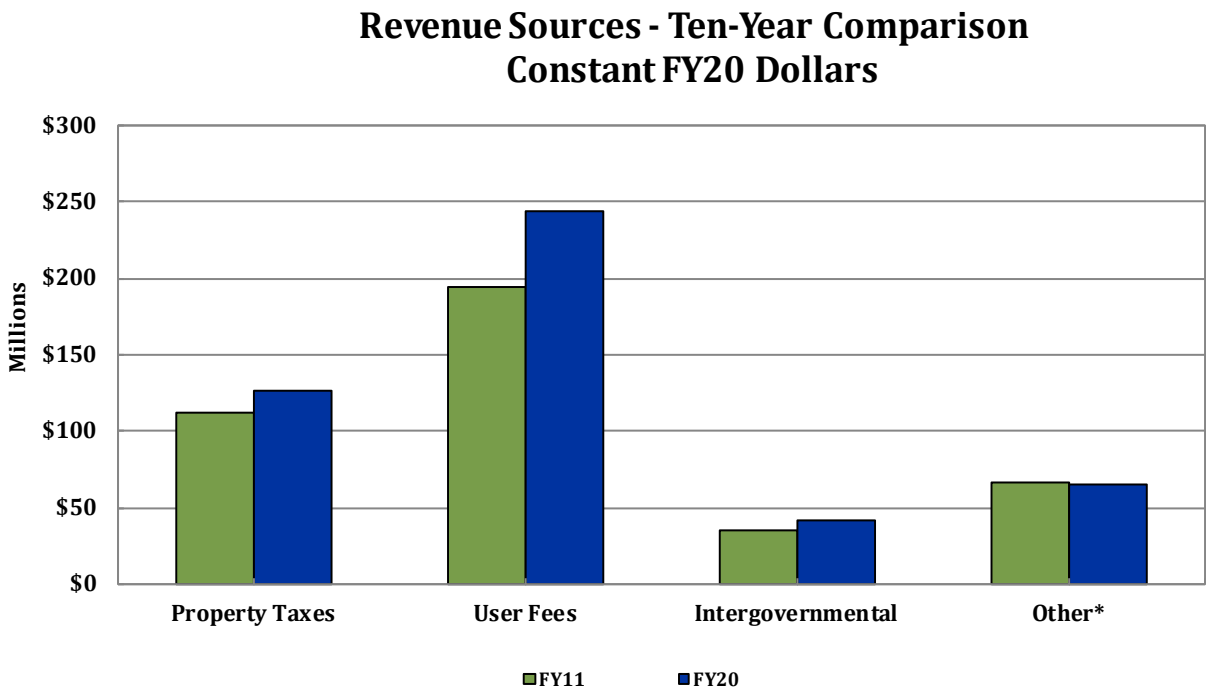
General Trends

The charts below present financial trends over the last ten years. Dollar figures are presented in FY20 constant dollars — that is, the FY11 dollar amounts have been increased by the rate of inflation to make the comparisons more meaningful.

Ten-Year Comparison	FY11 Actual	FY20 Adopted	Change FY11-FY20
Full-Time Equivalent (FTE) Positions	1,467.03	1,530.39	4.3%
Population	156,295	172,105	10.1%
Positions/1,000 Population	9.4	8.9	-5.3%
Assessed Value, constant FY20 $*	$13,620,380,515	$15,950,000,000	17.1%
Dept. Operating Budget, constant FY20 $*	$296,766,775	$363,542,559	22.5%
Property Tax as % of Current Revenue	27.5%	26.5%	-3.6%

** CPI-U adjustment is based on the State of Oregon Economic and Revenue Forecast released May 2019.*

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 $43 in FY20. This 2.4% increase is due to projected growth in the assessed taxable value of a typical Eugene home, offset by slightly lower debt taxes.

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 from FY15 through FY19. In FY20, collection begins 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 General Obligation bond 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 FY20 $**
FY11	$163,303	$1,164	$195	$1,359	$41	$1,400	$1,642
FY12	168,546	1,163	192	1,355	42	1,397	1,592
FY13	172,965	1,194	194	1,388	45	1,433	1,606
FY14	177,522	1,224	197	1,421	48	1,469	1,621
FY15	183,945	1,268	201	1,469	50	1,519	1,664
FY16	189,821	1,306	206	1,512	55	1,567	1,705
FY17	195,913	1,383	189	1,572	64	1,636	1,748
FY18	202,344	1,425	186	1,611	67	1,678	1,753
FY19	209,195	1,512	189	1,701	73	1,774	1,815
FY20 Est.	215,471	1,554	185	1,739	78	1,817	1,817

** Historical values provided by Lane County Assessment & Taxation; assumed increase of 3% for FY20.*
*** CPI-U adjustment is based on the State of Oregon Economic and Revenue Forecast released May 2019.*

With personnel services expenditures comprising 58.7% of the City's total operating budget and 76.0% 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 FY20 Adopted Budget includes 17.05 additional FTE as compared to the FY19 Budget as of 12/31/2018. Of these additions, 1.0 FTE was added in FY19 after December 31, 2018. The number of FTE in the FY20 Adopted Budget is still below the FY09 level by approximately 20 FTE.

The additional FTE in FY20 by department include the following:

Public Works, 7.0 FTE

- 2.0 FTE Landscape Architect
- 2.0 FTE Landscape Designer
- 1.0 FTE Fleet Supervisor
- 1.0 FTE Senior Financial Analyst
- 1.0 FTE Airport Worker 2

Planning and Development, 2.8 FTE

- 1.0 FTE Permit Review Manager
- 1.0 FTE Code Compliance
- 0.4 FTE Land Use/Zoning Senior Planner
- 0.2 FTE Management Analyst
- 0.2 FTE Contract Program Coordinator

Central Services, 4.0 FTE

- 1.0 FTE Assistant City Attorney
- 1.0 FTE Human Resources Analyst
- 1.0 FTE Multicultural Liaison
- 1.0 FTE Corporate Software Manager (Revenue-backed position added in FY19 after December 31, 2018)

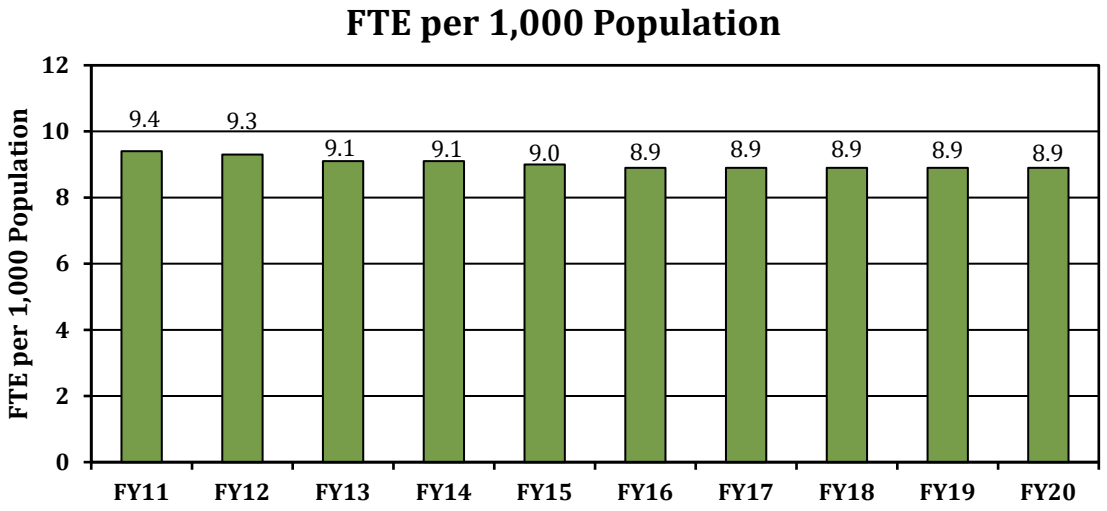
Police, 3.0 FTE

- 3.0 FTE Airport Police Officer

Library, Recreation and Cultural Services, 0.25 FTE

- 0.25 FTE Recreation Program Assistant

Prior to the last economic recession, the ratio of City FTEs per 1,000 population hit a high of 10.4. The organizational footprint shrunk in response to pressures of the recession and this ratio has held steady at 8.9 FTE per 1,000 population since FY16, reflecting the City's conservative growth management.



Over the last five 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 five fiscal years as the economy continues to expand and growth-related service demands increase.

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

Department	FY16 Actual	FY17 Actual	FY18 Actual	FY19 12/31/18	FY20 Adopted	Change FY16-FY20
Central Services	218.75	220.75	223.55	225.65	229.65	5.0%
Fire and Emergency Medical Services	206.00	206.00	206.00	206.00	206.00	0.0%
Library, Recreation and Cultural Srvcs.	172.80	196.08	196.08	196.58	196.83	13.9%
Planning and Development	98.40	99.65	107.65	113.60	116.40	18.3%
Police	328.16	328.16	328.16	330.16	333.16	1.5%
Public Works	422.25	423.35	428.35	441.35	448.35	6.2%
Total	**1,446.36**	**1,473.99**	**1,489.79**	**1,513.34**	**1,530.39**	**5.8%**

The following table 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[1]	Eugene Population[2]	General Fund FTE	Non- GF FTE	Total FTE	FTE per 1,000 Pop.	Major Staffing Changes
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	167,780	850.18	639.61	1,489.79	8.9	Increase 8.0 FTE in Planning and Development, 5.0 FTE in Public Works and 2.8 FTE in Central Services.
FY19 12/31/18	169,695	851.29	662.05	1,513.34	8.9	Increase 13.0 FTE in Public Works, 5.35 FTE in Planning and Development, 2.1 FTE in Central Services, 2.0 FTE in Police, 0.5 FTE in Library, Recreation and Cultural Services. An additional 0.6 FTE was added in Planning and Development during the first Supplemental Budget process.
FY20 Adopted	172,105	855.50	674.90	1,530.39	8.9	Increase 7.0 FTE in Public Works, 2.8 FTE in Planning and Development, 4.0 FTE in Central Services, 3.0 FTE in Police, and 0.25 in Library, Recreation and Cultural Services.

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

[2] Population estimates from Portland State University Population Research Center.

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 FY20 Adopted Budget to the FY11 Adopted Budget. This ten-year snapshot shows that the City has now surpassed the number of FTE in FY11 in three of the four service areas. However, there are still 6.5 fewer FTE in Public Safety than in FY11.

Service Area	FY11 Adopted	FY20 Adopted	Change FY11-FY20
Central Business Functions	169.95	174.35	2.6%
Culture and Recreation	185.65	197.83	6.6%
Infrastructure and Planning	556.66	610.00	9.6%
Public Safety	554.77	548.21	-1.2%
Total	**1467.03**	**1,530.39**	**4.3%**

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

- Central Business Functions staffing is increasing in FY20 by 5.0 FTE, after post-recession efficiency gains and streamlined operations reduced staffing levels through FY16.
- With the passage of the Library Levy in November 2015 and increased programming at the Hult Center, total Culture and Recreation FTE are steadily maintaining levels above those of FY11.
- While Infrastructure and Planning staffing remained steady during the first half of this decade, positions have been added in recent years in response to the improved economy and increased service needs. FTE levels are increasing by 10.95 FTE in FY20 as the City prepares for major infrastructure projects and hosting the 2021 World Championships.
- Post-recession Public Safety staffing levels have stayed relatively constant in the past decade. Fire and Emergency Medical Services gained 1.0 FTE since FY11, and police officer staffing has increased slightly in recent years. Offsetting these increases is the elimination of some administrative positions over the course of the last decade. FY20 includes three additional Airport Police Officers to comply with federal staffing requirements for expanded flight services.

Overall, the FY20 Adopted Budget reflects an increase of 17.05 FTE from 1,513.34 FTE in the FY19 Budget as of 12/31/2018.

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		48.65		4.00	54.65
Facilities Services	55.00			0.50			55.50
Fleet Services						30.20	30.20
General	126.76	166.92	178.44	36.21	310.30	36.87	855.50
Information Systems and Services	25.00						25.00
Library Local Option Levy			18.40				18.40
Municipal Airport		7.00			6.00	42.91	55.91
Parking Services	3.55			16.40			19.95
Parks and Recreation Local Option Levy					2.00	7.00	9.00
Professional Services						46.29	46.29
Public Safety Communications					14.86		14.86
Risk and Benefits	16.43						16.43
Road						65.35	65.35
Solid Waste and Recycling				5.85			5.85
Special Assessment Management	1.00						1.00
Stormwater Utility Fund						88.71	88.71
Systems Development Capital Projects				0.50		2.00	2.50
Telecom Registration/Licensing	1.91						1.91
Wastewater Utility						125.02	125.02
Total	**229.65**	**206.00**	**196.83**	**116.40**	**333.16**	**448.35**	**1,530.39**

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 169,695.

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, Phoenix, and Chicago.

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 60,865, 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).

Eugene's economy typically follows the trends of the state and national economies. After years of expansion, the pace of local economic growth remains similar to that of the state economy. Annual job growth in the Eugene-Springfield MSA in 2018 was equal to the state's overall growth rate of 1.9%. The 2018 unemployment rate of 4.5% remains higher than Oregon's by 0.3%, the same difference as in 2016 and 2017.

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.

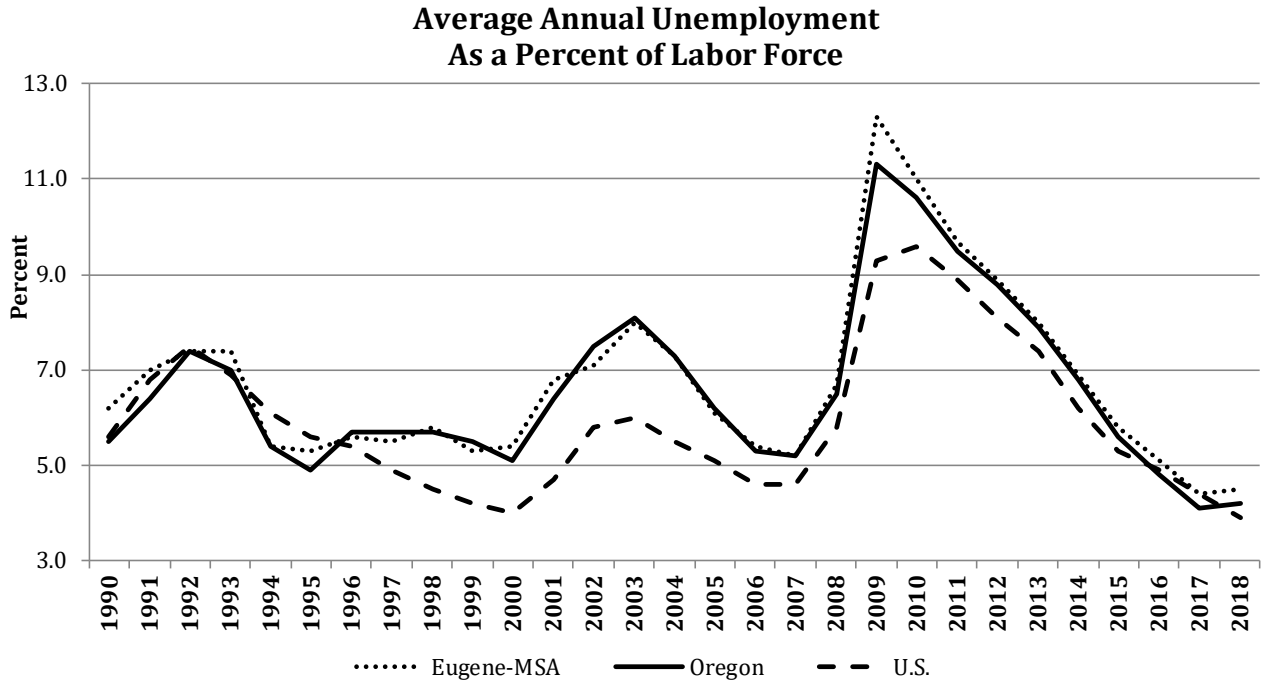
Federal, state and county government agencies provide stable employment for the local community, and the health care and social assistance sector comprises the largest employment base in the city. Eugene is home to Lane Community College, Northwest Christian University, and the University of Oregon. UO employs thousands of full-time workers, and brings a large population of students to live, work, and recreate in Eugene. In the fall term of the 2018-19 academic year, 22,760 students were enrolled at UO. In 2020, UO will open the $1 billion Phil and

Penny Knight Campus for Accelerating Scientific Impact. The Knight Campus is 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.

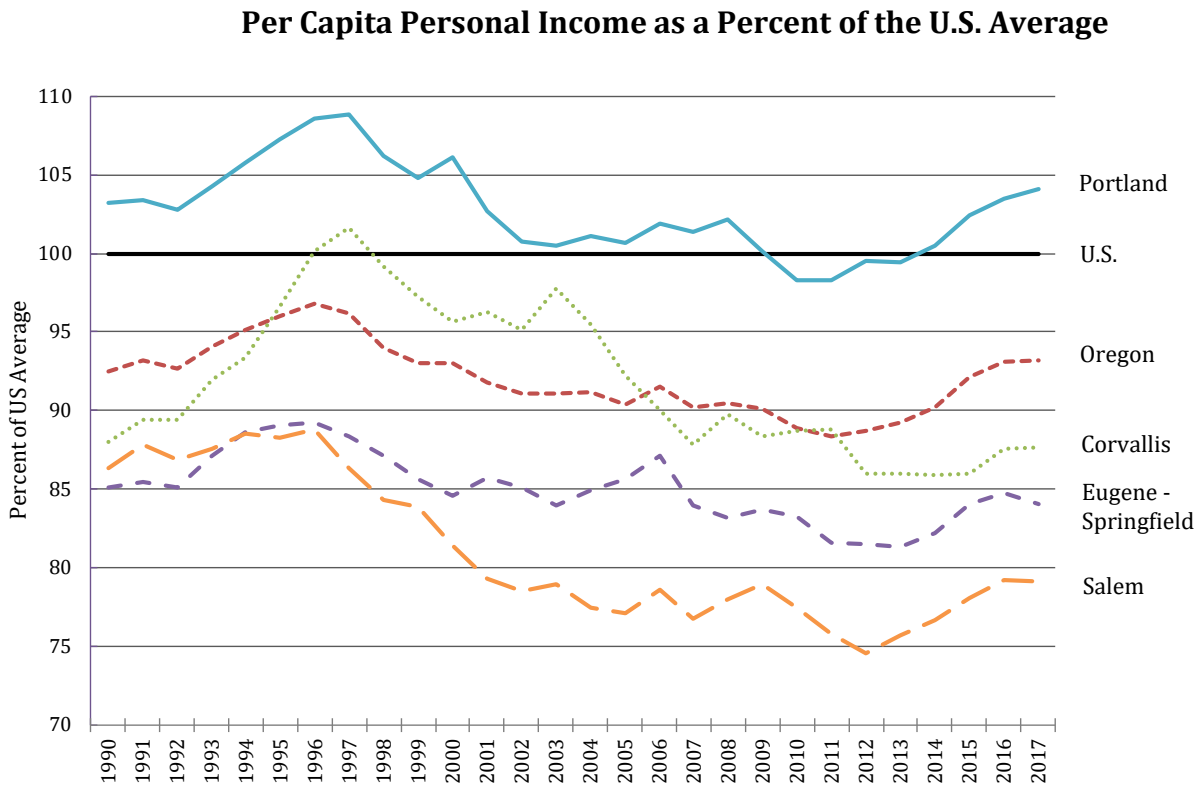
Other planned developments signify continued optimism and growth in Eugene's economy. Eugene's Downtown Riverfront is set to undergo a major transformation, fulfilling the community's long-held vision of turning a vacant riverfront lot into a vibrant, active and accessible riverfront neighborhood and community destination. Sixteen acres of riverfront property will become Eugene's riverfront neighborhood, directly connecting our downtown and campus areas to the river. In Downtown, a $60 million 5th Street Public Market expansion will expand housing, retail and office space, as well as hospitality. Additionally, the City is leading an inclusive public involvement process to design a new Town Square that includes improvements to the Downtown Park Blocks, infrastructure for an all-season Farmer's Market, and space for a new Eugene City Hall.

Businesses and organizations throughout the community are preparing to host the 2021 World Championships, which will be the world's largest sporting event that year. The 10-day competition is expected to bring over 2,000 athletes from over 190 countries to Eugene, roughly 3,000 media attendees, and up to six billion media impressions. The University of Oregon is undergoing a donor-funded $200 million renovation of its famous Hayward Field facility to more than double the spectator capacity. A preliminary economic report from 2015 estimates approximately 55,000 visitors for the event, with 60.5% of visitors coming from outside of Oregon. The City of Eugene is working with local, national, and international partners to ensure that the community can absorb an event of this magnitude, while being socially and environmentally responsible.

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.



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. Due to data availability, these data reflect personal income as a percentage of the U.S. Average, and not the U.S. Metropolitan Average. 2018 data not available at time of printing.

Lane County: Eugene-Springfield MSA
Employment Distribution by Industry

Calendar Year	2009		2018		2009-2018
	Average Annual	% of Total Employment	Average Annual	% of Total Employment	Average Annual Rate of Change
Manufacturing					
Durable Goods	8,800	6.2%	9,300	5.8%	0.6%
Wood Products Manufacturing	3,300	2.3%	3,500	2.2%	0.6%
Nondurable goods	3,700	2.6%	5,000	3.1%	3.5%
Total Manufacturing	**12,600**	**9%**	**14,200**	**9%**	1.3%
Non-Manufacturing					
Mining and Logging	700	0.5%	900	0.6%	2.9%
Construction	5,700	4.0%	7,300	4.5%	2.8%
Wholesale Trade	5,700	4.0%	6,400	4.0%	1.2%
Retail Trade	18,100	12.7%	20,400	12.6%	1.3%
Transportation, Warehousing and Utilities	2,900	2.0%	3,500	2.2%	2.1%
Information	3,600	2.5%	2,500	1.5%	-3.1%
Financial Activities	7,600	5.3%	8,100	5.0%	0.7%
Professional and Business Services	14,300	10.0%	18,500	11.4%	2.9%
Educational and Health Services	21,900	15.4%	28,000	17.3%	2.8%
Leisure and Hospitality	14,100	9.9%	17,500	10.8%	2.4%
Government	30,700	21.5%	29,000	17.9%	-0.6%
Other Services	5,000	3.5%	5,400	3.3%	0.8%
Total Non-Manufacturing	**130,000**	**91%**	**147,400**	**91%**	1.3%
Total Non-Farm Employment	**142,600**	**100%**	**161,600**	**100%**	1.33%

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
2019	169,695	44.3	3,831

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

Ten Principal Taxpayers - City of Eugene
Tax Year 2018 (Fiscal Year 2019)

Taxpayer	Type of Business	Tax Amount*	Assessed Valuation	% of City Assessed Valuation
Valley River Center	Retail	$2,052,034	$118,256,977	0.75%
CenturyLink	Telecommunications	1,475,808	86,654,000	0.55%
Comcast Corporation	Telecommunications	1,452,097	85,182,500	0.54%
Verizon Communications	Telecommunications	1,447,613	86,192,000	0.55%
Shepard Investment Group LLC	Real Estate	1,273,770	70,401,259	0.45%
McKay Investment Co. LLC	Real Estate	1,208,087	65,106,378	0.42%
Weyerhaeuser NR Co.	Forestry	936,685	55,991,363	0.36%
Chase Village LLC	Real Estate	812,102	42,801,284	0.27%
Northwest Natural Gas Co.	Utility	741,768	43,690,000	0.28%
ACC OP LLC Garden Avenue	Real Estate	718,430	37,822,341	0.24%
Total		**$12,118,394**	**$692,098,102**	**4.42%**

Source: Lane County Assessment & Taxation, Top Ten Taxpayers for Tax Year 2018.
** 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)	333.16
Number of patrol vehicles	60
Fire and Emergency Medical Services:	
Number of full-time budgeted employees (firefighters, EMTs, support staff)	206
Number of fire engines/trucks	26
Number of fire stations	11
Number of ambulances	15
Public Works:	
Miles of streets owned/maintained by City	578
Miles of alleys	43
Miles of sidewalks	770
Miles of enclosed stormwater lines & major channels	601
Miles of local and regional wastewater lines	842
Parks and Recreation:	
Community parks	16
Neighborhood parks	46
Park acres (developed and natural)	4,800
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 (miles	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	22,422

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.

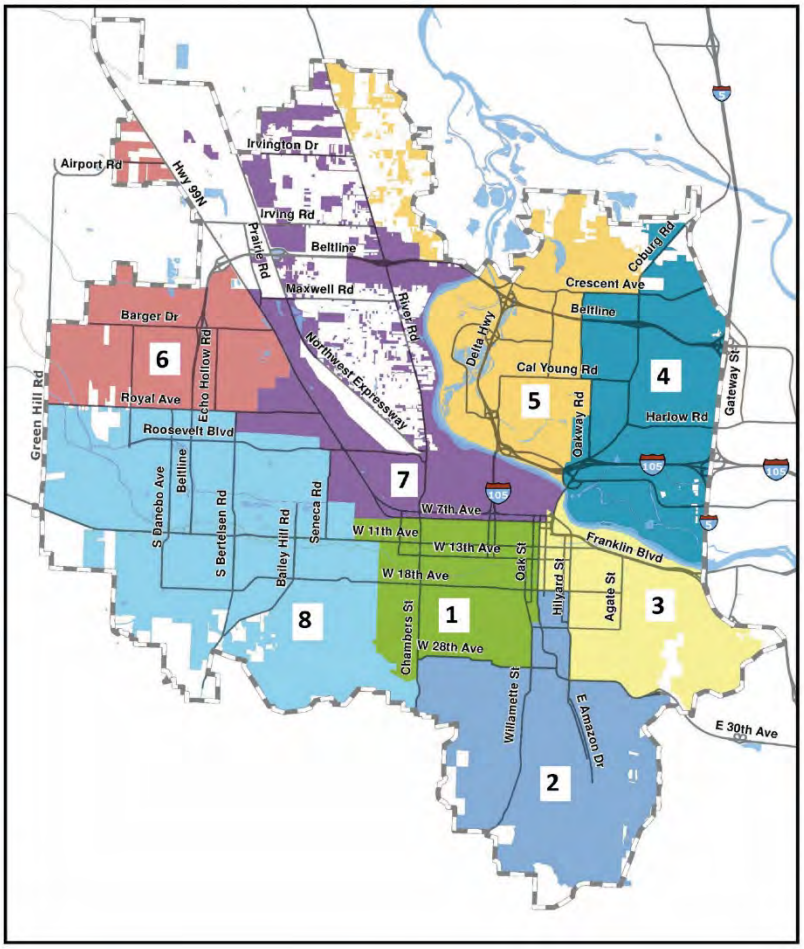
Eugene Mayor, City Council and Ward Map

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: 01/2019 - 01/2023
Ward 3



Jennifer Yeh
Term: 01/2019 - 01/2023
Ward 4

Mike Clark
Term: 01/2019 - 01/2023
Ward 5

Greg Evans
Term: 01/2019 - 01/2023
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

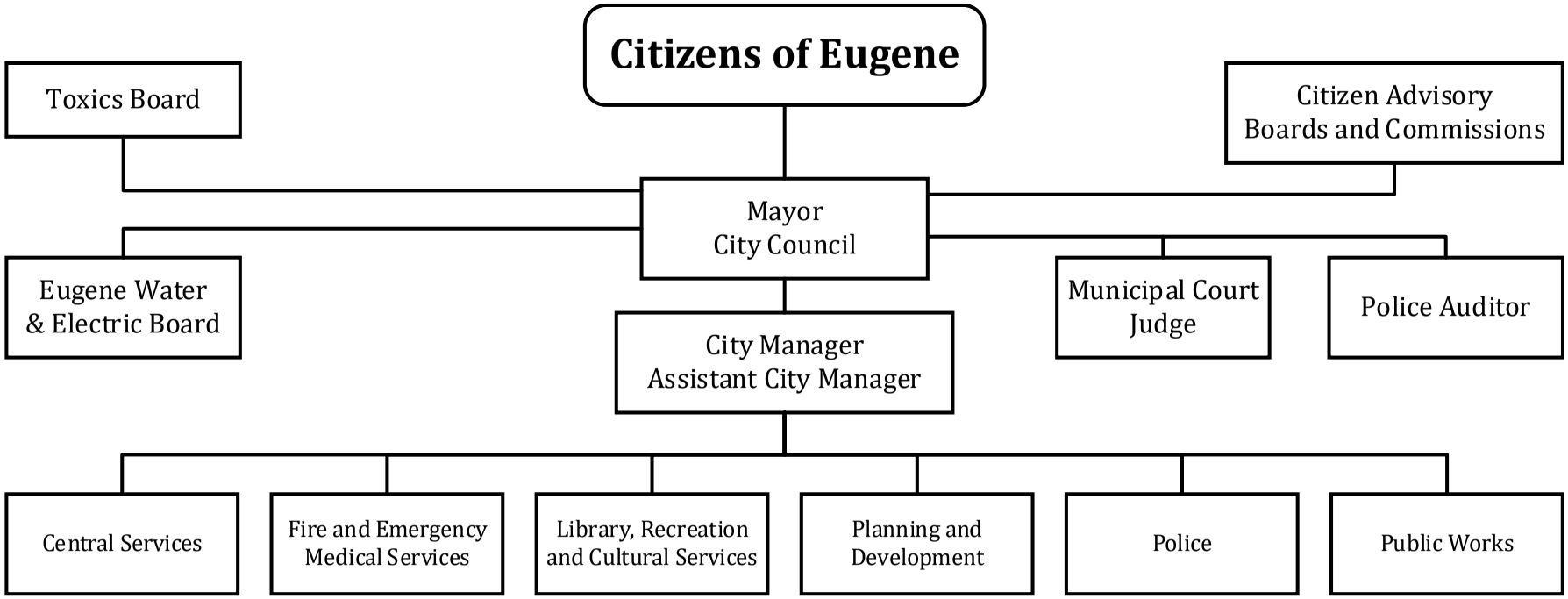
The citizens of Eugene are the most important part of the City organization. Councilors are elected by the citizens to represent their interests on the Council, and City services are directed to meet their needs. Public hearings are routinely held so that citizens can contribute to the planning and budgeting 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 creating 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 law (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, 2018. 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 2018

- Staff prepares the FY19 December Supplemental Budget (SB) which amends the FY19 Budget for unanticipated revenues and expenditures and audited Beginning Working Capital.
- ⓘ FY19 December SB advertisement, public hearing and Council action for adoption.

January - March 2019

- City staff prepares the FY20 Proposed Budget.
- Budget Committee votes to recommend to the City Council the FY20–25 Capital Improvement Program.
- City Council votes to adopt the FY20–25 Capital Improvement Program with one change.

April - May 2019

- City Manager presents the FY20 Proposed Budget.
- ⓘ Budget Committee conducts two public comment opportunities and one public hearing.
- Budget Committee votes to recommend to the City Council the FY20 Proposed Budget with several additions.

June 2019

- Summary of the FY20 budget as recommended by the Budget Committee is published per Oregon Local Budget Law.
- ⓘ City Council conducts a public hearing and adopts the FY20 budget for the City of Eugene, including approval to receive State Revenue Sharing.
- ⓘ June SB amending the FY19 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 2019

- New fiscal year begins July 1.
- FY20 tax levies are certified and sent to the Lane County Assessor by July 15.

ⓘ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

Revenue Summary

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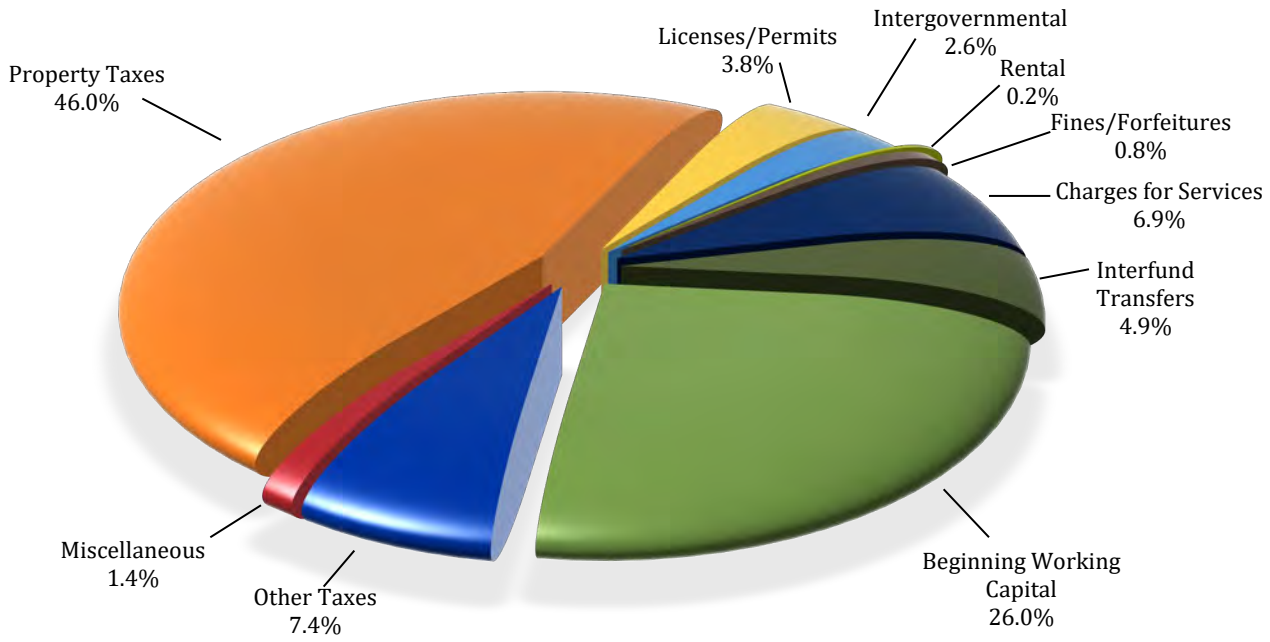
ALL FUNDS

	Resources	Requirements		
		Department Operating	Capital Projects	Non-Departmental
General Fund	$234,177,343	$165,778,611	$0	$68,398,732
Special Revenue Funds				
Community Development	16,174,963	3,586,275	1,573,617	11,015,071
Construction and Rental Housing	17,070,404	9,566,385	0	7,504,019
Library Local Option Levy	4,588,662	2,477,510	0	2,111,152
Library, Parks and Recreation	6,089,805	385,500	850,425	4,853,880
Parks and Rec Local Option Levy	4,201,138	3,379,986	0	821,152
Public Safety Communications	4,122,709	2,381,042	0	1,741,667
Road	19,086,809	14,913,111	0	4,173,698
Solid Waste and Recycling	1,796,737	1,199,548	0	597,189
Special Assessment Management	1,239,462	109,440	0	1,130,022
Telecom Registration/Licensing	7,699,102	4,577,239	0	3,121,863
Debt Service Funds				
General Obligation Debt Service	13,904,043	0	0	13,904,043
Special Assessment Bond Debt	286,794	0	0	286,794
Capital Projects Funds				
General Capital Projects	60,349,237	20,000	40,885,091	19,444,146
Special Assessments Capital Projects	1,444,929	0	0	1,444,929
Systems Development Capital Projects	44,614,064	658,902	33,586,093	10,369,069
Transportation Capital Projects	60,856,756	0	59,084,767	1,771,989
Enterprise Funds				
Ambulance Transport	11,874,270	10,552,524	0	1,321,746
Municipal Airport	50,990,060	12,342,242	23,019,948	15,627,870
Parking Services	11,281,957	6,869,697	2,617,987	1,794,273
Stormwater Utility	34,441,075	17,617,703	8,649,614	8,173,758
Wastewater Utility	65,469,655	25,805,489	7,392,395	32,271,771
Internal Service Funds				
Facilities Services	15,302,723	11,069,967	1,015,734	3,217,022
Fleet Services	29,401,506	13,863,531	0	15,537,975
Information Systems and Services	12,859,129	8,349,084	0	4,510,045
Professional Services	8,772,520	7,611,994	0	1,160,526
Risk and Benefits	69,856,975	40,426,779	0	29,430,196
Total	**$807,952,827**	**$363,542,559**	**$178,675,671**	**$265,734,597**

Total General Fund Resources — $234.2 Million
All Subfunds

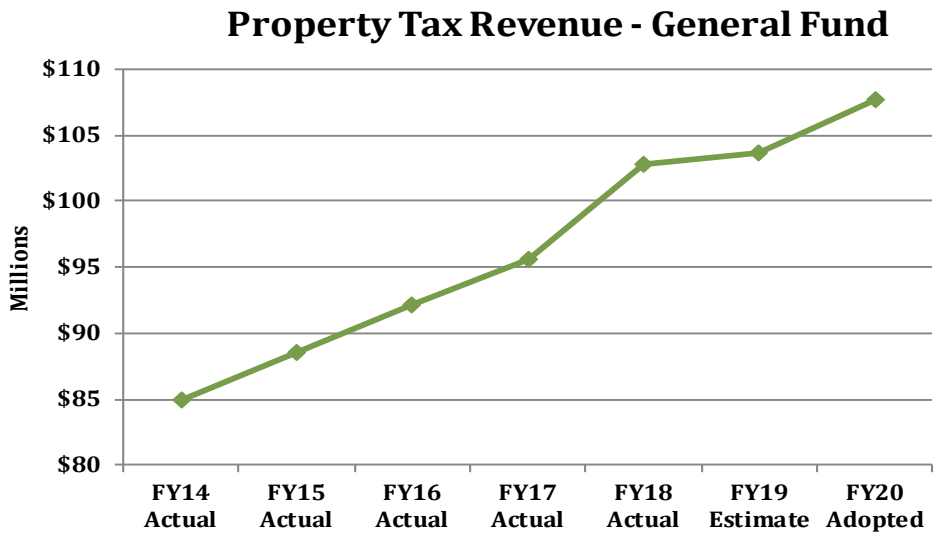


General Fund

	FY19 Adopted Budget	FY20 Adopted Budget	$ Change	% Change
Taxes				
Property Taxes	$102,909,000	$107,733,000	$4,824,000	4.7%
Other Taxes	16,440,000	17,289,000	849,000	5.2%
Subtotal Taxes	119,349,000	125,022,000	5,673,000	4.8%
Licenses/Permits	8,723,816	9,000,543	276,727	3.2%
Intergovernmental	5,277,000	6,145,000	868,000	16.4%
Rental	562,830	565,802	2,972	0.5%
Charges for Services	15,232,123	16,140,771	908,648	6.0%
Fines/Forfeitures	1,894,575	1,856,500	(38,075)	-2.0%
Miscellaneous	1,756,914	3,169,414	1,412,500	80.4%
Interfund Transfers	10,850,023	11,443,096	593,073	5.5%
Beginning Working Capital	52,088,221	60,834,217	8,745,996	16.8%
Total Resources	**$215,734,502**	**$234,177,343**	**$18,442,841**	**8.5%**

Property Taxes

Property taxes are the largest source of revenue in the General Fund, representing 62.2% of the General Fund's annual operating revenues. The total FY20 estimated property tax collection (current and delinquent taxes) is $107.7 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 FY19 Adopted Budget assumed a 94.5% collection rate (applied against the gross tax levy) and a 4.0% growth in total taxable assessed value. However, the certified taxable assessed value grew at a rate of 4.3% in FY19, which was higher than anticipated. Furthermore, the collection rate increased following a property tax settlement between the State of Oregon and Comcast in June 2018. The General Fund's share of this settlement was approximately $2.8 million in FY18. The FY20 Adopted Budget assumes a 95% collection rate and a moderate taxable assessed value growth of 4.0%.

Delinquent property tax payments have returned to pre-recessionary levels and compared to FY19, estimates are projected to decline slightly by $0.1 million due to an increase in the projected collection rate. Delinquent property tax payments are projected to be $1.6 million in FY20.

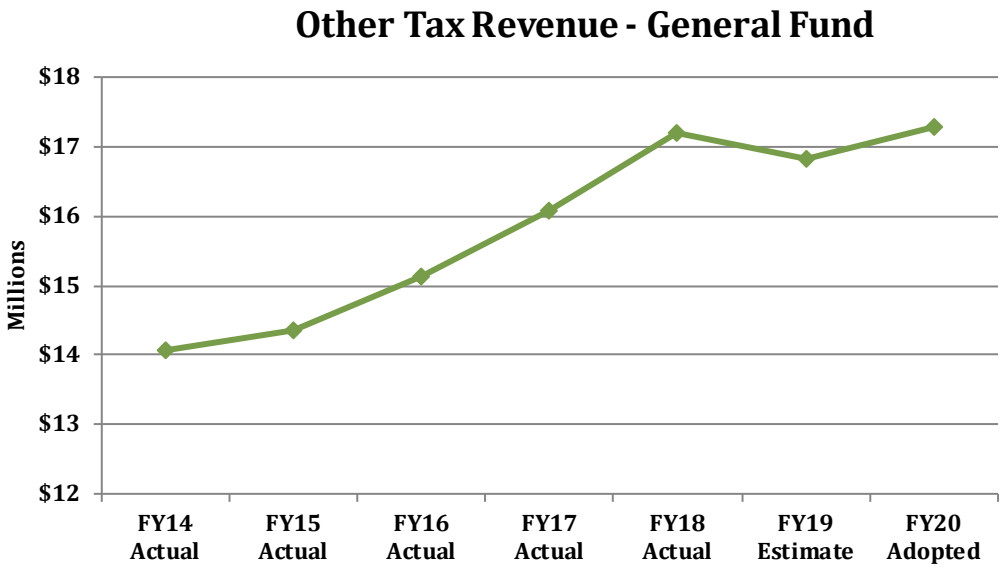
Methodology

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 5.2%, or $0.8 million, over the FY19 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 FY20 Adopted Budget assumes CILT revenues will decrease slightly by $0.1 million with projected revenues at $13.2 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 FY20, Eugene's share of the transient room tax is projected to increase 5.4% from the FY19 Adopted Budget to $2.8 million.

In November 2016, Eugene voters approved a local 3% tax on the retail sales of marijuana. The FY20 Adopted Budget includes an estimated $1.3 million from this revenue source, an increase of $0.8 million from the FY19 Adopted Budget and $0.2 million from the FY19 estimate. The projections for local marijuana tax revenues have been revised upward now that sufficient data is available to establish reliable estimates from this new revenue source.

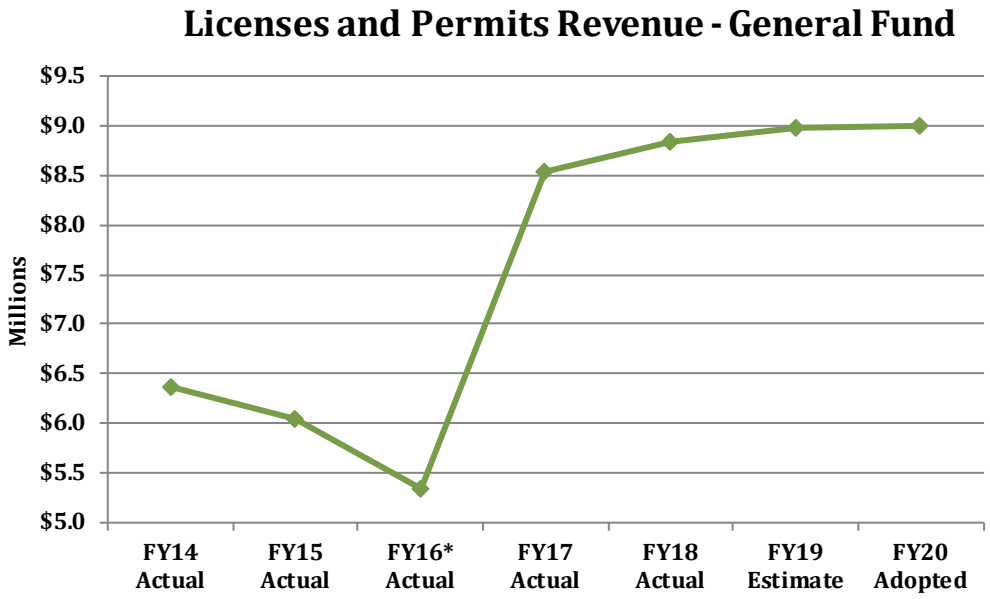
<u>Methodology</u>
CILT revenues are projected by EWEB and City staff using a quantitative/qualitative model based on trends in electricity sales, adjusted for expected retail electricity rate changes, expected change in local industrial demand, and overall community growth. Beginning in FY15, CILT revenues 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 based on prior year trends of quarterly collections.

Licenses and Permits

Licenses and permits revenue in the General Fund is projected to reach $9.0 million in FY20, an increase of $0.3 million, or 3.2%, compared to the FY19 Adopted Budget. Overall, public right-of-way use/license fees account for 93% 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 an accelerated timeline for production of the Comprehensive Annual Financial Report.

Licenses and permits revenue increased significantly beginning in FY17 due primarily to the legal settlement with Comcast regarding ongoing payments for use of the City's right-of-way. The FY20 budget includes $2.4 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 FY20, intergovernmental revenue is projected to be $6.1 million, an increase of 16.4%, or approximately $0.9 million compared to the FY19 Adopted Budget. The projected increase in FY20 is primarily due to revenue sharing from state marijuana and alcoholic beverage taxes. The FY20 figures do not include new grants that may be received throughout the fiscal year.

State Shared Revenues represent approximately 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% based on licensure numbers in the city compared to the total licenses in all cities. The estimates for this revenue source are currently based on prior year collections and will continue to be revised as the program and market matures.

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. Prior year State marijuana tax revenue sharing was used as the basis for projections.

Rental Revenues

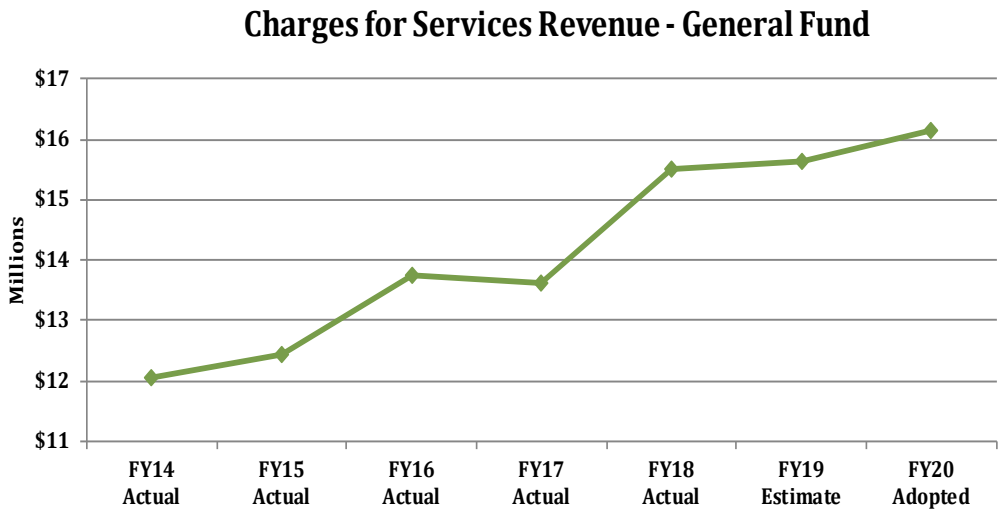
General Fund rental revenues are largely generated by fees paid for exclusive use of picnic shelters or other park, recreation and library facilities. The FY20 budgeted rental revenue is $0.6 million, essentially unchanged from the FY19 Adopted Budget.

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 $16.1 million in FY20, which reflects an increase of $0.9 million, or 6.0%, compared to the FY19 Adopted Budget. The increase is primarily due to increased reimbursement from the Urban Renewal Agency, in addition to public safety charges and recreation and culture charges for services.

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 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, Urban Renewal Agency activity, court filings and other program-specific variables.

Fines and Forfeitures

Municipal Court generates approximately 81% 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 FY20, fines and forfeitures revenue is expected to remain relatively unchanged at $1.9 million.

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 $1.4 million from FY19. The primary reason for the increase in miscellaneous revenues is due a $1.4 million 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 2.5% in FY20 from the projection used for FY19 of 1.5%.

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 FY20 compared to the estimated 1.5% rate in the FY19 Adopted Budget. As a result, the City's portfolio interest rate is projected to average 2.5% 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 FY20 CSA that will be charged to all funds is approximately $10.1 million, which is an increase of 10.3%, or $0.9 million, over the FY19 Adopted Budget. This increase is due to several factors. First, two positions, an Assistant City Attorney and Human Resource Analyst, were added in the FY20 Budget, which increased rates charged to departments. Secondly, charges from the City Attorney's Office that were previously billed directly to departments have been incorporated into the CSA model. Finally, personnel and M&S cost increases from inflation have also contributed to the FY20 increase in the CSA.

The FY20 Adopted Budget also includes other transfers, such as $0.8 million from the Parking Services Fund to support Downtown public safety. The Ambulance Transport Fund will transfer approximately $0.4 million to the General Fund for reimbursement of dispatch services. Beginning in FY20, the Solid Waste and Recycling Fund will transfer $100,000 annually to provide greater financial stability to the General Fund. An annual transfer of $450,000 from the Telecom Fund, which was in place since 2010, was discontinued in FY20. Instead, these funds will be used to pay for Public Safety Records Management System Charges from the Telecom Fund with a corresponding decrease in the General Fund, resulting in no net impact to the General Fund, Telecom Fund or public safety records funding. In total, Interfund Transfers into the General Fund increased $0.6 million, or 5.5%.

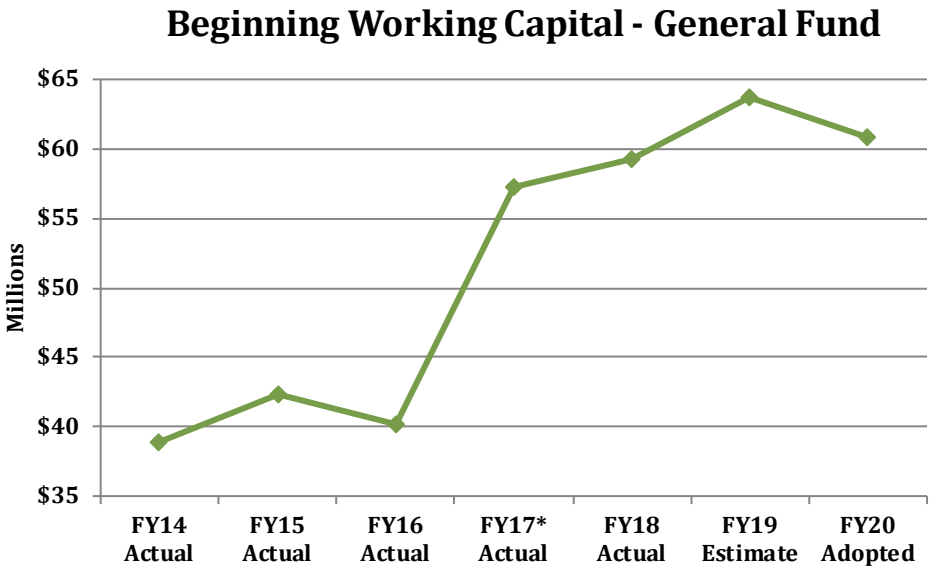
Methodology
The City allocates certain indirect costs incurred by the central services function of the General Fund to General Fund direct programs (Police, Fire, etc.) and Non-General Fund programs to recover expenditures made on behalf of those programs. The methodology for this approach is to allocate 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 FY20 Beginning Working Capital (BWC) in the General Fund is $60.8 million, a decrease of 4.6%, or $2.9 million from the FY19 BWC level determined after the FY18 year-end audit. 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

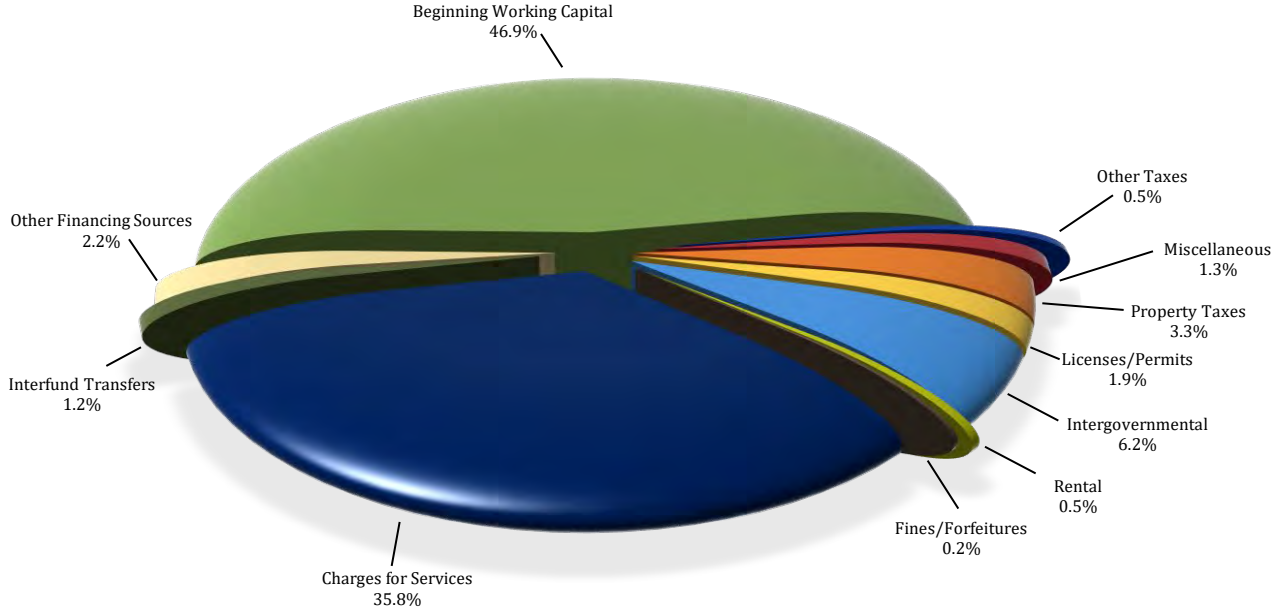
Fiscal Year	Taxes[1]	Licenses and Permits[2]	Inter-governmental	Rental	Charges for Services	Fines and Forfeitures	Misc.	Interfund Transfers	Beginning Working Capital	Total
FY11	$94,477,143	$5,664,386	$4,492,415	$96,942	$11,300,032	$2,864,390	$791,835	$10,957,741	$39,066,297	$169,711,181
FY12	95,408,813	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	120,040,793	8,842,116	6,925,660	548,935	15,498,984	1,993,900	2,545,807	10,225,107	59,290,763	225,912,065
FY19 - Estimate	120,437,000	8,978,575	6,388,511	521,187	15,650,433	1,664,200	2,459,536	10,850,023	63,738,160	230,687,625
FY20 - Adopted	125,022,000	9,000,543	6,145,000	565,802	16,140,771	1,856,500	3,169,414	11,443,096	60,834,217	234,177,343

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 — $573.8 Million
All Subfunds



Non-General Funds

	FY19 Adopted Budget	FY20 Adopted Budget	$ Change	% Change
Taxes				
Property Taxes	$18,941,556	$18,818,650	($122,906)	-0.6%
Other Taxes	3,000,000	3,100,000	100,000	3.3%
Subtotal Taxes	21,941,556	21,918,650	(22,906)	-0.1%
Licenses/Permits	10,352,200	10,917,805	565,605	5.5%
Intergovernmental	25,134,170	35,527,927	10,393,757	41.4%
Rental	2,370,149	2,662,487	292,338	12.3%
Charges for Services	192,541,940	205,340,779	12,798,839	6.6%
Fines/Forfeitures	1,384,700	1,257,700	(127,000)	-9.2%
Miscellaneous	11,506,534	7,486,973	(4,019,561)	-34.9%
Interfund Transfers	8,545,300	6,899,300	(1,646,000)	-19.3%
Other Financing Sources	22,860,770	12,768,400	(10,092,370)	-44.1%
Beginning Working Capital	209,861,696	268,995,463	59,133,767	28.2%
Total Resources	**$506,499,015**	**$573,775,484**	**$67,276,469**	**13.3%**

Property Taxes

Aside from the General Fund, property taxes are also used to meet General Obligation (G.O.) bond obligations and fund the Library system and Parks and Recreation through voter approved, local option levies. Property tax revenues supporting G.O. bonds are projected to decrease by 1.4%, or approximately $0.2 million, from the FY19 Adopted Budget level. The FY20 Adopted Budget assumes a 95% collection rate and a moderate taxable assessed value growth of 4.0%. 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)

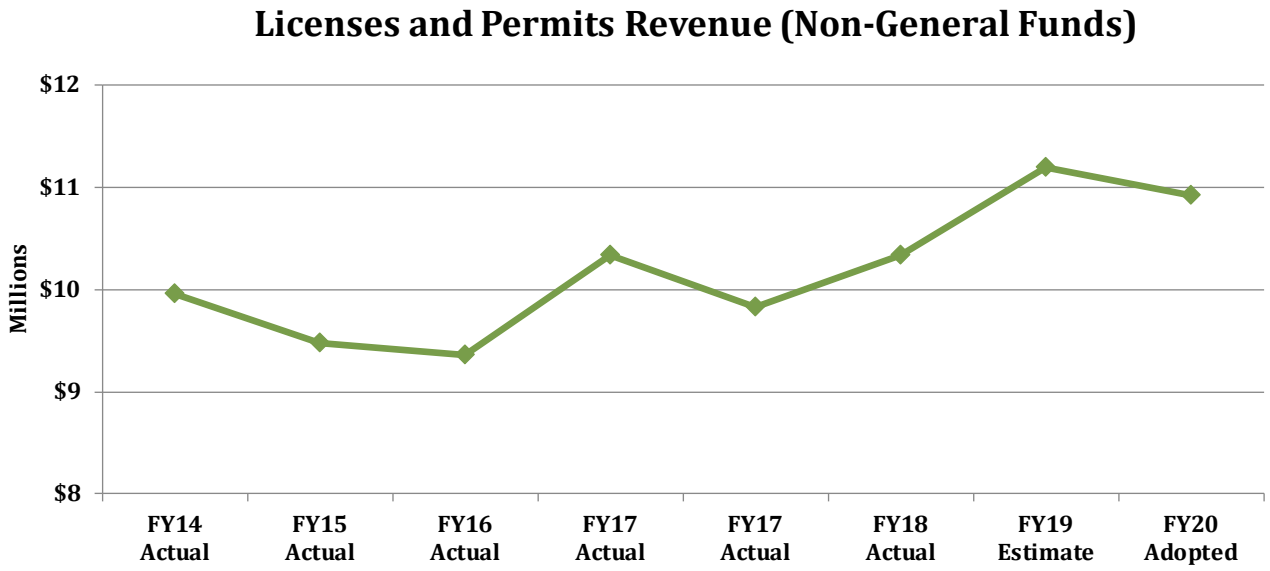
Other tax revenue refers to the local Motor Vehicle Fuel Tax (MVFT). The MVFT is authorized by Eugene City Council Ordinance 20278, which contains provisions for administration, enforcement and collection of the tax. The MVFT is a business license tax on motor vehicle fuel dealers. In January 2005, the 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 FY20 Adopted Budget for MVFT revenue is $3.1 million an increase of $0.1 million from the FY19 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 FY20 projections for average monthly yield per penny of tax at $51,670, yielding $3.1 million in total for the fiscal year.

Licenses and Permits

Non-General Fund licenses and permits revenue is projected to increase by 5.5%, or $0.6 million, in FY20 compared to the FY19 Adopted Budget. This increase is primarily due to the projected increase in construction activity as well as telecommunications registration fees and 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 FY20 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 41.8% of the Non-General Fund license and permit revenues.

The 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 FY20 Adopted Budget assumes that this revenue will increase $0.1 million from the FY19 Adopted Budget level of $2.8 million. The projected increase was based on actual revenue collections during FY19. This represents 26.6% of the Non-General Fund license and permit revenues.

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 FY20, intergovernmental revenues are projected to increase by $10.4 million, or 41.4%, compared to the FY19 Adopted Budget. However, in the FY19 Adopted Budget, a $7.1 million jurisdictional transfer in the Transportation Capital Projects Fund from the State of Oregon was incorrectly coded as miscellaneous revenue instead of intergovernmental revenue. Without this error, intergovernmental revenues increased $3.3 million, or 10.2%. The increase in FY20 is primarily due to a $9.6 million Federal Aviation Administration (FAA) grant for Taxiway Alpha rehabilitation at the Airport and an additional $2.5 million in federal HOME funds.

The Road Fund is generally the largest recipient of Non-General Fund intergovernmental revenues, mostly from two sources: 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 FY20 for the Road Fund is anticipated to increase 7.7% from the FY19 Adopted Budget level, or approximately $0.9 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 $8.0 million in Community Development Block Grant (CDBG) and Home Investment Partnerships Program (HOME) revenue in FY20 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. FY20 is the fifth year of the Consolidated Plan. Intergovernmental revenues in the Community Development Fund are projected to increase by $2.8 million, or 46.3%, in FY20. The Community Development Fund represents 23.3% 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. FY20 intergovernmental revenue in this fund is estimated at $9.5 million and represents 26.8% of all Non-General Fund intergovernmental revenue. FY20 intergovernmental revenues increased $6.6 million from the FY19 Adopted Budget, due to an increase in capital grant funding for Taxiway Alpha rehabilitation work.

> Methodology
> Intergovernmental revenues are estimated based on existing intergovernmental agreements, state and federal appropriations and grant awards if known.

The FY20 Adopted Budget does not include any potential grant revenues that have not been secured yet. Additional grant revenues received in FY20 will be recognized through the supplemental budget process.

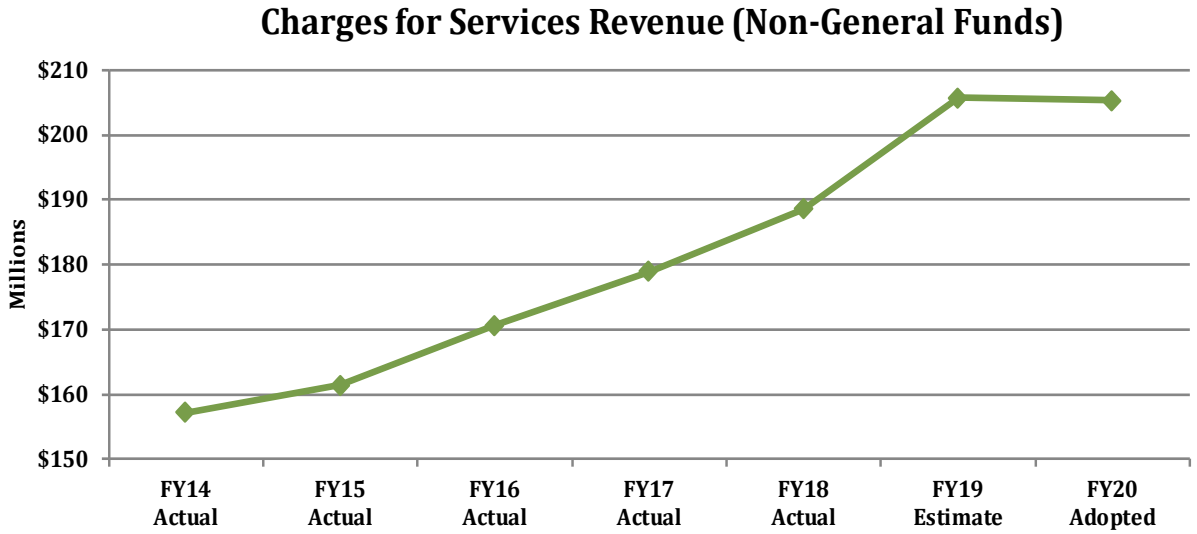
Rental

FY20 rental revenues are estimated to be $2.7 million, which is 12.3%, or $0.3 million, greater than the FY19 Adopted Budget level. Various rental revenues from car rental agencies, airlines, advertisers, concessionaires and tenants at the Eugene Airport (Municipal Airport Fund) account for 37.8% of the total rental revenue. Tenants in the Atrium building, both private and public, account for 26.7% of Non-General Fund rental revenue contained in the Facilities Services Fund. Rental space in the downtown parking structures represents another 24.0% of Non-General Fund rental revenue and is accounted for in the Parking Services Fund.

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 $205.3 million. The FY20 Adopted Budget estimates a 6.6% increase, or $12.8 million, in charges for services revenue over the FY19 Adopted Budget and relatively unchanged from the FY19 estimate. The increase in the FY19 Estimate was due to charges for services at the Airport.



The Systems 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 SDCs for transportation, wastewater, stormwater and parks systems. The FY20 SDCs are budgeted at $7.8 million, which is $3.2 million, or 69.1%, higher than the FY19 Adopted Budget due to projected increases in construction activity, changes to the Transportation SDC methodology and potential changes to the Parks SDC methodology. SDC revenue represents 3.8% 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 FY20 wastewater user fee revenue is $11.6 million in local revenue and $25.6 million in regional revenue. Total Wastewater charges for services represents 27.7% 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 FY20 stormwater charges for services revenue is $20.3 million, which represents 9.9% of all Non-General Fund charges for services. Stormwater Charges for Services revenue is projected to increase by 5.1% in FY20, or approximately $1.0 million, from the FY19 Adopted Budget level. The increase in FY20 is due to efficiencies in assessment and billing. The rate increase took effect in July of 2018 and was 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 (ISF) 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 FY20 charges for services in the Risk and Benefits Fund total $46.0 million, representing 22.4% of all Non-General Fund charges for services and are projected to increase 3.8%, or $1.7 million, in FY20. This increase is mainly due to the additional positions that were added as part of the FY19 budget process.

The City has four other ISFs that charge other City funds for their services. These funds represent 18.2% 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 FY20 charges for services in these four funds will increase by 6.4%, or $2.3 million, from the FY19 Adopted Budget level to $37.4 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 FY20 charges for services in this fund are projected to increase by 9.9%, or $1.0 million, from the FY19 Adopted Budget. The increase is primarily due to increased fuel costs and additional funds to cover unexpected maintenance costs attributable to the aging Fleet facility.

The Information Systems and Services Fund accounts for the information system implementation and services provided to other City funds. 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 2.7%, or $0.2 million, from the FY19 Adopted Budget.

The Facilities Services 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. FY20 charges for services in this fund are projected to increase by $0.2 million, or 1.6%, from the FY19 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. FY20 charges for services revenue in this fund is projected to increase by $0.9 million, or 12.5%, from the FY19 Adopted Budget level. The increase is primarily due to additional charges related to construction activity funded by the 2018 Parks and Recreation Bond.

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; 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 multi-function printing and special-order technology purchases.

Fines and Forfeitures

Fines and forfeiture revenues in Non-General Funds are projected to decrease by $0.1 million from the FY19 Adopted Budget to $1.3 million, a decrease of 9.2%. The decrease in FY20 is due to a projected decrease in parking tickets. Parking ticket revenues represent 97.4% of this revenue category.

Miscellaneous

Miscellaneous revenues are budgeted to decrease $4.0 million, or 34.9%, from the FY19 Adopted Budget. However, in the FY19 Adopted Budget, a $7.1 million jurisdictional transfer in the Transportation Capital Fund from the State of Oregon was incorrectly coded as miscellaneous revenue instead of intergovernmental revenue. Without this error, miscellaneous revenues increased $3.1 million, or 69.9%. The primary reason for this increase is due to interest on investments, which is estimated to increase by $3.3 million for Non-General Funds. At the time of budget development, Finance Division staff estimated that the City's budgeted portfolio rate will increase to 2.5% in FY20 from the projection used for FY19 of 1.5%.

Methodology
Interest earnings are projected based on a combination of expected future interest rates and projected cash balances in each City fund. Interest rates at the time of budget adoption were expected to trend upward in FY20 compared to the estimated 1.5% rate in the FY19 Adopted Budget. As a result, the City's portfolio interest rate is projected to average 2.5% 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 decrease by $1.6 million from FY19, to $6.9 million in FY20. This decrease is primarily attributable to the discontinuation of General Fund transfers to the Public Safety Communications Fund ($0.3 million) and the Ambulance Transport Fund ($0.8 million). At the time of budget adoption, both funds were projected to be fiscally stable in FY20 without General Fund support.

Other Financing Sources

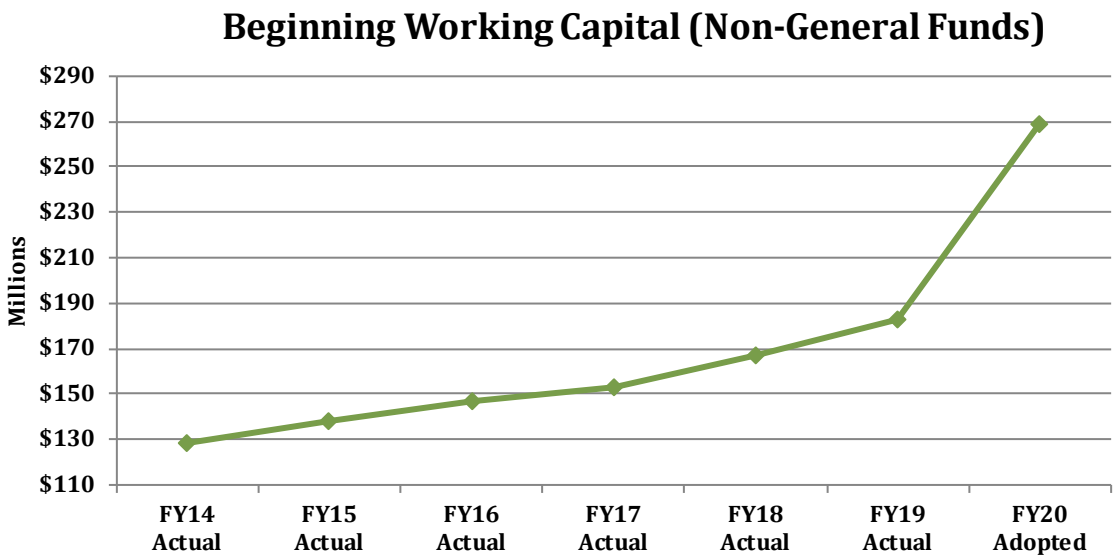
Other financing sources are transactions such as loans between funds or bonded debt proceeds. The FY20 Adopted Budget for these revenues is projected to decrease 44.1%, or approximately $10.1 million, compared to the FY19 Adopted Budget. The decrease in FY20 is primarily due to a $10 million decline in bonded debt proceeds for the 2018 Parks and Recreation Bond, which was issued in 2019.

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

Beginning Working Capital

There is a 47.1%, or $86.2 million, increase in the BWC from the FY19 actual level (after corrections made on the FY19 Supplemental Budget 2) to the FY20 Adopted Budget. The FY20 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 FY20 Adopted Budget is primarily due to a larger than normal capital carryover. These amounts will be reconciled on the December Supplemental Budget in FY20.

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 FY18	Estimated Current Tax Receipts FY19	Current Levy Classification	Gross Levy FY20	Less Discounts and Delinquency	Budgeted Current Tax Receipts FY20
		OPERATING LEVY			
$101,213,613	$102,018,000	Permanent Operating Levy	$111,716,356	$5,583,356	$106,133,000
2,650,904	2,565,000	Five-Year Local Option Levy for Library Operations	2,700,000	135,000	2,565,000
0	2,993,000	Five-Year Local Option Levy for Parks and Recreation	3,150,000	157,000	2,993,000
103,864,517	107,576,000	TOTAL OPERATING LEVY	117,566,356	5,875,356	111,691,000
		DEBT SERVICE LEVY			
13,546,402	13,450,000	General Obligation Bonds	13,891,211	694,561	13,196,650
$117,410,919	$121,026,000	**GRAND TOTAL PROPERTY TAX**	$131,457,567	$6,569,917	$124,887,650

Source: City of Eugene Finance Division; FY19 and FY20 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 last 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
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	119,437,230	117,410,919	98.3%	1,906,085	119,317,004	99.9%
FY19 Estimate	127,394,933	121,026,000	95.0%	1,775,000	122,801,000	96.4%
FY20 Budget	131,457,567	124,887,650	95.0%	1,664,000	126,551,650	96.3%

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[3]	Parks and Rec.[4]	Debt Service[5]	Total City	Total City Tax Levy Imposed[6]	Assessed Valuation[7]
FY11	$6.90	$0.23	$ -	$1.20	$8.33	$98,139,027	$11,613,161,618
FY12	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	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	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	6.86	0.17	0.20	0.90	8.13	127,394,933	15,336,266,286
FY20 Budget	6.85	0.17	0.19	0.86	8.07	131,457,567	15,950,000,000

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) The four-year local option property tax levy for Library Operations was renewed at $10.8 million starting in FY08 and ending in FY11. In November 2015, voters approved a five-year local option property tax levy for Library Operations, in the amount of $2.7 million annually, to expand hours and services from FY17 through FY21.

(4) In May 2018, voters approved a five-year local option property tax levy for Parks and Recreation Operations and Maintenance at $3.15 million per year, starting in FY19 and ending in FY23.

(5) In November 2008, voters approved a $35.9 million five-year General Obligation (G.O.) bond measure for street repairs. In November 2012, voters approved another $43 million 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 an additional $51.2 million for street repairs that will begin in FY20 after the 2012 street bond taxes end. In May 2018, a $39.35 million G.O. bond measure was also approved for the development and renovation of parks, trails, pools, community centers, and sports fields. Changes in debt taxes from year to year also reflect payoff of prior bond authorizations, as well as periodic refinancing of debt to achieve interest rate savings.

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

(7) Net of urban renewal incremental value.

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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. 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.

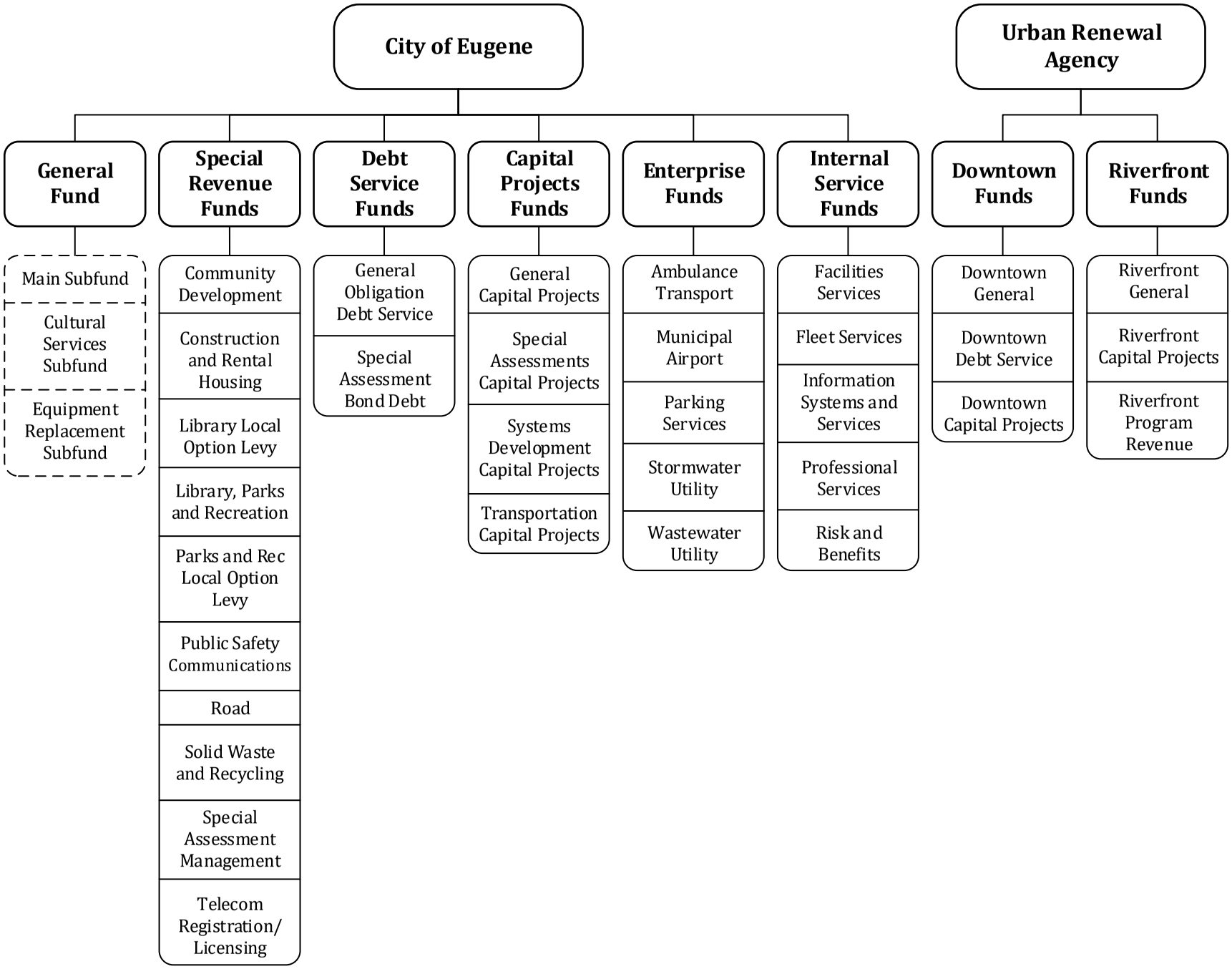
The various funds of the City are grouped into two categories, as follows:

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 financial measurement 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 financial measurement 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.

Fund Structure



GOVERNMENTAL FUND TYPES

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

General Fund
Records financial activities not accounted for in other funds. These resources support most central business services, public safety services, cultural/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)
	FY18 Actual	FY19 Projections		FY20 Adopted	FY18 Actual	FY19 Projections		FY20 Adopted
Fund Balance, Beginning of Year	**$59,290,763**	**$63,738,160**		**$60,834,217**	**$30,100,842**	**$31,568,292**		**$32,112,719**
Revenues								
Taxes	120,040,793	120,437,000		125,022,000	2,673,851	5,582,000	(b)	5,612,000
Licenses and Permits	8,842,116	8,978,575		9,000,543	9,989,215	10,905,364		10,686,105
Intergovernmental	6,925,660	6,388,511		6,145,000	14,241,397	20,577,170	(c)	22,809,927
Rental	548,935	521,187		565,802	171,021	244,957		134,920
Charges for Services	15,498,984	15,650,433		16,140,771	4,964,635	6,298,093	(d)	6,116,061
Fine and Forfeitures	1,993,900	1,664,200		1,856,500	20,666	30,000		25,000
Miscellaneous	2,545,808	2,459,536		3,169,414	1,957,689	1,967,880		2,140,659
Interfund Transfers	10,225,107	10,850,023		11,443,096	405,000	36,000		30,000
Other Financing Sources	0	0		0	2,548,550	934,210		2,402,400
Total	**166,621,303**	**166,949,465**		**173,343,126**	**36,972,024**	**46,575,674**		**49,957,072**
Operating Expenditures								
Central Services	25,252,556	30,242,976	(e)	27,401,970	2,314,900	4,747,865		4,786,679
Fire and EMS	31,860,727	31,117,511		32,885,929	291,303	340,239		357,432
Planning and Development	6,862,773	8,906,941		8,213,562	8,290,230	10,714,817	(f)	13,489,199 (f)
Police	52,975,096	57,177,666		57,418,869	1,654,517	2,187,795		2,812,731
Library, Rec. and Cultural Svcs.	31,864,851	31,946,930		33,051,134	2,130,902	2,737,874		2,913,010
Public Works	6,441,476	6,685,618		6,807,147	12,438,812	17,696,468	(g)	18,216,985
Total	**155,257,480**	**166,077,642**		**165,778,611**	**27,120,663**	**38,425,058**		**42,576,036**
Capital Projects	**0**	**0**		**0**	**2,029,694**	**845,568**		**2,424,042**
Non-Departmental Expenditures								
Debt Service	0	0		0	364,649	415,395		413,249
Interfund Transfers	6,571,055	7,365,300		4,949,300	3,736,000	5,114,000	(h)	4,606,000
Special Payments	345,371	700,000		700,000	2,253,568	5,816,721	(i)	10,188,861 (i)
Total	**6,916,426**	**8,065,300**		**5,649,300**	**6,354,217**	**11,346,116**		**15,208,110**
Total Expenditures	**162,173,906**	**174,142,942**		**171,427,911**	**35,504,575**	**50,616,742**		**60,208,188**
Revenues Over (Under) Expenditures	**4,447,397**	**(7,193,477)**	(j)	**1,915,215**	**1,467,449**	**(4,041,068)**	(j)	**(10,251,116)** (j)
Fund Balance, End of Year	**$63,738,160**	**$56,544,683**		**$62,749,432**	**$31,568,292**	**$27,527,224**		**$21,861,603**

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 FY19 charges for service revenue for special revenue funds is primarily due an increase in building permit revenues in the Construction and Rental Housing Fund.

(e) The projected increase in Central Services General Fund operating expenditures in FY19 was due to the reappropriation of funds from the prior year.

(f) The increase in Planning and Development special revenue funds operating expenditures in FY19 and FY20 is due primarily to an increase in Community Development Fund expenditures.

(g) The projected increase in Public Works special revenue funds operating expenditures in FY19 is primarily due the Parks and Recreation Levy approved by voters in May 2018.

(h) The projected increase in interfund transfers in FY19 is due to a one time transfer of $1.3 million from the Road Fund to the Transportation Capital Fund for the railroad quiet zones in the Downtown and Riverfront areas.

(i) The increase in special payments in FY19 and FY20 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)
	FY18 Actual	FY19 Projections	FY20 Adopted		FY18 Actual	FY19 Projections	FY20 Adopted	
Fund Balance, Beginning of Year	**$649,364**	**$894,670**	**$634,187**		**$53,590,664**	**$61,826,630**	**$136,511,188**	**(l)**
Revenues								
Taxes	13,789,529	13,601,000	13,206,650		3,135,901	3,263,803	3,100,000	
Intergovernmental	0	0	0		3,775,882	31,029,631 **(m)**	2,955,000	
Rental	0	0	0		125,017	100,000	95,000	
Charges for Services	0	0	0		6,460,061	7,960,709	7,758,841	
Miscellaneous	95,083	107,800	169,000		802,762	6,460,141	1,610,657	
Interfund Transfers	0	0	0		5,999,759	6,970,550	5,319,300	**(n)**
Other Financing Sources	14,319	75,900	181,000		9,724,077	39,758,337 **(o)**	9,915,000	**(o)**
Total	**13,898,931**	**13,784,700**	**13,556,650**		**30,023,459**	**95,543,171**	**30,753,798**	
Operating Expenditures								
Library, Rec. and Cultural Svcs.	0	0	0		0	20,000	20,000	
Planning and Development	0	0	0		119,171	166,511	181,493	
Public Works	0	0	0		434,431	467,027	477,409	
Total	**0**	**0**	**0**		**553,602**	**653,538**	**678,902**	
Capital Projects	**0**	**0**	**0**		**21,189,891**	**110,471,779 (p)**	**133,555,951**	**(p)**
Non-Departmental Expenditures								
Debt Service	13,653,625	14,035,183	14,084,043		0	30,000	0	
Interfund Transfers	0	10,000	10,000		44,000	159,605	77,000	
Total	**13,653,625**	**14,045,183**	**14,094,043**		**44,000**	**189,605**	**77,000**	
Total Expenditures	**13,653,625**	**14,045,183**	**14,094,043**		**21,787,494**	**111,314,922**	**134,311,853**	
Revenues Over (Under) Expenditures	**245,306**	**(260,483) (q)**	**(537,393)**	**(q)**	**8,235,966**	**(15,771,751) (q)**	**(103,558,055)**	**(q)**
Fund Balance, End of Year	**$894,670**	**$634,187**	**$96,794**		**$61,826,630**	**$46,054,879**	**$32,953,133**	

Notes:

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

(l) The increase in FY20 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 FY19 is due to a projected increase in grant revenues in the Transportation Capital Fund.

(n) The decrease in Interfund Transfers revenues in FY20 is due to a one time transfer of $1.3 million from the Road Fund to the Transportation Capital fund for the railroad quiet zones in the Downtown and Riverfront areas in FY19.

(o) Increase in FY19 is due to proceeds from issuance of 2018 Parks and Recreation Bonds.

(p) 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.

(q) 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 (r)			Internal Service Funds (r)		
	FY18 Actual	FY19 Projections	FY20 Adopted	FY18 Actual	FY19 Projections	FY20 Adopted
Fund Balance, Beginning of Year	**$27,701,610**	**$35,024,720**	**$52,003,569**	**$54,605,478**	**$53,524,797**	**$47,733,800**
Revenues						
Licenses and Permits	346,185	282,700	231,700	0	0	0
Intergovernmental	6,509,711	5,937,819	9,528,000	328,167	312,818	235,000
Rental	1,698,052	1,551,017	1,650,339	622,999	716,403	782,228
Charges for Services	100,150,038	112,518,084	108,017,307	77,023,405	78,979,771	83,448,570
Fine and Forfeitures	1,210,510	1,232,700	1,232,700	0	0	0
Miscellaneous	660,516	1,351,023	1,393,402	3,349,866	1,445,173	2,173,255
Interfund Transfers	1,000,000	1,150,000	0	1,466,755	2,010,000	1,550,000
Other Financing Sources	0	750,000	0	0	120,000	270,000
Total	**111,575,012**	**124,773,343**	**122,053,448**	**82,791,191**	**83,584,165**	**88,459,053**
Operating Expenditures						
Central Services	366,027	372,404	399,788	56,037,068	56,968,273	59,301,107
Fire and EMS	10,716,958	11,962,763	11,844,414	0	0	0
Planning and Development	5,672,073	5,746,912	6,376,876	340,274	449,296	544,723
Police	634,276	709,000	1,114,114	0	0	0
Public Works	44,106,555	50,658,452	53,452,463	16,056,612	24,610,169 (s)	21,475,525
Total	**61,495,890**	**69,449,531**	**73,187,655**	**72,433,955**	**82,027,738**	**81,321,355**
Capital Projects	**11,009,899**	**32,611,556 (t)**	**41,679,944 (t)**	**174,920**	**750,406**	**1,015,734**
Non-Departmental Expenditures						
Debt Service	0	13,125	26,250	6,885,538	6,996,080	7,339,400
Interfund Transfers	5,568,107	6,196,668	6,273,096	3,177,459	2,171,000	2,427,000
Special Payments	26,178,007	26,860,000	28,801,000	1,200,000	750,000	0
Total	**31,746,114**	**33,069,793**	**35,100,346**	**11,262,997**	**9,917,080**	**9,766,400**
Total Expenditures	**104,251,902**	**135,130,880**	**149,967,945**	**83,871,871**	**92,695,224**	**92,103,489**
Revenues Over (Under) Expenditures	**7,323,110**	**(10,357,537) (u)**	**(27,914,497) (u)**	**(1,080,681) (u)**	**(9,111,059) (u)**	**(3,644,436) (u)**
Fund Balance, End of Year	**$35,024,720**	**$24,667,183**	**$24,089,072**	**$53,524,797**	**$44,413,738**	**$44,089,364**

Notes:

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

(s) The projected increase in Public Works expenditures in FY19 is primarily due to additional spending in the Fleet Services Fund.

(t) 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 FY20 is primarily due to capital projects at the airport funded by grant revenues and user fees.

(u) 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

Any Fund

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

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

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

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

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

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

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

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

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 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 excess/deficiency and available working capital.
- The difference between FY19 Adopted Budget and FY19 Budget 12/31/2018 is that the latter includes the December Supplemental Budget (SB). SBs are used to keep the budget reflective of the current service environment and to ensure that appropriations are as current as possible. The first SB generally occurs in December following completion of the previous fiscal year's audit; this explains why FY18 Actual Ending Working Capital exactly matches FY19 Budget 12/31/2018 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 FY19 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 are a variety of reasons for fluctuations in fund reserves over time such as saving up for large expenses or planning for future uncertainty.

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**	**FY20 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 156
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 157
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 158
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, recreation, and cultural services equipment.	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 159

General Fund (010) Reporting Fund

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Taxes	111,631,344	120,040,793	119,349,000	120,024,000	120,437,000	125,022,000
Licenses/Permits	8,543,746	8,842,116	8,723,816	8,793,816	8,978,575	9,000,543
Intergovernmental	5,496,396	6,925,660	5,277,000	6,124,189	6,388,511	6,145,000
Rental	669,989	548,935	562,830	562,830	521,187	565,802
Charges for Services	13,624,368	15,498,984	15,232,123	15,897,181	15,650,433	16,140,771
Fines/Forfeitures	1,934,141	1,993,900	1,894,575	1,894,575	1,664,200	1,856,500
Miscellaneous	1,286,504	2,545,807	1,756,914	1,756,914	2,459,536	3,169,414
Interfund Transfers	9,803,423	10,225,107	10,850,023	10,850,023	10,850,023	11,443,096
Total Revenues	152,989,911	166,621,302	163,646,281	165,903,528	166,949,465	173,343,126
Expenditures						
Central Services	23,996,990	25,252,556	26,047,835	33,691,686	30,242,976	27,401,970
Fire and Emerg. Med. Srvcs.	28,818,000	31,860,727	30,777,064	31,271,511	31,117,511	32,885,929
Library, Rec. and Cultural Srvcs.	28,162,351	31,864,851	31,123,351	32,381,930	31,946,930	33,051,134
Planning and Development	6,389,376	6,862,773	7,723,477	10,076,160	8,906,941	8,213,562
Police	51,649,187	52,975,096	55,144,120	60,398,666	57,177,666	57,418,869
Public Works	5,953,669	6,441,476	6,492,151	6,717,618	6,685,618	6,807,147
Interfund Transfers	5,580,280	6,571,055	5,865,300	7,665,300	7,365,300	4,949,300
Special Payments	340,679	345,371	700,000	700,000	700,000	700,000
Total Expenditures	150,890,532	162,173,905	163,873,298	182,902,871	174,142,942	171,427,911
Excess (deficiency) of revenues over expenditures	**2,099,379**	**4,447,397**	**(227,017)**	**(16,999,343)**	**(7,193,477)**	**1,915,215**
Beginning Working Capital (Fund Balance), July 1	57,191,384	59,290,763	52,088,221	63,738,160	63,738,160	60,834,217
Ending Working Capital (Fund Balance), June 30	59,290,763	63,738,160	51,861,204	46,738,817	56,544,683	62,749,432

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	57,191,384	59,290,763	52,088,221	63,738,160	63,738,160	60,834,217
Total Revenues	152,989,911	166,621,302	163,646,281	165,903,528	166,949,465	173,343,126
Total Resources	210,181,295	225,912,065	215,734,502	229,641,688	230,687,625	234,177,343
Requirements						
Total Expenditures	150,890,532	162,173,905	163,873,298	182,902,871	174,142,942	171,427,911
Ending Working Capital (Fund Balance)	59,290,763	63,738,160	51,861,204	46,738,817	56,544,683	62,749,432
Total Requirements	210,181,295	225,912,065	215,734,502	229,641,688	230,687,625	234,177,343

Reserves (Budgeted amounts only)						
Contingency	10,851	0	12,000	12,000	12,000	12,000
Reserve	26,428,138	21,917,457	25,859,204	20,736,817	20,736,817	35,577,432
UEFB	23,930,000	25,330,000	25,990,000	25,990,000	25,990,000	27,160,000
Total Reserves	50,368,989	47,247,457	51,861,204	46,738,817	46,738,817	62,749,432

General Fund (011) Main Subfund

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Taxes	108,829,854	117,016,352	116,649,000	117,324,000	117,592,000	122,177,000
Licenses/Permits	8,543,746	8,842,116	8,723,816	8,793,816	8,978,575	9,000,543
Intergovernmental	5,496,396	6,925,660	5,277,000	6,124,189	6,388,511	6,145,000
Rental	438,335	333,871	376,830	376,830	321,187	375,802
Charges for Services	10,352,762	11,240,951	10,599,123	11,264,181	11,491,933	11,410,771
Fines/Forfeitures	1,934,141	1,993,900	1,894,575	1,894,575	1,664,200	1,856,500
Miscellaneous	1,224,606	2,423,344	1,721,914	1,721,914	2,325,536	2,961,414
Interfund Transfers	9,403,423	9,825,107	10,450,023	10,450,023	10,450,023	11,043,096
Total Revenues	146,223,264	158,601,301	155,692,281	157,949,528	159,211,965	164,970,126
Expenditures						
Central Services	23,846,990	25,102,483	25,897,835	33,541,686	30,092,976	27,251,970
Fire and Emerg. Med. Srvcs.	28,704,010	31,789,007	30,752,064	31,246,511	31,092,511	32,834,380
Library, Rec. and Cultural Srvcs.	22,053,234	23,272,464	23,447,992	24,606,999	24,171,999	24,831,770
Planning and Development	6,389,376	6,862,773	7,723,477	10,076,160	8,906,941	8,213,562
Police	51,604,501	52,917,596	55,077,020	60,331,566	57,110,566	57,368,869
Public Works	5,953,669	6,441,379	6,492,151	6,717,618	6,685,618	6,807,147
Interfund Transfers	5,580,280	6,571,055	5,865,300	7,665,300	7,365,300	4,949,300
Special Payments	340,679	345,371	700,000	700,000	700,000	700,000
Total Expenditures	144,472,740	153,302,130	155,955,839	174,885,840	166,125,911	162,956,998
Excess (deficiency) of revenues over expenditures	**1,750,524**	**5,299,171**	**(263,558)**	**(16,936,312)**	**(6,913,946)**	**2,013,128**
Beginning Working Capital (Fund Balance), July 1	53,668,202	55,418,726	50,329,927	60,717,897	60,717,897	58,021,565
Ending Working Capital (Fund Balance), June 30	55,418,726	60,717,897	50,066,369	43,781,585	53,803,951	60,034,693

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	53,668,202	55,418,726	50,329,927	60,717,897	60,717,897	58,021,565
Total Revenues	146,223,264	158,601,301	155,692,281	157,949,528	159,211,965	164,970,126
Total Resources	199,891,466	214,020,027	206,022,208	218,667,425	219,929,862	222,991,691
Requirements						
Total Expenditures	144,472,740	153,302,130	155,955,839	174,885,840	166,125,911	162,956,998
Ending Working Capital (Fund Balance)	55,418,726	60,717,897	50,066,369	43,781,585	53,803,951	60,034,693
Total Requirements	199,891,466	214,020,027	206,022,208	218,667,425	219,929,862	222,991,691

Reserves (Budgeted amounts only)						
Contingency	10,851	0	12,000	12,000	12,000	12,000
Reserve	23,590,703	19,723,730	24,064,369	17,779,585	17,779,585	32,862,693
UEFB	23,930,000	25,330,000	25,990,000	25,990,000	25,990,000	27,160,000
Total Reserves	47,531,554	45,053,730	50,066,369	43,781,585	43,781,585	60,034,693

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 FY20:** 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 17 events with a total of over 52,000 in attendance in FY20. The current management contract of Cuthbert Amphitheater runs through FY21.
>
> **For fiscal years beyond FY20:** 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 additional ticketed *Hult Presents* performances, expanded education programming, an increase in *EUGfun* activities with a priority on downtown activation. 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 Fund. Vehicle event parking revenue, after expenses, is split equally between the Parking Fund (520) and the Cultural Services subfund. The Cultural Services subfund 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 (40%) is based on prior three-year averages and current-year trends. Hult Reimbursable Fees (21%) and Rental Fees/Ticket Office Fees/Patron User Fees (20%) 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 FY20:** Funding for equipment was allocated to Central Services, LRCS, Police and Fire. The allocation to the Central Services Department is an annual contribution that has occurred since fiscal 2015 for replacement of core business software. Other items funded in FY20 include upholstered chairs for the library, a sound system for the Soreng stage at the Hult Center, library smart bins for book sorting, funding for fire hydrants and rifles for Police.
>
> **For fiscal years beyond FY20:** Based on the Equipment Replacement Subfund inventory, the fund will not be able to provide resources for all equipment replacement needs beginning in FY21. Large equipment purchases scheduled to occur include: a Hult Center street marquee; self-contained breathing apparatus for the Fire Department; 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 $2 million in Equipment Replacement funds have been utilized in the last five fiscal years 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**	**FY20 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 162
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 168
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 171
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 173
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 175
Public Safety Communications Fund (130)	To account for the operation of 911 Call Center 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 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 177

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**	**FY20 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 180
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 183
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 185
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 187

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 creation of affordable housing to benefit low-income persons. It also accounts for General Fund affordable 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 affordable 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 affordable housing.

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

For FY20:

<u>CDBG and HOME Programs (171, 177 and 178)</u>: 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. FY20 is the fifth 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 FY20 and into the future.

Historic Preservation Loan Fund (174): Loan activity fluctuates based on applications received and balance available. In FY19, a combination of General Fund and interest earnings totaling $14,508 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 FY20 and later years.

Low-Income Housing Fund (175): Available resources in this fund consist mainly of principal and interest from affordable housing loans and are used for operating and capital expenditures, as well as loan disbursements related to affordable housing development. In FY20, $150,466 will be used for the Commons on MLK Affordable Housing Project as a deferred-payment loan.

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

For fiscal years beyond FY20:

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.

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

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

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.

- **River Road Development Site:** After a competitive award process, the City awarded St. Vincent de Paul the City-owned lot at 1505-1525 River Road for the creation of a 53-unit development targeted to very low-income households, including units set aside for survivors of domestic violence. In addition to awarding the lot, Council approved a Systems Development Charge (SDC) waiver of $275,000 and use of $725,000 in federal HOME Investment Partnership program funds for the development.

- **The Commons on MLK**: This new Homes for Good project will provide 51 studio units of permanent supportive housing for people experiencing homelessness. City Council approved a $280,000 SDC waiver and use of $150,466 in Low-Income Housing Funds and $750,000 in federal HOME funds to support the new development.

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 was offered for development through the request for proposal process along with HOME funds and local resources. The land will be transferred once the developer secures necessary State funding for the project. 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:** By the end of FY19, 30 households will have received assistance through Eugene's emergency home repair and accessibility improvements.

- **Ya-Po-Ah Terrace Apartments:** In December 2018, the City closed its largest rental rehabilitation loan to date, lending $1.5 million in federal CDBG funds to support the rehabilitation project of Ya-Po-Ah Terrace, which provides 210 apartments to low-income seniors.

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 FY19, 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

Eugene continued work on four human service capital facility projects through a request for proposal process which were previously 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). Construction is underway at two facilities and will commence at the other two facilities in FY20.

Job Creation and Business Development

In FY19, 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 26 jobs for low-income people to the following local businesses: Thinking Tree Spirits, Public and Cyderish.

Strategic Investments in Low-Income Neighborhoods

Historic Preservation Loan Fund (174): Several historic properties have been rehabilitated in past years. Loan activity has slowed since 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. In FY18, the fund received full payment for the Willow Creek landbank site.

Commercial Revitalization Loan Fund (176): In FY16, a portion of this fund was set aside as a match for Fund 183, the Arts and Business Loan Program as a donation from the Arts and Business Alliance. Commercial Revitalization Loan Funds are eligible for loans to make physical improvements in downtown.

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): This fund is part of the larger Downtown Loans program that contains diverse but not co-mingled funding sources. FY16 was the first year of the Arts and Business Loan Program that also uses funds from sub-fund 183.

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.

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Intergovernmental	2,351,622	1,206,790	5,451,912	6,894,392	5,648,802	8,261,927
Charges for Services	6,230	8,050	5,000	55,000	60,900	50,500
Miscellaneous	1,268,802	860,094	709,720	709,720	591,538	765,449
Principal on Notes/Loans	1,767,252	1,339,675	2,995,600	2,995,600	926,460	2,394,000
Interfund Loans	0	0	0	0	0	0
Intrafund Transfers	0	0	0	0	0	0
Total Revenues	5,393,906	3,414,609	9,162,232	10,654,712	7,227,700	11,471,876
Expenditures						
Planning and Development	1,519,211	1,453,087	3,244,642	3,543,661	2,835,856	3,586,275
Capital	200,000	0	730,256	868,972	0	1,573,617
Debt Service	364,966	364,649	373,395	373,395	373,395	371,249
Interfund Transfers	105,000	93,000	127,000	127,000	127,000	176,000
Special Payments	2,283,165	1,516,157	8,795,847	8,407,064	4,816,721	8,909,961
Total Expenditures	4,472,342	3,426,893	13,271,140	13,320,092	8,152,972	14,617,102
Excess (deficiency) of revenues over expenditures	**921,564**	**(12,284)**	**(4,108,908)**	**(2,665,380)**	**(925,272)**	**(3,145,226)**
Beginning Working Capital (Fund Balance), July 1	3,227,236	4,148,800	5,550,480	4,136,516	4,136,516	4,703,087
Ending Working Capital (Fund Balance), June 30	4,148,800	4,136,516	1,441,572	1,471,136	3,211,244	1,557,861

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	3,227,236	4,148,800	5,550,480	4,136,516	4,136,516	4,703,087
Total Revenues	5,393,906	3,414,609	9,162,232	10,654,712	7,227,700	11,471,876
Total Resources	8,621,142	7,563,409	14,712,712	14,791,228	11,364,216	16,174,963
Requirements						
Total Expenditures	4,472,342	3,426,893	13,271,140	13,320,092	8,152,972	14,617,102
Ending Working Capital (Fund Balance)	4,148,800	4,136,516	1,441,572	1,471,136	3,211,244	1,557,861
Total Requirements	8,621,142	7,563,409	14,712,712	14,791,228	11,364,216	16,174,963

Reserves (Budgeted amounts only)						
Reserve	1,121,997	1,185,147	1,191,572	1,205,861	1,205,861	1,257,861
Balance Available	325,822	606,743	250,000	265,275	265,275	300,000
Total Reserves	1,447,819	1,791,890	1,441,572	1,471,136	1,471,136	1,557,861

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 FY20: Increased commercial development is expected to continue with ongoing large expansions to the University and Riverfront areas. Residential construction has remained steady and is expected to continue this trend through FY20. A $1.8 million, multi-year redevelopment of the City's Permit Tracking Software system will continue in FY20. This redevelopment will improve overall service to the community by modernizing the permitting and inspection processes, allowing for more efficient project tracking, real-time inspection updates and feedback capabilities.

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

For fiscal years beyond FY20: Assumptions for this fund include an increase in building permit valuation of 1% in FY19 through FY23. A 3.0% fee increase is proposed in the Construction Permits Fund for FY20, with 3% increases forecast for FY21 through FY25.

Important fund accomplishments, opportunities or challenges: In preparation for the estimated $1.8 million project to redesign and modernize the City's permit tracking software, eBuild, staff have been hired and a work space prepared. Project scoping is expected to be completed by early FY20, with most of the redevelopment work expected to occur in FY21.

Relationships with other funds: Development activity has a direct impact on Systems 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.

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Licenses/Permits	3,755,751	4,049,460	4,296,500	4,296,500	4,645,000	4,565,685
Charges for Services	4,104,021	4,355,453	5,453,250	5,453,250	5,773,084	5,489,050
Fines/Forfeitures	23,403	20,666	25,000	25,000	30,000	25,000
Interfund Loans	65,000	0	0	0	0	0
Miscellaneous	69,311	88,935	86,000	86,000	135,400	192,000
Total Revenues	8,017,486	8,514,514	9,860,750	9,860,750	10,583,484	10,271,735
Expenditures						
Fire and Emerg. Med. Svcs.	296,696	291,303	340,239	340,239	340,239	357,432
Planning and Development	6,336,755	5,800,614	7,810,918	7,865,834	6,812,592	8,703,376
Public Works	430,663	418,736	481,074	481,074	481,074	505,577
Interfund Transfers	884,000	919,000	984,000	984,000	984,000	1,024,000
Special Payments	755,104	737,411	1,050,000	1,050,000	850,000	1,020,000
Total Expenditures	8,703,218	8,167,064	10,666,231	10,721,147	9,467,905	11,610,385
Excess (deficiency) of revenues over expenditures	**(685,732)**	**347,450**	**(805,481)**	**(860,397)**	**1,115,579**	**(1,338,650)**
Beginning Working Capital (Fund Balance), July 1	5,887,886	5,202,154	5,022,572	5,549,604	5,549,604	6,798,669
Ending Working Capital (Fund Balance), June 30	5,202,154	5,549,604	4,217,091	4,689,207	6,665,183	5,460,019

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	5,887,886	5,202,154	5,022,572	5,549,604	5,549,604	6,798,669
Total Revenues	8,017,486	8,514,514	9,860,750	9,860,750	10,583,484	10,271,735
Total Resources	13,905,372	13,716,668	14,883,322	15,410,354	16,133,088	17,070,404
Requirements						
Total Expenditures	8,703,218	8,167,064	10,666,231	10,721,147	9,467,905	11,610,385
Ending Working Capital (Fund Balance)	5,202,154	5,549,604	4,217,091	4,689,207	6,665,183	5,460,019
Total Requirements	13,905,372	13,716,668	14,883,322	15,410,354	16,133,088	17,070,404

Reserves (Budgeted amounts only)						
Balance Available	5,322,921	3,999,295	4,217,091	4,689,207	4,689,207	5,460,019
Total Reserves	5,322,921	3,999,295	4,217,091	4,689,207	4,689,207	5,460,019

Construction Permit and Rental Housing (Fund 150) Six-Year Financial Forecast, FY20 - FY25
Executive Summary

Major Issues for this Fund

FY19 was an outlier for the Construction Permits Fund as three skyline changing developments were submitted. The Knight Science Campus, Civic Stadium, and Hayward Field Renovation increased revenues by a combined $2.1 million. While other large commercial projects are on the horizon in the Riverfront and Downtown areas, large developments comparable to those in FY19 are not expected in the future. New single-family dwellings dropped compared to FY18. Building and Permit Services is undertaking a redevelopment of the City of Eugene Permit Tracking Software, which will cost the fund an expected $1.4 million in one-time funds from reserves from FY19-21. This forecast recognizes that future positions and fee levels may need to be adjusted to maintain the desired balance available.

		Actual FY17	Actual FY18	Estimate FY19	Proposed FY20	Forecast* FY21	FY22	FY23	FY24	FY25
Resources										
Beginning Working Capital		$5,887,886	$5,202,154	$5,549,604	$6,665,183	$5,460,019	$5,609,497	$5,131,628	$4,583,717	$3,460,643
Revenues										
Operating	(1-3)	7,139,237	7,699,369	9,612,284	9,082,735	10,945,713	10,308,810	10,706,429	10,619,952	11,030,014
Non-Departmental		123,145	77,734	121,200	169,000	65,000	65,000	65,000	65,001	65,002
Bethel Const Tax Pass Thru		294,442	236,678	130,000	300,000	350,000	350,000	350,000	350,000	350,000
State Surcharge Pass Thru		460,661	500,733	720,000	720,000	700,000	700,000	700,000	700,000	700,000
Total Revenue		8,017,485	8,514,514	10,583,484	10,271,735	12,060,713	11,423,810	11,821,429	11,734,953	12,145,016
Total Resources		13,905,372	13,716,668	16,133,088	16,936,918	17,520,732	17,033,307	16,953,057	16,318,670	15,605,659
Requirements										
Department Operating	(4)	7,064,114	6,510,653	7,633,905	9,432,899	9,816,782	9,770,670	10,200,497	10,650,023	11,120,170
Non-Departmental										
Central Service Allocation		884,000	919,000	984,000	1,024,000	1,044,453	1,081,009	1,118,844	1,158,004	1,198,534
Bethel Const Tax Pass Thru		294,442	236,678	130,000	300,000	350,000	350,000	350,000	350,000	350,000
State Surcharge Pass Thru		460,661	500,733	720,000	720,000	700,000	700,000	700,000	700,000	700,000
Total Non-Departmental		1,639,103	1,656,411	1,834,000	2,044,000	2,094,453	2,131,009	2,168,844	2,208,004	2,248,534
Total Expenditures		8,703,218	8,167,064	9,467,905	11,476,899	11,911,235	11,901,679	12,369,341	12,858,026	13,368,704
Annual Surplus/(Deficit)		(685,732)	347,450	1,115,579	(1,205,164)	149,478	(477,869)	(547,911)	(1,123,073)	(1,223,688)
Balance Available		5,202,154	5,549,604	6,665,183	5,460,019	5,609,497	5,131,628	4,583,717	3,460,643	2,236,956
Total Requirements		13,905,372	13,716,668	16,133,088	16,936,918	17,520,732	17,033,307	16,953,057	16,318,670	15,605,659
Target Balance Available**	(5)	3,974,057	3,714,827	4,308,953	5,228,450	5,430,618	5,425,839	5,659,670	5,904,013	6,159,352
Amount Above/(Below) Target		1,228,097	1,834,777	2,356,230	231,569	178,879	(294,211)	(1,075,954)	(2,443,370)	(3,922,396)

Notes:

*Forecast was prepared prior to adoption of FY20 Budget. FY20 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 FY20 through 25.

(3) This projection assumes construction permit fees increase 1.5% for FY19 and 3% per year throughout the forecast (FY20-25).

(4) 3.3 additional FTE in FY20: 1.0 Limited Duration Commercial Plans Reviewer is carried forward from FY19 through FY21. 1.0 FTE Sr. Planner to supervise the Land Use Team, and 0.3 FTE expansion of a Code Compliance position related to expanding service requests, and the addition of 1.0 FTE to add the position for the filled Permit Review Manager. Total impact to the Fund for these FTE is $236,603.
The Construction Permit Fund budget contains contingency allocation to allow for a more timely response to large projects. For FY20 this is proposed to be $300,000.
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 $500,000 is dedicated in FY20 and FY21 to fund initial scoping and recruitment of a devleopment team for a rebuild of the City of Eugene's Permit Tracking Software.

(5) Due to the volatility of the Construction Permits Fund, the Balance Available target is six to nine months of operating costs which include non-departmental expenses.

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 available technology.

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 FY20: FY20 will be the fourth year of the 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 FY20: 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 by the General Fund, the Library Miscellaneous Trust 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.

Library Local Option Levy Fund (111)

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Taxes	2,558,461	2,673,851	2,576,000	2,576,000	2,589,000	2,589,000
Miscellaneous	7,619	25,352	14,000	14,000	34,000	60,000
Total Revenues	2,566,080	2,699,203	2,590,000	2,590,000	2,623,000	2,649,000
Expenditures						
Library, Rec. and Cultural Srvcs.	1,627,640	1,923,399	2,417,582	2,407,582	2,407,582	2,477,510
Total Expenditures	1,627,640	1,923,399	2,417,582	2,407,582	2,407,582	2,477,510
Excess (deficiency) of revenues over expenditures	**938,440**	**775,804**	**172,418**	**182,418**	**215,418**	**171,490**
Beginning Working Capital (Fund Balance), July 1	0	938,440	1,169,252	1,714,244	1,714,244	1,939,662
Ending Working Capital (Fund Balance), June 30	938,440	1,714,244	1,341,670	1,896,662	1,929,662	2,111,152

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	0	938,440	1,169,252	1,714,244	1,714,244	1,939,662
Total Revenues	2,566,080	2,699,203	2,590,000	2,590,000	2,623,000	2,649,000
Total Resources	2,566,080	3,637,643	3,759,252	4,304,244	4,337,244	4,588,662
Requirements						
Total Expenditures	1,627,640	1,923,399	2,417,582	2,407,582	2,407,582	2,477,510
Ending Working Capital (Fund Balance)	938,440	1,714,244	1,341,670	1,896,662	1,929,662	2,111,152
Total Requirements	2,566,080	3,637,643	3,759,252	4,304,244	4,337,244	4,588,662

Reserves (Budgeted amounts only)						
Reserve	0	0	1,341,670	1,341,670	1,341,670	2,111,152
Balance Available	0	0	0	554,992	554,992	0
Total Reserves	0	0	1,341,670	1,896,662	1,896,662	2,111,152

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

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 FY20:
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 in addition to the Library's collection.

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 FY20: 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.

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Intergovernmental	189,388	66,503	0	0	0	0
Rental	31,135	30,420	35,920	35,920	36,079	34,920
Charges for Services	12,772	0	25,000	25,000	19,782	25,000
Miscellaneous	685,914	636,838	453,116	453,116	514,354	590,620
Principal on Notes/Loans	60,325	4,143	7,710	7,710	5,150	5,700
Total Revenues	979,534	737,905	521,746	521,746	575,365	656,240
Expenditures						
Library, Rec. and Cultural Srvcs.	454,463	207,503	377,000	377,000	377,000	385,500
Public Works	0	0	0	0	0	0
Capital	276,205	129,695	731,036	845,568	845,568	850,425
Special Payments	60,000	0	102,844	103,545	0	108,900
Total Expenditures	790,667	337,198	1,210,880	1,326,113	1,222,568	1,344,825
Excess (deficiency) of revenues over expenditures	**188,867**	**400,707**	**(689,134)**	**(804,367)**	**(647,203)**	**(688,585)**
Beginning Working Capital (Fund Balance), July 1*	4,696,687	4,885,554	4,926,621	5,286,411	5,286,261	5,433,565
Ending Working Capital (Fund Balance), June 30	4,885,554	5,286,261	4,237,487	4,482,044	4,639,058	4,744,980

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)*	4,696,687	4,885,554	4,926,621	5,286,411	5,286,261	5,433,565
Total Revenues	979,534	737,905	521,746	521,746	575,365	656,240
Total Resources	5,676,221	5,623,459	5,448,367	5,808,157	5,861,626	6,089,805
Requirements						
Total Expenditures	790,667	337,198	1,210,880	1,326,113	1,222,568	1,344,825
Ending Working Capital (Fund Balance)	4,885,554	5,286,261	4,237,487	4,482,044	4,639,058	4,744,980
Total Requirements	5,676,221	5,623,459	5,448,367	5,808,157	5,861,626	6,089,805

Reserves (Budgeted amounts only)						
Reserve	2,753,750	3,128,606	3,153,764	3,517,000	3,517,000	3,677,149
Balance Available	963,273	1,044,269	1,083,723	965,044	964,894	1,067,831
Total Reserves	3,717,023	4,172,875	4,237,487	4,482,044	4,481,894	4,744,980

*This fund's Beginning Working Capital adjustment adopted in the FY19 December Supplemental Budget was incorrect. The adjustment was corrected with the FY19 June Supplemental Budget and appears in the "FY19 Projections" column and is reflected in the FY20 Adopted Budget Beginning Working Capital.

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; Eugene Police Patrol; Aquatics

Legal limitations on use of Fund resources: The funds are limited for 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 FY20: Continued levy implementation will include purchasing of equipment and supplies to support the increased service level of general maintenance in developed parks and natural areas, as well as the increase in new park developments.

For fiscal years beyond FY20: Continued use of levy funds to provide the services described in the voter approved measure.

Important fund accomplishments, opportunities or challenges:
This fund provided the opportunity to increase staffing levels by hiring five Park Specialists and two full-time Park Ambassadors.

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)

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Taxes	0	0	2,977,000	2,977,000	2,993,000	3,023,000
Miscellaneous	0	0	0	0	5,000	7,000
Total Revenues	0	0	2,977,000	2,977,000	2,998,000	3,030,000
Expenditures						
Central Services	0	0	0	0	0	100,000
Library, Rec. and Cultural Services	0	0	0	0	0	50,000
Police	0	0	430,000	430,000	430,000	431,689
Public Works	0	0	2,000,000	2,000,000	2,000,000	2,798,297
Total Expenditures	0	0	2,430,000	2,430,000	2,430,000	3,379,986
Excess (deficiency) of revenues over expenditures	**0**	**0**	**547,000**	**547,000**	**568,000**	**(349,986)**
Beginning Working Capital (Fund Balance), July 1	0	0	0	0	0	1,171,138
Ending Working Capital (Fund Balance), June 30	0	0	547,000	547,000	568,000	821,152

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	0	0	0	0	0	1,171,138
Total Revenues	0	0	2,977,000	2,977,000	2,998,000	3,030,000
Total Resources	0	0	2,977,000	2,977,000	2,998,000	4,201,138
Requirements						
Total Expenditures	0	0	2,430,000	2,430,000	2,430,000	3,379,986
Ending Working Capital (Fund Balance)	0	0	547,000	547,000	568,000	821,152
Total Requirements	0	0	2,977,000	2,977,000	2,998,000	4,201,138

Reserves (Budgeted amounts only)						
Balance Available	0	0	547,000	547,000	547,000	821,152
Total Reserves	0	0	547,000	547,000	547,000	821,152

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: Call-Taking 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 FY20:
Public Safety Answering Point Fund (132): The City of Eugene anticipates distribution on a per capita basis from the State of Oregon, which collects more than $40 million annually in 911 taxes. 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 FY20:
Public Safety Answering Point Fund (132): In June 2019, the State Legislature passed HB 2449 increasing the 911 tax by $0.25 per month per consumer with access to the emergency

communications system, effective January 1, 2020. The recent legislation should help mitigate a previously projected shortfall in FY20.

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.

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.

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Intergovernmental	2,329,823	1,680,289	1,600,000	1,600,000	1,700,000	1,650,000
Charges for Services	220,000	111,742	107,595	107,595	107,595	121,611
Miscellaneous	17,343	27,444	13,500	13,500	35,000	55,000
Interfund Transfers	0	5,000	306,000	306,000	6,000	0
Total Revenues	2,567,166	1,824,474	2,027,095	2,027,095	1,848,595	1,826,611
Expenditures						
Police	1,797,694	1,654,517	2,219,619	2,219,619	1,757,795	2,381,042
Interfund Transfers	160,000	131,000	180,000	180,000	180,000	225,000
Total Expenditures	1,957,694	1,785,517	2,399,619	2,399,619	1,937,795	2,606,042
Excess (deficiency) of revenues over expenditures	**609,472**	**38,957**	**(372,524)**	**(372,524)**	**(89,200)**	**(779,431)**
Beginning Working Capital (Fund Balance), July 1	1,734,347	2,343,819	1,877,214	2,382,776	2,382,776	2,296,098
Ending Working Capital (Fund Balance), June 30	2,343,819	2,382,776	1,504,690	2,010,252	2,293,576	1,516,667

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	1,734,347	2,343,819	1,877,214	2,382,776	2,382,776	2,296,098
Total Revenues	2,567,166	1,824,474	2,027,095	2,027,095	1,848,595	1,826,611
Total Resources	4,301,513	4,168,293	3,904,309	4,409,871	4,231,371	4,122,709
Requirements						
Total Expenditures	1,957,694	1,785,517	2,399,619	2,399,619	1,937,795	2,606,042
Ending Working Capital (Fund Balance)	2,343,819	2,382,776	1,504,690	2,010,252	2,293,576	1,516,667
Total Requirements	4,301,513	4,168,293	3,904,309	4,409,871	4,231,371	4,122,709

Reserves (Budgeted amounts only)

Reserve	908,520	0	0	0	0	0
Balance Available	585,827	1,781,214	1,504,690	2,010,253	2,010,253	1,516,667
Total Reserves	1,494,347	1,781,214	1,504,690	2,010,253	2,010,253	1,516,667

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 FY20: The legislative funding from the Oregon House Bill 2017 *Keep Oregon Moving* will increase revenues to the fund. If certain conditions are met, a two-cent fuel tax increase will be implemented statewide in 2020, 2022 and 2024.

For fiscal years beyond FY20: 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 and the balance available is above two months' of operating expenses by the end of the six-year forecast period. The forecast limits growth in future years to the State Highway Trust Fund projections. Over the past few years, the Public Works' sidewalk inspection and repair programs have been making a concerted effort to inspect, prioritize and mitigate sidewalk hazards in the University and Downtown neighborhoods. The purpose for this is to enhance sidewalk safety within primary pedestrian corridors in advance of the 2021 World Championships.

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 (capital).

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*.

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Licenses/Permits	2,029,866	1,946,191	2,058,000	2,058,000	2,343,048	2,179,000
Intergovernmental	11,086,526	11,168,446	11,973,000	12,692,057	13,214,368	12,898,000
Rental	122,717	140,601	103,000	103,000	208,878	100,000
Charges for Services	356,028	436,848	347,500	347,500	274,195	382,500
Miscellaneous	160,231	209,977	183,800	183,800	488,728	243,790
Total Revenues	13,755,367	13,902,063	14,665,300	15,384,357	16,529,217	15,803,290
Expenditures						
Public Works	11,749,456	12,020,076	14,694,473	15,215,394	15,215,394	14,913,111
Interfund Transfers	965,000	2,024,000	3,230,000	3,230,000	3,230,000	2,947,000
Total Expenditures	12,714,456	14,044,076	17,924,473	18,445,394	18,445,394	17,860,111
Excess (deficiency) of revenues over expenditures	**1,040,911**	**(142,013)**	**(3,259,173)**	**(3,061,037)**	**(1,916,177)**	**(2,056,821)**
Beginning Working Capital (Fund Balance), July 1	3,347,962	4,388,873	3,921,574	4,246,860	4,246,860	3,283,519
Ending Working Capital (Fund Balance), June 30	4,388,873	4,246,860	662,401	1,185,823	2,330,683	1,226,698

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	3,347,962	4,388,873	3,921,574	4,246,860	4,246,860	3,283,519
Total Revenues	13,755,367	13,902,063	14,665,300	15,384,357	16,529,217	15,803,290
Total Resources	17,103,329	18,290,936	18,586,874	19,631,217	20,776,077	19,086,809
Requirements						
Total Expenditures	12,714,456	14,044,076	17,924,473	18,445,394	18,445,394	17,860,111
Ending Working Capital (Fund Balance)	4,388,873	4,246,860	662,401	1,185,823	2,330,683	1,226,698
Total Requirements	17,103,329	18,290,936	18,586,874	19,631,217	20,776,077	19,086,809

Reserves (Budgeted amounts only)						
Balance Available	2,912,367	2,759,412	662,401	1,185,823	1,185,823	1,226,698
Total Reserves	2,912,367	2,759,412	662,401	1,185,823	1,185,823	1,226,698

Road Fund (Fund 131) Six-Year Financial Forecast, FY20 - FY25
Executive Summary

Major Issues for this Fund

The fund forecast remains positive and is showing a two-month balance available by the end of the six-year forecast period. The most significant challenge to this fund is that there is a degree of uncertainty around conditional revenues that were approved as part of HB 2017. City staff remain confident that the conditions will be met to receive the additional revenues from the State Highway Trust as approved by HB 2017. The forecast is based upon the December 2018 forecast from the Oregon Department of Transportation for the State Highway Trust fund, which represents over 80% of the revenue received by the fund.

	Actual FY17	Actual FY18	Estimate FY19	Proposed FY20	Forecast* FY21	FY22	FY23	FY24	FY25
Resources									
Beginning Working Capital	$3,347,962	$4,388,873	$4,246,860	$2,330,683	$1,226,698	$1,866,121	$2,293,377	$2,669,536	$3,298,513
Revenues									
State Highway Fund	9,859,586	10,771,794	12,481,000	12,840,000	13,560,000	13,980,000	14,330,000	15,000,000	15,000,000
City Utilities- Right-of-Way	1,603,803	1,539,790	1,921,000	1,874,000	1,901,000	1,965,000	2,044,000	2,125,000	2,125,000
Other	2,291,978	1,590,479	2,127,217	1,089,290	814,790	827,790	839,790	849,790	862,790
Total Revenue	13,755,367	13,902,063	16,529,217	15,803,290	16,275,790	16,772,790	17,213,790	17,974,790	17,987,790
Total Resources	17,103,329	18,290,936	20,776,077	18,133,973	17,502,488	18,638,911	19,507,167	20,644,326	21,286,303
Requirements									
Expenditures									
Operations	11,749,456	12,020,076	15,215,394	13,960,275	13,927,367	14,572,534	15,028,631	15,499,813	15,988,187
Non-Departmental	965,000	2,024,000	3,230,000	2,947,000	1,709,000	1,773,000	1,809,000	1,846,000	1,884,000
Total Expenditures	12,714,456	14,044,076	18,445,394	16,907,275	15,636,367	16,345,534	16,837,631	17,345,813	17,872,187
Annual Surplus/(Deficit)	1,040,911	(142,013)	(1,916,177)	(1,103,985)	639,423	427,256	376,159	628,977	115,603
Balance Available	4,388,873	4,246,860	2,330,683	1,226,698	1,866,121	2,293,377	2,669,536	3,298,513	3,414,116
Total Requirements	17,103,329	18,290,936	20,776,077	18,133,973	17,502,488	18,638,911	19,507,167	20,644,326	21,286,303
Target Balance Available**	2,119,076	2,340,679	3,074,232	2,817,879	2,606,061	2,724,256	2,806,272	2,890,969	2,978,698
Amount Above/(Below) Target	2,269,797	1,906,181	(743,549)	(1,591,181)	(739,940)	(430,879)	(136,736)	407,544	435,418

Notes:

*Forecast was prepared prior to adoption of FY20 Budget. FY20 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 FY20:** Implement 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 are developing a citywide education plan to create a platform for more effectively communicating information related to trash and recycling throughout the community. Staff will also launch the first multicultural component of the City's successful Fix It Fair programming.
>
> **For fiscal years beyond FY20:** 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.

Important fund accomplishments, opportunities or challenges: The ongoing instability of recycling markets is of concern for solid waste hauling rate setting and the situation is being closely monitored. Significant changes in this market can adversely affect hauler revenues, which can in turn impact customer rates, as well as the license fees that are the primary source of revenue for the fund.

Through 2019, 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. The Lane County wasteshed's most recent calculated recovery rate is 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: The fund is responsible for transferring $100,000 a year to the General Fund for overall General Fund stability.

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.

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Licenses/Permits	956,343	986,816	983,000	983,000	1,017,316	1,041,420
Intergovernmental	21,319	54,785	0	0	14,000	0
Charges for Services	300	51	0	0	137	0
Miscellaneous	12,191	17,836	12,000	12,000	25,000	32,000
Total Revenues	990,153	1,059,488	995,000	995,000	1,056,453	1,073,420
Expenditures						
Planning and Development	850,347	1,036,529	1,111,696	1,147,169	1,066,369	1,199,548
Interfund Transfers	52,000	73,000	108,000	108,000	108,000	221,000
Total Expenditures	902,347	1,109,529	1,219,696	1,255,169	1,174,369	1,420,548
Excess (deficiency) of revenues over expenditures	**87,806**	**(50,041)**	**(224,696)**	**(260,169)**	**(117,916)**	**(347,128)**
Beginning Working Capital (Fund Balance), July 1	705,786	793,592	736,863	743,551	743,551	723,317
Ending Working Capital (Fund Balance), June 30	793,592	743,551	512,167	483,382	625,635	376,189

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	705,786	793,592	736,863	743,551	743,551	723,317
Total Revenues	990,153	1,059,488	995,000	995,000	1,056,453	1,073,420
Total Resources	1,695,939	1,853,080	1,731,863	1,738,551	1,800,004	1,796,737
Requirements						
Total Expenditures	902,347	1,109,529	1,219,696	1,255,169	1,174,369	1,420,548
Ending Working Capital (Fund Balance)	793,592	743,551	512,167	483,382	625,635	376,189
Total Requirements	1,695,939	1,853,080	1,731,863	1,738,551	1,800,004	1,796,737

Reserves (Budgeted amounts only)						
Balance Available	539,436	480,178	512,167	483,382	483,382	376,189
Total Reserves	539,436	480,178	512,167	483,382	483,382	376,189

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 FY20: 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 is charged 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 FY20.

For fiscal years beyond FY20: 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.

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Charges for Services	53,564	44,492	47,000	47,000	46,400	47,400
Miscellaneous	16,699	22,921	17,040	17,040	26,860	32,800
Interfund Transfers	0	0	30,000	30,000	30,000	30,000
Principal on Assessments	2,414	4,731	4,600	4,600	2,600	2,700
Total Revenues	72,677	72,144	98,640	98,640	105,860	112,900
Expenditures						
Central Services	89,005	98,969	104,728	104,728	104,728	109,440
Interfund Transfers	8,000	9,000	9,000	9,000	9,000	10,000
Special Payments	0	0	30,000	30,000	30,000	30,000
Total Expenditures	97,005	107,969	143,728	143,728	143,728	149,440
Excess (deficiency) of revenues over expenditures	**(24,328)**	**(35,825)**	**(45,088)**	**(45,088)**	**(37,868)**	**(36,540)**
Beginning Working Capital (Fund Balance), July 1	1,224,582	1,200,254	1,156,349	1,164,430	1,164,430	1,126,562
Ending Working Capital (Fund Balance), June 30	1,200,254	1,164,430	1,111,261	1,119,342	1,126,562	1,090,022

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	1,224,582	1,200,254	1,156,349	1,164,430	1,164,430	1,126,562
Total Revenues	72,677	72,144	98,640	98,640	105,860	112,900
Total Resources	1,297,259	1,272,398	1,254,989	1,263,070	1,270,290	1,239,462
Requirements						
Total Expenditures	97,005	107,969	143,728	143,728	143,728	149,440
Ending Working Capital (Fund Balance)	1,200,254	1,164,429	1,111,261	1,119,342	1,126,562	1,090,022
Total Requirements	1,297,259	1,272,398	1,254,989	1,263,070	1,270,290	1,239,462

Reserves (Budgeted amounts only)						
Reserve	50,000	50,000	50,000	50,000	50,000	50,000
Balance Available	1,133,732	1,102,789	1,061,261	1,069,342	1,069,342	1,040,022
Total Reserves	1,183,732	1,152,789	1,111,261	1,119,342	1,119,342	1,090,022

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 FY20:** Telecom tax revenues will be used for City telecommunications-related projects and activities that benefit the community. Approximately $3.3 million will be spent in FY20 on new City telecommunications technology projects, equipment replacement and public safety systems.
>
> **For fiscal years beyond FY20:** 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. Eugene has also been designated as a Gigabit City by Mozilla, a nationwide technology nonprofit, due to the recently deployed downtown high-speed fiber network. More information on the network can be found at EUGNET. Telecom Fund projects have introduced technology advancements to the City organization and the community that would otherwise leave functional deficits especially in areas such as public safety.

Relationships with other funds: A dedicated portion of the fund is utilized for a telecommunications equipment replacement program that generally supports services without dedicated funding streams, such as public safety. Telecommunications-related equipment supported by the fund is beyond its useful life and typically requires an entirely new technology platform. The Telecom Fund also helps support the Public Safety Information Systems Fund. An annual transfer to support General Fund telephone costs was discontinued in FY20, although spending to support public safety systems was increased leading to no net spending changes to the 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. Over 165 wireline, wireless and cable communications providers are registered in the program, meeting the criteria of Ordinance 20083. The forecast is based on a projection of current yearly revenues collected.

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Licenses/Permits	2,816,729	3,006,748	2,800,000	2,800,000	2,900,000	2,900,000
Intergovernmental	0	64,584	0	1,854,522	0	0
Charges for Services	0	8,000	0	0	16,000	0
Miscellaneous	55,223	68,291	60,000	60,000	112,000	162,000
Interfund Transfers	0	400,000	0	0	0	0
Interfund Loans	0	1,200,000	0	0	0	0
Total Revenues	2,871,952	4,747,623	2,860,000	4,714,522	3,028,000	3,062,000
Expenditures						
Central Services	1,600,668	2,215,931	3,308,520	7,001,165	4,643,137	4,577,239
Capital	0	1,899,999	0	0	0	0
Debt Service	0	0	42,000	42,000	42,000	42,000
Interfund Transfers	479,000	487,000	476,000	476,000	476,000	3,000
Special Payments	0	0	120,000	120,000	120,000	120,000
Total Expenditures	2,079,668	4,602,930	3,946,520	7,639,165	5,281,137	4,742,239
Excess (deficiency) of revenues over expenditures	**792,284**	**144,693**	**(1,086,520)**	**(2,924,643)**	**(2,253,137)**	**(1,680,239)**
Beginning Working Capital (Fund Balance), July 1 *	5,407,072	6,199,356	4,907,171	6,773,962	6,344,049	4,637,102
Ending Working Capital (Fund Balance), June 30	6,199,356	6,344,049	3,820,651	3,849,319	4,090,912	2,956,863

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)*	5,407,072	6,199,356	4,907,171	6,773,962	6,344,049	4,637,102
Total Revenues	2,871,952	4,747,623	2,860,000	4,714,522	3,028,000	3,062,000
Total Resources	8,279,024	10,946,979	7,767,171	11,488,484	9,372,049	7,699,102
Requirements						
Total Expenditures	2,079,668	4,602,930	3,946,520	7,639,165	5,281,137	4,742,239
Ending Working Capital (Fund Balance)	6,199,356	6,344,049	3,820,651	3,849,319	4,090,912	2,956,863
Total Requirements	8,279,024	10,946,979	7,767,171	11,488,484	9,372,049	7,699,102

Reserves (Budgeted amounts only)						
Reserve	302,847	592,847	496,847	496,847	496,847	168,847
Balance Available	2,549,160	3,062,411	3,323,804	3,352,472	2,922,559	2,788,016
Total Reserves	2,852,007	3,655,258	3,820,651	3,849,319	3,419,406	2,956,863

*This fund's Beginning Working Capital adjustment adopted in the FY19 December Supplemental Budget was incorrect. The adjustment was corrected with the FY19 June Supplemental Budget and appears in the "FY19 Projections" column and is reflected in the FY20 Adopted Budget Beginning Working Capital.

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**	**FY20 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 General Obligation bonds remain unpaid.	Page 190
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 191

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues*						
Taxes	13,462,800	13,789,529	13,388,556	13,388,556	13,601,000	13,206,650
Miscellaneous	47,153	86,245	60,000	60,000	96,000	141,000
Total Revenues	13,509,953	13,875,774	13,448,556	13,448,556	13,697,000	13,347,650
Expenditures						
Debt Service	13,225,048	13,631,267	13,687,225	14,268,132	13,960,183	13,904,043
Total Expenditures	13,225,048	13,631,267	13,687,225	14,268,132	13,960,183	13,904,043
Excess (deficiency) of revenues over expenditures	**284,905**	**244,507**	**(238,669)**	**(819,576)**	**(263,183)**	**(556,393)**
Beginning Working Capital (Fund Balance), July 1	290,164	575,069	238,669	819,576	819,576	556,393
Ending Working Capital (Fund Balance), June 30	575,069	819,576	0	0	556,393	0

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	290,164	575,069	238,669	819,576	819,576	556,393
Total Revenues	13,509,953	13,875,774	13,448,556	13,448,556	13,697,000	13,347,650
Total Resources	13,800,117	14,450,843	13,687,225	14,268,132	14,516,576	13,904,043
Requirements						
Total Expenditures	13,225,048	13,631,267	13,687,225	14,268,132	13,960,183	13,904,043
Ending Working Capital (Fund Balance)	575,069	819,576	0	0	556,393	0
Total Requirements	13,800,117	14,450,843	13,687,225	14,268,132	14,516,576	13,904,043

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

Special Assessment Bond Debt Fund (250)

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Miscellaneous	11,463	8,839	28,270	28,270	11,800	28,000
Principal on Assessments	29,222	14,319	200,160	200,160	75,900	181,000
Total Revenues	40,685	23,158	228,430	228,430	87,700	209,000
Expenditures						
Debt Service	39,681	22,359	225,000	225,000	75,000	180,000
Interfund Transfers	0	0	10,000	10,000	10,000	10,000
Total Expenditures	39,681	22,359	235,000	235,000	85,000	190,000
Excess (deficiency) of revenues over expenditures	**1,004**	**799**	**(6,570)**	**(6,570)**	**2,700**	**19,000**
Beginning Working Capital (Fund Balance), July 1	73,291	74,295	68,565	75,094	75,094	77,794
Ending Working Capital (Fund Balance), June 30	74,295	75,094	61,995	68,524	77,794	96,794

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	73,291	74,295	68,565	75,094	75,094	77,794
Total Revenues	40,685	23,158	228,430	228,430	87,700	209,000
Total Resources	113,976	97,453	296,995	303,524	162,794	286,794
Requirements						
Total Expenditures	39,681	22,359	235,000	235,000	85,000	190,000
Ending Working Capital (Fund Balance)	74,295	75,094	61,995	68,524	77,794	96,794
Total Requirements	113,976	97,453	296,995	303,524	162,794	286,794

Reserves (Budgeted amounts only)						
Reserve	63,891	65,645	61,995	68,524	68,524	96,794
Total Reserves	63,891	65,645	61,995	68,524	68,524	96,794

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**	**FY20 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 193
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 197
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 199
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 201

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.

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 FY20:
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 support the Town Square project for the future City Hall site component.

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 FY20:
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): Funding the backlog of deficiencies continues to be a challenge. The Downtown 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 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. However, bond-funded renovations of Echo Hollow Pool, Campbell Community Center and Sheldon Pool will address maintenance deficiencies, increase operational efficiencies and extend the useful life of those facilities.

Housing Capital Projects Fund (314): In previous years, funds have been used to purchase landbank properties for low-income housing development. This fund was used to repay the U.S. Department of Housing and Urban Development for a portion of the Willow Creek landbank site. In FY18, the fund received full payment for the Willow Creek landbank site, which was the last active payment.

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.

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.

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.

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.

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Intergovernmental	0	208,456	0	0	696,327	0
Rental	20,755	8,884	10,000	10,000	0	0
Charges for Services	0	0	0	32,256	32,256	0
Miscellaneous	181,435	287,651	77,327	77,327	5,742,498	570,000
Interfund Transfers	4,659,300	4,969,759	3,809,300	4,709,300	4,709,300	3,369,300
Draws on Line of Credit	651,000	389,000	2,000,000	2,000,000	1,955,774	0
Gen. Obligation Bonds Issued	0	0	10,000,000	10,000,000	28,650,000	0
Total Revenues	5,512,490	5,863,750	15,896,627	16,828,883	41,786,155	3,939,300
Expenditures						
Library, Rec. and Cultural Srvcs.	1,625	0	20,000	20,000	20,000	20,000
Capital	3,708,936	4,774,162	35,297,817	35,092,831	33,316,762	40,885,091
Debt Service	0	0	380,000	380,000	0	0
Total Expenditures	3,710,561	4,774,162	35,697,817	35,492,831	33,336,762	40,905,091
Excess (deficiency) of revenues over expenditures	**1,801,929**	**1,089,588**	**(19,801,190)**	**(18,663,948)**	**8,449,393**	**(36,965,791)**
Beginning Working Capital (Fund Balance), July 1*	17,496,244	19,298,173	24,206,571	32,135,020	20,387,761	56,409,937
Ending Working Capital (Fund Balance), June 30	19,298,173	20,387,761	4,405,381	13,471,072	28,837,154	19,444,146

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)*	17,496,244	19,298,173	24,206,571	32,135,020	20,387,761	56,409,937
Total Revenues	5,512,490	5,863,750	15,896,627	16,828,883	41,786,155	3,939,300
Total Resources	23,008,734	25,161,923	40,103,198	48,963,903	62,173,916	60,349,237
Requirements						
Total Expenditures	3,710,561	4,774,162	35,697,817	35,492,831	33,336,762	40,905,091
Ending Working Capital (Fund Balance)	19,298,173	20,387,761	4,405,381	13,471,072	28,837,154	19,444,146
Total Requirements	23,008,734	25,161,923	40,103,198	48,963,903	62,173,916	60,349,237

Reserves (Budgeted amounts only)						
Reserve	26,560	1,776,560	26,560	26,560	26,560	1,776,560
Balance Available	845,730	17,667,586	4,378,821	13,444,512	1,717,457	17,667,586
Total Reserves	872,290	19,444,146	4,405,381	13,471,072	1,744,017	19,444,146

*This fund's Beginning Working Capital adjustment adopted in the FY19 December Supplemental Budget was incorrect. The adjustment was corrected with the FY19 June Supplemental Budget and appears in the "FY19 Projections" column and is reflected in the FY20 Adopted Budget Beginning Working Capital.

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 FY20:** There are no new assessment projects scheduled in FY20.
>
> **For fiscal years beyond FY20:** 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

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Charges for Services	85,639	44,442	0	0	86,935	0
Miscellaneous	13,056	18,073	35,300	35,300	26,985	40,194
Principal on Assessments	14,510	5,077	3,200	3,200	2,777	0
Total Revenues	113,204	67,592	38,500	38,500	116,697	40,194
Expenditures						
Interfund Transfers	0	0	20,000	20,000	20,000	20,000
Total Expenditures	0	0	20,000	20,000	20,000	20,000
Excess (deficiency) of revenues over expenditures	**113,204**	**67,592**	**18,500**	**18,500**	**96,697**	**20,194**
Beginning Working Capital (Fund Balance), July 1	1,127,242	1,240,446	1,288,386	1,308,038	1,308,038	1,404,735
Ending Working Capital (Fund Balance), June 30	1,240,446	1,308,038	1,306,886	1,326,538	1,404,735	1,424,929

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	1,127,242	1,240,446	1,288,386	1,308,038	1,308,038	1,404,735
Total Revenues	113,204	67,592	38,500	38,500	116,697	40,194
Total Resources	1,240,446	1,308,038	1,326,886	1,346,538	1,424,735	1,444,929
Requirements						
Total Expenditures	0	0	20,000	20,000	20,000	20,000
Ending Working Capital (Fund Balance)	1,240,446	1,308,038	1,306,886	1,326,538	1,404,735	1,424,929
Total Requirements	1,240,446	1,308,038	1,326,886	1,346,538	1,424,735	1,444,929

Reserves (Budgeted amounts only)						
Balance Available	1,133,342	1,261,346	1,306,886	1,326,538	1,326,538	1,424,929
Total Reserves	1,133,342	1,261,346	1,306,886	1,326,538	1,326,538	1,424,929

Systems Development Capital Projects Fund (330) Capital Projects Funds

The purpose of this reporting fund is to account for Systems 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 systems 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 FY20:** 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 Parks SDC methodology update will be presented to City Council this calendar year. Any approved methodology changes will impact future revenues and expenditures.
>
> **For fiscal years beyond FY20:** The expenditures for the years beyond FY20 will be responsive to development activity in each capital system. Public Works will work on updating the SDC methodology for Stormwater and Wastewater.

Important fund accomplishments, opportunities or challenges: The Transportation SDC methodology was approved by City Council in FY19 and forecasts have been updated to reflect the approved changes.

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

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Intergovernmental	0	0	0	0	33,587	0
Rental	166,997	107,661	97,740	97,740	65,000	60,000
Charges for Services	6,312,898	6,262,671	4,587,231	4,917,780	7,566,830	7,758,841
Miscellaneous	295,168	449,317	330,819	330,819	611,875	884,463
Total Revenues	6,775,063	6,819,649	5,015,790	5,346,339	8,277,292	8,703,304
Expenditures						
Planning and Development	90,010	119,171	166,511	166,511	166,511	181,493
Public Works	373,897	434,431	506,821	506,821	467,027	477,409
Capital	2,453,279	2,374,786	24,075,272	24,891,501	24,891,501	33,586,093
Interfund Transfers	41,000	44,000	58,000	139,605	139,605	57,000
Total Expenditures	2,958,186	2,972,388	24,806,604	25,704,438	25,664,644	34,301,995
Excess (deficiency) of revenues over expenditures	**3,816,877**	**3,847,261**	**(19,790,814)**	**(20,358,099)**	**(17,387,352)**	**(25,598,691)**
Beginning Working Capital (Fund Balance), July 1	23,880,215	27,697,092	30,930,884	31,544,353	31,544,353	35,910,760
Ending Working Capital (Fund Balance), June 30	27,697,092	31,544,353	11,140,070	11,186,254	14,157,001	10,312,069

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	23,880,215	27,697,092	30,930,884	31,544,353	31,544,353	35,910,760
Total Revenues	6,775,063	6,819,649	5,015,790	5,346,339	8,277,292	8,703,304
Total Resources	30,655,278	34,516,741	35,946,674	36,890,692	39,821,645	44,614,064
Requirements						
Total Expenditures	2,958,186	2,972,388	24,806,604	25,704,438	25,664,644	34,301,995
Ending Working Capital (Fund Balance)	27,697,092	31,544,353	11,140,070	11,186,254	14,157,001	10,312,069
Total Requirements	30,655,278	34,516,741	35,946,674	36,890,692	39,821,645	44,614,064

Reserves (Budgeted amounts only)						
Balance Available	14,847,960	14,589,623	11,140,070	11,186,254	11,186,254	10,312,069
Total Reserves	14,847,960	14,589,623	11,140,070	11,186,254	11,186,254	10,312,069

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 Bonds.

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 FY20: 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 $3.1 million in FY20. The last set of the 76 projects that comprise the 2012 bond measure will be constructed in FY20, along with the start of new projects authorized by the 2017 Street Bond. In November 2017, Eugene voters passed a five-year, $51.2 million General Obligation (G.O.) Bond measure to fix the streets and fund bicycle and pedestrian projects. In FY20, construction will start on the projects approved by the 2017 Street Bond.

For fiscal years beyond FY20: The local motor vehicle fuel tax is expected to generate about $3 million annually for the pavement preservation program. The current Street Bond will provide revenues through FY24.

Important fund accomplishments, opportunities or challenges: The 2018 Pavement Management Report shows a decrease in the backlog of improved asphalt streets, although costs continue to increase due to inflation. As a result, the projected level of funding beyond the 2017 bond measure is insufficient to stabilize the backlog. Additionally, 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 2017 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.

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Taxes	3,081,192	3,135,901	3,000,000	3,000,000	3,263,803	3,100,000
Intergovernmental	2,660,267	3,567,426	2,954,000	23,971,557	30,299,717	2,955,000
Rental	36,627	8,473	0	0	35,000	35,000
Charges for Services	146,897	152,948	182,000	182,000	274,688	0
Miscellaneous	33,801	47,720	7,130,000	7,130,000	78,783	116,000
Draws on Line of Credit	8,600,000	9,330,000	6,779,500	9,229,503	9,146,086	9,915,000
Interfund Transfers	30,000	1,030,000	2,140,000	2,261,250	2,261,250	1,950,000
Total Revenues	14,588,784	17,272,468	22,185,500	45,774,310	45,359,327	18,071,000
Expenditures						
Capital	14,734,142	14,040,943	50,589,857	52,778,885	52,263,516	59,084,767
Debt Service	0	0	30,000	30,000	30,000	0
Total Expenditures	14,734,142	14,040,943	50,619,857	52,808,885	52,293,516	59,084,767
Excess (deficiency) of revenues over expenditures	**(145,358)**	**3,231,525**	**(28,434,357)**	**(7,034,575)**	**(6,934,189)**	**(41,013,767)**
Beginning Working Capital (Fund Balance), July 1 *	5,500,311	5,354,953	29,721,202	8,510,561	8,586,478	42,785,756
Ending Working Capital (Fund Balance), June 30	5,354,953	8,586,478	1,286,845	1,475,986	1,652,289	1,771,989

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)*	5,500,311	5,354,953	29,721,202	8,510,561	8,586,478	42,785,756
Total Revenues	14,588,784	17,272,468	22,185,500	45,774,310	45,359,327	18,071,000
Total Resources	20,089,095	22,627,421	51,906,702	54,284,871	53,945,805	60,856,756
Requirements						
Total Expenditures	14,734,142	14,040,943	50,619,857	52,808,885	52,293,516	59,084,767
Ending Working Capital (Fund Balance)	5,354,953	8,586,478	1,286,845	1,475,986	1,652,289	1,771,989
Total Requirements	20,089,095	22,627,421	51,906,702	54,284,871	53,945,805	60,856,756

Reserves (Budgeted amounts only)						
Balance Available	1,904,984	2,880,908	1,286,845	1,475,986	1,551,903	1,771,989
Total Reserves	1,904,984	2,880,908	1,286,845	1,475,986	1,551,903	1,771,989

*This fund's Beginning Working Capital adjustment adopted in the FY19 December Supplemental Budget was incorrect. The adjustment was corrected with the FY19 June Supplemental Budget and appears in the "FY19 Projections" column and is reflected in the FY20 Adopted Budget Beginning Working Capital.

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**	**FY20 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 transfer 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 204
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 207
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 209
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 212
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 214

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 FY20: 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. In FY19, the ALS ambulance was funded using a general fund transfer and revenues. In FY19, City of Eugene staff and equipment costs for one of the BLS units was billed to the City of Springfield. The FY19 June Supplemental Budget provided a transfer from the General Fund to increase recruiting for additional staff that are projected to decrease overtime staff costs and enhance capacity.

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. 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 FY20: While the fund will receive some funding ($400k) annually from the new community safety payroll tax in FY21, the fund will not have adequate resources under current projections according to the latest six-year forecast. 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 provided 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.

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Intergovernmental	25,000	50,000	0	1,322,708	1,322,708	0
Charges for Services	7,912,352	9,689,108	9,131,280	9,131,280	9,505,186	9,748,542
Miscellaneous	495,360	93,049	638,507	638,507	652,998	683,300
Interfund Transfers	0	1,000,000	750,000	1,150,000	1,150,000	0
Total Revenues	8,432,712	10,832,157	10,519,787	12,242,495	12,630,892	10,431,842
Expenditures						
Fire and Emerg. Med. Srvcs.	8,130,258	9,809,441	9,603,371	11,326,079	10,727,178	10,552,524
Interfund Transfers	899,998	979,757	1,189,673	1,189,673	1,189,673	1,321,746
Total Expenditures	9,030,256	10,789,198	10,793,044	12,515,752	11,916,851	11,874,270
Excess (deficiency) of revenues over expenditures	**(597,544)**	**42,959**	**(273,257)**	**(273,257)**	**714,041**	**(1,442,428)**
Beginning Working Capital (Fund Balance), July 1	1,197,496	599,952	921,348	642,911	642,911	1,442,428
Ending Working Capital (Fund Balance), June 30	599,952	642,911	648,091	369,654	1,356,952	0

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	1,197,496	599,952	921,348	642,911	642,911	1,442,428
Total Revenues	8,432,712	10,832,157	10,519,787	12,242,495	12,630,892	10,431,842
Total Resources	9,630,208	11,432,109	11,441,135	12,885,406	13,273,803	11,874,270
Requirements						
Total Expenditures	9,030,256	10,789,198	10,793,044	12,515,752	11,916,851	11,874,270
Ending Working Capital (Fund Balance)	599,952	642,911	648,091	369,654	1,356,952	0
Total Requirements	9,630,208	11,432,109	11,441,135	12,885,406	13,273,803	11,874,270

Reserves (Budgeted amounts only)						
Balance Available	778,916	44,651	648,091	369,654	369,654	0
Total Reserves	778,916	44,651	648,091	369,654	369,654	0

Ambulance Transport (Fund 592) Six-Year Financial Forecast, FY20 - FY25
Executive Summary

Major Issues for This Fund

To address capacity issues, the City added additional ambulances in FY18 and FY19 funded through a General Fund transfer and projected Charges for Services revenues. In addition, the City has contracted with a private provider for non-emergency transports. This forecast assumes continuing with the current level of service delivery without receiving additional funding. FY19 revenues included $1.3 million in one-time grant funding for heart monitors which is offset by capital replacement purchases. No future grants are projected in this forecast. For FY21-25, call volume is projected to rise consistent with a growing population. This forecast shows increasing operational costs of salaries, PERS, and equipment outpacing the reimbursement rates of Medicare and Medicaid. 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. Combined, these issues result in operating costs outpacing revenues for the fund.

	Actual FY17	Actual FY18	Estimate* FY19	Proposed FY20	Forecast** FY21	FY22	FY23	FY24	FY25
Resources									
Beginning Working Capital	$1,197,496	$599,952	$642,911	$1,356,952	$150,387	($754,927)	($1,889,514)	($3,044,297)	(4,206,786)
Revenues	8,432,712	10,832,158	12,912,992	10,431,842	11,344,901	11,715,441	12,073,341	12,425,854	12,758,077
Total Resources	9,630,208	11,432,109	13,555,903	11,788,794	11,495,289	10,960,514	10,183,827	9,381,557	8,551,292
Requirements									
Expenditures									
Operation	8,278,255	10,028,865	9,930,905	10,071,587	10,641,851	11,199,004	11,535,203	11,853,410	12,131,758
Capital Replacement (Medic Units)	240,000	176,334	1,482,046	656,820	676,525	696,820	717,725	739,257	761,434
Non-Departmental	512,000	584,000	786,000	910,000	931,840	954,204	975,197	995,676	1,015,589
Total Expenditures	9,030,255	10,789,199	12,198,951	11,638,407	12,250,215	12,850,029	13,228,125	13,588,342	13,908,781
Annual Surplus/(Deficit)	(597,543)	42,959	714,042	(1,206,565)	(905,314)	(1,134,588)	(1,154,783)	(1,162,488)	(1,150,704)
Balance Available	599,952	642,911	1,356,952	150,387	(754,927)	(1,889,514)	(3,044,297)	(4,206,786)	(5,357,490)
Total Requirements	9,630,207	11,432,109	13,555,903	11,788,794	11,495,289	10,960,514	10,183,827	9,381,557	8,551,292
Target Balance Available***	1,465,043	1,768,811	1,786,151	1,830,265	1,928,948	2,025,535	2,085,067	2,141,514	2,191,224
Amount Above/(Below) Target	(865,091)	(1,125,900)	(429,199)	(1,679,877)	(2,683,875)	(3,915,049)	(5,129,364)	(6,348,300)	(7,548,714)

Notes:

*FY19 Estimate includes SB2 funding for Medic 10 Spring Recruit Class of 8 firefighters to help offset overtime in subsequent years.

**Forecast was prepared prior to adoption of FY20 Budget. FY20 Proposed amounts do not include adjustments for encumbrances or changes to proposed budget. The forecast does not include $400k in annual community safety payroll tax revenue expected to begin in FY21.

***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 for restricted use.

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 FY20:** 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 FY20. The Airport Master Plan update outlines short, medium and long-term capital planning projects and proposed funding for each project. Projects in FY20 will be completed through the use of revenues from FAA Airport Improvement grants, fund reserves and passenger charges.
>
> **For fiscal years beyond FY20:** In October 2018, Congress passed a five-year FAA reauthorization bill providing stable, but flat funding of the Airport Improvement Program at $3.35 billion per year and kept in place the federal cap on local passenger facility charges. This will provide existing levels of entitlement grant funding for the Eugene Airport at approximately $3 million per year. This reauthorization also streamlined the PFC application process and included benefit/cost reforms for the Small Community Air Service Development program.

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 eight years. The Airport is striving to maintain rates and charges comparable to other airports competing for the same commercial air service. Air service to Chicago O'Hare began in FY19 bringing the total number of nonstop routes to 11 destinations. Additional service was added to Seattle, Los Angeles, 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 and Eugene Police Department and 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.

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Licenses/Permits	40,385	39,791	43,700	43,700	43,700	43,700
Intergovernmental	1,608,763	6,224,214	2,917,258	3,723,127	3,723,127	9,519,000
Rental	1,184,304	1,086,480	989,284	989,284	989,284	1,006,102
Charges for Services	11,691,805	14,158,246	12,803,266	19,602,646	21,809,287	14,859,082
Fines/Forfeitures	899	5,267	3,200	3,200	3,200	3,200
Miscellaneous	125,409	182,709	20,000	20,000	200,000	193,602
Total Revenues	14,651,564	21,696,707	16,776,708	24,381,957	26,768,598	25,624,686
Expenditures						
Fire and Emerg. Med. Srvcs.	864,582	907,517	1,235,585	1,235,585	1,235,585	1,291,890
Police	576,555	634,276	709,000	709,000	709,000	1,114,114
Public Works	7,499,991	8,311,188	8,822,783	8,822,783	8,822,783	9,936,238
Capital	7,608,238	7,408,207	16,417,223	15,430,097	15,430,097	23,019,948
Interfund Transfers	603,000	605,000	632,000	632,000	632,000	744,000
Total Expenditures	17,152,365	17,866,188	27,816,591	26,829,465	26,829,465	36,106,190
Excess (deficiency) of revenues over expenditures	**(2,500,801)**	**3,830,519**	**(11,039,883)**	**(2,447,508)**	**(60,867)**	**(10,481,504)**
Beginning Working Capital (Fund Balance), July 1	12,135,449	9,634,648	22,258,517	13,465,167	13,465,167	25,365,374
Ending Working Capital (Fund Balance), June 30	9,634,648	13,465,167	11,218,634	11,017,659	13,404,300	14,883,870

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	12,135,449	9,634,648	22,258,517	13,465,167	13,465,167	25,365,374
Total Revenues	14,651,564	21,696,707	16,776,708	24,381,957	26,768,598	25,624,686
Total Resources	26,787,013	31,331,355	39,035,225	37,847,124	40,233,765	50,990,060
Requirements						
Total Expenditures	17,152,365	17,866,188	27,816,591	26,829,465	26,829,465	36,106,190
Ending Working Capital (Fund Balance)	9,634,648	13,465,167	11,218,634	11,017,659	13,404,300	14,883,870
Total Requirements	26,787,013	31,331,355	39,035,225	37,847,124	40,233,765	50,990,060

Reserves (Budgeted amounts only)						
Reserve*	781,060	139,025	3,835,436	(4,001,737)	3,835,436	6,358,213
Balance Available*	4,253,576	6,076,372	7,383,198	15,019,396	7,182,223	8,525,657
Total Reserves	5,034,636	6,215,397	11,218,634	11,017,659	11,017,659	14,883,870

*On the FY19 December Supplemental Budget, Reserves in this fund were recorded incorrectly. As a result of this error the budgeted Reserves were understated and Balance Available was overstated. The correction was made on the June FY19 Supplment Budget. The correct figures are reflected in the "FY19 Projections" column. The FY20 Adopted Budget reflects the corrected FY19 figures.

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 and facilitate economic activity. The program's primary service delivery area is downtown to campus, but 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 FY20: The FY20 budget continues to address the deferred capital maintenance in parking structures as identified in a 2016 report. The capital budget includes modernizing all three elevators in the Overpark Garage and continuing deck coating replacement work in the Overpark, Parcade and Pearl Street garages to address joint seals and cracks. The operations budget will implement the parking structures component of the Downtown Wayfinding Plan, expand security cameras to the Broadway South and North Garages and replace the parking access and revenue controls systems in the Parcade and Overpark Garages. The Parking Fund is also addressing long-term transportation strategies that will mitigate parking constraints in downtown parking garages.

For fiscal years beyond FY20: The Parking Fund transfer to the General Fund for downtown police services is projected to continue at the same amount as FY20 which is $838,350. However, this transfer will be discontinued, as it has been incorporated into the Community Safety Payroll Tax. The fund is expected to rebuild its reserves and continue to 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. The fund is now better positioned to rebuild reserves and address a capital maintenance backlog now that transfers to the General Fund have been phased out except for resources for downtown public safety services. The City has retrofitted all parking structures with smart sensing LED lights, deep cleaned the interior and exterior of the parking structures, replaced two levels of deck coating in three parking structures, expanded security cameras in the Overapark and Parcade Garages and replaced both stair columns in the Pearl Street Garage. Staff have also begun the process to modernize five of ten elevators in parking structures.

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.

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Rental	570,140	535,780	520,605	520,605	551,257	638,105
Charges for Services	5,036,696	4,923,824	5,380,140	5,530,140	5,234,080	6,147,858
Fines/Forfeitures	1,220,453	1,201,943	1,351,500	1,351,500	1,224,500	1,224,500
Miscellaneous	78,532	105,694	185,000	185,000	155,000	70,000
Interfund Loans	0	0	750,000	750,000	750,000	0
Total Revenues	6,905,821	6,767,241	8,187,245	8,337,245	7,914,837	8,080,463
Expenditures						
Central Services	356,714	366,027	395,512	395,512	372,404	399,788
Planning and Development	4,623,053	5,672,073	6,293,570	6,243,844	5,746,912	6,376,876
Public Works	61,509	62,116	90,061	90,061	90,061	93,033
Capital	12,790	129,822	1,720,633	1,797,389	1,643,000	2,617,987
Debt Service	0	0	26,250	26,250	13,125	26,250
Interfund Transfers	1,064,425	1,087,350	1,119,350	1,119,350	1,119,350	1,185,350
Special Payments	0	0	0	0	0	150,000
Total Expenditures	6,118,491	7,317,388	9,645,376	9,672,406	8,984,852	10,849,284
Excess (deficiency) of revenues over expenditures	**787,330**	**(550,147)**	**(1,458,131)**	**(1,335,161)**	**(1,070,015)**	**(2,768,821)**
Beginning Working Capital (Fund Balance), July 1	1,930,915	2,718,245	2,616,260	2,168,098	2,168,098	3,201,494
Ending Working Capital (Fund Balance), June 30	2,718,245	2,168,098	1,158,129	832,937	1,098,083	432,673

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	1,930,915	2,718,245	2,616,260	2,168,098	2,168,098	3,201,494
Total Revenues	6,905,821	6,767,241	8,187,245	8,337,245	7,914,837	8,080,463
Total Resources	8,836,736	9,485,486	10,803,505	10,505,343	10,082,935	11,281,957
Requirements						
Total Expenditures	6,118,491	7,317,388	9,645,376	9,672,406	8,984,852	10,849,284
Ending Working Capital (Fund Balance)	2,718,245	2,168,098	1,158,129	832,937	1,098,083	432,673
Total Requirements	8,836,736	9,485,486	10,803,505	10,505,343	10,082,935	11,281,957

Reserves (Budgeted amounts only)						
Balance Available	1,638,710	1,532,385	1,158,129	832,937	832,937	432,673
Total Reserves	1,638,710	1,532,385	1,158,129	832,937	832,937	432,673

Parking Services (Fund 520) Six-Year Financial Forecast, FY20-25
Executive Summary

Major Issues for this Fund

The Parking Fund is able to cover its operating costs and highest priority capital maintenance needs. High priority capital investments in the downtown parking structures are reflected in the forecast along with gradual increased parking rates for overall fund stability.

		Actual FY17	Actual FY18	Estimate FY19	Proposed FY20	Forecast* FY21	FY22	FY23	FY24	FY25
Resources										
Beginning Working Capital		$1,930,915	$2,718,245	$2,168,097	$1,098,082	$447,672	$296,222	$534,822	$814,572	$1,136,472
Revenue	(1)									
On-Street		2,817,569	2,860,669	3,000,140	3,086,640	3,179,200	3,274,600	3,372,800	3,474,000	3,578,200
Off-Street		2,014,285	1,881,073	2,063,940	2,896,218	2,983,100	3,072,600	3,164,800	3,259,700	3,357,500
Citations		1,220,453	1,201,943	1,224,500	1,224,500	1,261,200	1,299,000	1,338,000	1,378,100	1,419,400
Commercial Space Rentals		570,140	535,780	551,257	638,105	657,200	676,900	697,200	718,100	739,600
Event Parking	(2)	204,492	182,082	170,000	170,000	170,000	170,000	170,000	170,000	170,000
Other Revenue		78,883	105,694	155,000	65,000	25,000	25,000	25,000	25,000	25,001
Interfund Loan				750,000						
Total Revenue		6,905,822	6,767,241	7,914,837	8,080,463	8,275,700	8,518,100	8,767,800	9,024,900	9,289,701
Total Resources		8,836,737	9,485,486	10,082,934	9,178,545	8,723,372	8,814,322	9,302,622	9,839,472	10,426,173
Requirements										
Expenditures										
Department Operating	(3)	5,041,277	6,100,217	6,209,377	6,384,273	6,575,800	6,773,100	6,976,300	7,185,600	7,401,200
Capital	(4)	12,790	129,822	1,643,000	1,000,000	500,000	150,000	150,000	150,000	200,000
Non-Departmental										
General Fund Transfer (Police)	(5)	817,425	838,350	838,350	838,350	838,350	838,350	838,350	838,350	838,350
General Fund Other Transfer (CSA)		247,000	249,000	281,000	332,000	342,000	352,300	362,900	373,800	385,000
Debt Service	(6)			13,125	176,250	171,000	165,750	160,500	155,250	
Total Non-Departmental		1,064,425	1,087,350	1,132,475	1,346,600	1,351,350	1,356,400	1,361,750	1,367,400	1,223,350
Total Expenditures		6,118,492	7,317,389	8,984,852	8,730,873	8,427,150	8,279,500	8,488,050	8,703,000	8,824,550
Annual Surplus/(Deficit)		787,330	(550,147)	(1,070,015)	(650,410)	(151,450)	238,600	279,750	321,900	465,151
Ending Fund Balance		2,718,245	2,168,097	1,098,082	447,672	296,222	534,822	814,572	1,136,472	1,601,623
Total Requirements		8,836,737	9,485,486	10,082,934	9,178,545	8,723,372	8,814,322	9,302,622	9,839,472	10,426,173
Target Balance Available**	(7)	1,017,617	1,197,928	1,223,642	1,288,479	1,321,192	1,354,917	1,389,675	1,425,500	1,437,425
Amount Above/(Below) Target		1,700,628	970,170	(125,560)	(840,806)	(1,024,969)	(820,094)	(575,103)	(289,028)	164,198

Notes:

*Forecast was prepared prior to adoption of FY20 Budget. FY20 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) Revenues and expenses are projected to grow by 3.0% annually over the forecast horizon.

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

(3) Operating expenditures for the Parking Fund include allocations for Public Works, Municipal Court, and Planning and Development

(4) A loan of $750,000 from the Atrium Fund in FY19 started several major capital projects focused on reducing the $10 million in identifed deferred maintenance from a 2016 facility condition assessment report.

(5) The General Fund Transfer is to support downtown public safety. This forecast does not reflect the elimination of this transfer, which is planned to occur under the newly enacted payroll tax.

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

(7) 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 FY20:** The FY20 budget assumes no increase in stormwater user fees. If revenues remain consistent with FY19 collections, funds will be available to adequately cover capital costs and ongoing system operations and maintenance, including the current inventory of green infrastructure stormwater facilities.
>
> **For fiscal years beyond FY20:** Maintaining sufficient resources to support the program while maintaining reasonable user fees will require annual modest rate adjustments in years beyond FY20. 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 risks of flooding. Significant accomplishments over the years include the restoration of 3,000 acres of wetlands and waterway riparian areas, and management of over 6,000 miles of pipe and open channels. Despite some 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, stabilizing stream banks on Amazon Creek and the Willamette River and changing regulatory requirements with an anticipated NPDES permit renewal in FY21.

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

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

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Licenses/Permits	221,016	209,817	155,000	155,000	223,000	172,000
Intergovernmental	599,402	216,306	9,000	1,065,229	891,984	9,000
Rental	31,204	65,988	0	0	4,344	0
Charges for Services	17,739,207	19,773,983	19,320,239	19,320,239	20,501,369	20,303,112
Fines/Forfeitures	3,260	0	0	0	0	0
Miscellaneous	76,722	177,685	71,125	71,125	233,303	292,000
Total Revenues	18,670,811	20,443,779	19,555,364	20,611,593	21,854,000	20,776,112
Expenditures						
Public Works	13,776,144	14,138,729	16,574,573	16,958,058	16,893,382	17,617,703
Capital	1,441,107	1,750,145	8,217,835	8,015,567	9,267,544	8,649,614
Interfund Transfers	1,154,000	1,111,000	1,351,000	1,390,645	1,390,645	1,202,000
Special Payments	300	350	15,000	15,000	15,000	15,000
Total Expenditures	16,371,551	17,000,224	26,158,408	26,379,270	27,566,571	27,484,317
Excess (deficiency) of revenues over expenditures	**2,299,260**	**3,443,555**	**(6,603,044)**	**(5,767,677)**	**(5,712,571)**	**(6,708,205)**
Beginning Working Capital (Fund Balance), July 1	6,957,196	9,256,456	11,504,146	12,700,011	12,700,011	13,664,963
Ending Working Capital (Fund Balance), June 30	9,256,456	12,700,011	4,901,102	6,932,334	6,987,440	6,956,758

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	6,957,196	9,256,456	11,504,146	12,700,011	12,700,011	13,664,963
Total Revenues	18,670,811	20,443,779	19,555,364	20,611,593	21,854,000	20,776,112
Total Resources	25,628,007	29,700,235	31,059,510	33,311,604	34,554,011	34,441,075
Requirements						
Total Expenditures	16,371,551	17,000,224	26,158,408	26,379,270	27,566,571	27,484,317
Ending Working Capital (Fund Balance)	9,256,456	12,700,011	4,901,102	6,932,334	6,987,440	6,956,758
Total Requirements	25,628,007	29,700,235	31,059,510	33,311,604	34,554,011	34,441,075

Reserves (Budgeted amounts only)						
Balance Available	3,279,033	4,701,827	4,901,102	6,932,334	6,932,334	6,956,758
Total Reserves	3,279,033	4,701,827	4,901,102	6,932,334	6,932,334	6,956,758

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 FY20: The budget assumes a 4% increase in local wastewater user fees and a 2% increase in regional user fees to adequately cover capital, ongoing system operations and maintenance costs.

For fiscal years beyond FY20: Maintaining an adequate fund balance and current service levels will require annual modest rate adjustments in years beyond FY20. 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 new facilities plan projects such as solids digestion, digester gas treatment systems, maintenance facilities and a new laboratory. Over 11 billion gallons of wastewater were treated in full compliance with permit discharge limits in FY18. 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. Improvements to digester gas filtration are planned to provide vehicle fuel, a new source of renewable energy. 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 43 miles of service laterals to the City's wastewater system responsibilities 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.

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Licenses/Permits	2,502	96,577	16,000	16,000	16,000	16,000
Intergovernmental	73,073	19,191	9,000	9,000	0	0
Rental	22,004	9,804	0	0	6,132	6,132
Charges for Services	50,583,419	51,604,878	55,630,953	56,359,416	55,468,162	56,958,713
Fines/Forfeitures	8,950	3,300	5,000	5,000	5,000	5,000
Miscellaneous	90,661	101,377	62,800	62,800	109,722	154,500
Total Revenues	50,780,609	51,835,127	55,723,753	56,452,216	55,605,016	57,140,345
Expenditures						
Public Works	21,222,193	21,594,520	24,932,977	25,318,226	24,852,226	25,805,489
Capital	806,955	1,721,726	7,457,812	6,270,915	6,270,915	7,392,395
Interfund Transfers	1,718,000	1,785,000	1,865,000	1,865,000	1,865,000	1,820,000
Special Payments	25,575,411	26,177,657	27,845,000	27,845,000	26,845,000	28,636,000
Total Expenditures	49,322,559	51,278,903	62,100,789	61,299,141	59,833,141	63,653,884
Excess (deficiency) of revenues over expenditures	**1,458,050**	**556,224**	**(6,377,036)**	**(4,846,925)**	**(4,228,125)**	**(6,513,539)**
Beginning Working Capital (Fund Balance), July 1	4,034,259	5,492,309	6,540,622	6,048,533	6,048,533	8,329,310
Ending Working Capital (Fund Balance), June 30	5,492,309	6,048,533	163,586	1,201,608	1,820,408	1,815,771

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	4,034,259	5,492,309	6,540,622	6,048,533	6,048,533	8,329,310
Total Revenues	50,780,609	51,835,127	55,723,753	56,452,216	55,605,016	57,140,345
Total Resources	54,814,868	57,327,436	62,264,375	62,500,749	61,653,549	65,469,655
Requirements						
Total Expenditures	49,322,559	51,278,903	62,100,789	61,299,141	59,833,141	63,653,884
Ending Working Capital (Fund Balance)	5,492,309	6,048,533	163,586	1,201,608	1,820,408	1,815,771
Total Requirements	54,814,868	57,327,436	62,264,375	62,500,749	61,653,549	65,469,655

Reserves (Budgeted amounts only)						
Balance Available	1,420,315	931,931	163,586	1,201,608	1,201,608	1,815,771
Total Reserves	1,420,315	931,931	163,586	1,201,608	1,201,608	1,815,771

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**	**FY20 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 218
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 222
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 and the University of Oregon.	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/Computer Aided Dispatch (RMS/CAD) 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 226
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 230
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, COBRA participants and retirees.	Property and liability insurance and claims, current and previous employee benefits and medical claims, 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 232

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 FY20:
Atrium Fund (617): In FY20, capital funds will be used to begin addressing areas of concern the were identified through a facility condition assessment completed in FY19. Public Works Administration staff will be moving into the building, which will require significant construction and remodeling. Funding for this transition is primarily derived from Public Works with small improvement plans supported by the Atrium Fund. Additionally, as part of the Community Safety Initiative, the City Prosecutor's Office is expanding, which has required office remodeling that may continue into FY20.

Facilities Maintenance Fund (618): From FY13–15, the Facility Management Division was able to use savings from past energy efficiency efforts to help offset increases in Facility rates charged to departments. However, unfavorable weather and supplier costs during this same time period increased expenditures beyond projections, reducing Balance Available to a level well below the two-month target. In the fall of 2015, a three-year plan was approved to restore the fund's Balance Available to align with City policy by increasing rates $280,000 annually from FY17–19. Balance Available is now above the two-month target, providing greater financial stability for the fund.

Facilities Professional Services Fund (635): The Facilities Professional Service Fund rate model was revamped in FY19 to ensure departments receive equitable and competitive project management charges.

For fiscal years beyond FY20:
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 FY20 and beyond. Staff will continue to address projects identified in the Atrium's FY19 facility condition assessment starting in FY20 and will likely continue for several fiscal years.

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): In FY20, the Design and Construction team supported by Fund 635 will be heavily involved with three large Recreation Division projects funded by the 2018 Parks and Recreation Bond. These large projects and the ongoing maintenance of 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 was conducted to create a long-term plan for capital improvements. To start addressing identified areas of concern, $400k was allocated in FY19, and spending is anticipated to continue into future years to address identified needs for the building.

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 Climate Recovery Ordinance. Facility preservation and maintenance have been identified as a priority by the City Council and reflect 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 67% 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.

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Intergovernmental	37,193	0	0	0	0	0
Rental	588,384	578,528	588,600	588,600	649,653	715,478
Charges for Services	9,806,973	9,929,050	10,502,397	10,502,397	10,274,985	10,668,718
Miscellaneous	55,947	89,734	32,050	32,050	63,355	132,250
Interfund Loans	0	0	0	0	0	150,000
Total Revenues	10,488,497	10,597,311	11,123,047	11,123,047	10,987,993	11,666,446
Expenditures						
Central Services	8,828,087	9,384,771	10,329,448	10,248,899	9,713,786	10,525,244
Planning and Development	260,360	340,274	518,118	483,904	449,296	544,723
Debt Service	211,730	211,165	0	0	0	0
Capital	520,168	174,920	752,567	750,406	750,406	1,015,734
Interfund Transfers	421,000	477,000	507,000	507,000	507,000	654,000
Special Payments	0	0	750,000	750,000	750,000	0
Total Expenditures	10,241,345	10,588,130	12,857,133	12,740,209	12,170,488	12,739,701
Excess (deficiency) of revenues over expenditures	**247,152**	**9,181**	**(1,734,086)**	**(1,617,162)**	**(1,182,495)**	**(1,073,255)**
Beginning Working Capital (Fund Balance), July 1	3,621,284	3,868,436	4,162,892	3,877,617	3,877,617	3,636,277
Ending Working Capital (Fund Balance), June 30	3,868,436	3,877,617	2,428,806	2,260,455	2,695,122	2,563,022

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	3,621,284	3,868,436	4,162,892	3,877,617	3,877,617	3,636,277
Total Revenues	10,488,497	10,597,311	11,123,047	11,123,047	10,987,993	11,666,446
Total Resources	14,109,781	14,465,747	15,285,939	15,000,664	14,865,610	15,302,723
Requirements						
Total Expenditures	10,241,345	10,588,130	12,857,133	12,740,209	12,170,488	12,739,701
Ending Working Capital (Fund Balance)	3,868,436	3,877,617	2,428,806	2,260,455	2,695,122	2,563,022
Total Requirements	14,109,781	14,465,747	15,285,939	15,000,664	14,865,610	15,302,723

Reserves (Budgeted amounts only)						
Reserve	536,500	412,000	300,000	221,552	221,552	200,000
Balance Available	2,272,167	2,812,774	2,128,806	2,038,903	2,038,903	2,363,022
Total Reserves	2,808,667	3,224,774	2,428,806	2,260,455	2,260,455	2,563,022

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 FY20: 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 FY18. Reserves are expected to slightly exceed the target in FY19 and then decline to 73% of the target in FY20. Radio Communications staff will continue to lead a staffing and service level review in FY20, 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. Partial replacement funds for this equipment have been identified but the remainder of the funding requirements may have significant impact on the fund.

For fiscal years beyond FY20: 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 FY20. 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 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.

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Intergovernmental	11,771	70,365	0	0	92,818	0
Rental	21,976	44,471	25,000	25,000	66,750	66,750
Charges for Services	9,505,511	9,321,067	9,674,286	9,674,286	9,723,639	10,629,181
Miscellaneous	495,839	633,046	855,000	855,000	499,939	838,845
Interfund Transfers	1,430,980	1,466,755	1,510,000	2,010,000	2,010,000	1,550,000
Interfund Loans	0	0	120,000	120,000	120,000	120,000
Total Revenues	11,466,077	11,535,704	12,184,286	12,684,286	12,513,146	13,204,776
Expenditures						
Public Works	10,608,905	10,225,848	16,401,757	17,756,757	17,613,043	13,863,531
Interfund Transfers	406,000	794,000	380,000	380,000	380,000	460,000
Special Payments	0	1,200,000	0	0	0	0
Total Expenditures	11,014,905	12,219,848	16,781,757	18,136,757	17,993,043	14,323,531
Excess (deficiency) of revenues over expenditures	**451,172**	**(684,144)**	**(4,597,471)**	**(5,452,471)**	**(5,479,897)**	**(1,118,755)**
Beginning Working Capital (Fund Balance), July 1	20,187,660	20,638,832	20,088,721	19,954,688	19,954,688	16,196,730
Ending Working Capital (Fund Balance), June 30	20,638,832	19,954,688	15,491,250	14,502,217	14,474,791	15,077,975

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	20,187,660	20,638,832	20,088,721	19,954,688	19,954,688	16,196,730
Total Revenues	11,466,077	11,535,704	12,184,286	12,684,286	12,513,146	13,204,776
Total Resources	31,653,737	32,174,536	32,273,007	32,638,974	32,467,834	29,401,506
Requirements						
Total Expenditures	11,014,905	12,219,848	16,781,757	18,136,757	17,993,043	14,323,531
Ending Working Capital (Fund Balance)	20,638,832	19,954,688	15,491,250	14,502,217	14,474,791	15,077,975
Total Requirements	31,653,737	32,174,536	32,273,007	32,638,974	32,467,834	29,401,506

Reserves (Budgeted amounts only)						
Reserve	11,879,943	10,046,876	14,761,688	13,733,754	13,733,754	14,141,609
Balance Available	829,757	1,651,662	729,562	768,463	768,463	936,366
Total Reserves	12,709,700	11,698,538	15,491,250	14,502,217	14,502,217	15,077,975

Fleet Services (Fund 600) Six-Year Financial Forecast FY20-25
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 FY17	Actual FY18	Estimate FY19	Proposed FY20	Forecast* FY21	FY22	FY23	FY24	FY25
Resources									
Beginning Working Capital	$20,187,000	$20,639,000	$19,955,000	$14,475,000	$15,079,000	$16,490,000	$14,810,000	$18,171,000	$21,737,000
Revenues									
Operating Revenues	6,849,000	7,352,000	7,481,000	7,763,000	7,807,000	8,024,000	8,674,000	8,891,000	9,067,000
Capital Replacement Reserve Revenues	4,617,000	4,184,000	5,032,000	5,442,000	5,447,000	5,811,000	5,702,000	5,938,000	6,189,000
Total Revenues	11,466,000	11,536,000	12,513,000	13,205,000	13,254,000	13,835,000	14,376,000	14,829,000	15,256,000
Total Resources	31,653,000	32,175,000	32,468,000	27,680,000	28,333,000	30,325,000	29,186,000	33,000,000	36,993,000
Requirements									
Expenditures									
Department Operating	6,483,000	6,880,000	6,854,000	7,621,000	7,461,000	7,668,000	8,310,000	8,517,000	8,684,000
Capital Replacement	4,125,000	4,946,000	10,759,000	4,520,000	3,910,000	7,363,000	2,210,000	2,240,000	2,230,000
Non-Department	406,000	394,000	380,000	460,000	472,000	484,000	495,000	506,000	517,000
Total Expenditures	11,014,000	12,220,000	17,993,000	12,601,000	11,843,000	15,515,000	11,015,000	11,263,000	11,431,000
Annual Operating Surplus/Deficit	452,000	(684,000)	(5,480,000)	604,000	1,411,000	(1,680,000)	3,361,000	3,566,000	3,825,000
Replacement Reserve	19,710,000	18,948,000	13,220,000	14,143,000	15,679,000	14,127,000	17,618,000	21,316,000	25,275,000
Balance Available	929,000	1,007,000	1,255,000	936,000	811,000	683,000	553,000	421,000	287,000
Total Ending Fund Balance	20,639,000	19,955,000	14,475,000	15,079,000	16,490,000	14,810,000	18,171,000	21,737,000	25,562,000
Total Requirements	31,653,000	32,175,000	32,468,000	27,680,000	28,333,000	30,325,000	29,186,000	33,000,000	36,993,000
Target Balance Available**	1,148,000	1,212,000	1,206,000	1,347,000	1,322,000	1,359,000	1,468,000	1,504,000	1,534,000
Amount Above or (Below) Target	(219,000)	(205,000)	49,000	(411,000)	(511,000)	(676,000)	(915,000)	(1,083,000)	(1,247,000)

Notes:

Figures in this six-year forecast have been rounded for simplicity of presenting the data.

*Forecast was prepared prior to adoption of FY20 Budget. FY20 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, 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 and telephone services provided to City departments. User charges are intended to cover the cost of operations, contractual services 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 Enterprise Resource Planning (EPR) software applications (Procurement, Finance, Payroll, Human Resources and Benefits).

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 FY20:
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. ISD rate model will be updated during calendar year 2019 to reflect current hardware and software inventory and to better align with the portfolio of services supported by these rates. It is currently anticipated that the updated ISD rate model will be implemented as part of the FY21 budget process.

The FY20 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, phase-out of internal delivery of Print Services and continued budget refinement to reflect current ISD costs structure and portfolio of services provided to internal customers. 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 2.6%, which reflects normal operating cost increases, was approved as part of the FY20 budget process.

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 FY20 Adopted 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. One significant change in FY20 is that the University of Oregon has become a user of the RMS/CAD system, which will allow for better coordination between local law enforcement agencies and will contribute towards shared system hosting and maintenance costs.

Central Business Software (613): This fund has been utilizing planned contributions from the General Fund and other sources to accumulate the funding needed to pay for replacement of the corporate business software. With Corporate Renovation Project completed in FY19, this subfund will start transitioning from implementation phase to maintenance phase starting in FY20, as reflected in the operating budget for this subfund decreasing by $4.4 million in FY20 compared to the FY19 Adopted Budget.

For fiscal years beyond FY20:
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 ISD customers and other IT stakeholders, 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 costs associated with eventual replacement of the current Public Safety RMS/CAD system and the Municipal Court and City Prosecutor case management systems. It is anticipated that the reserves accumulated in this fund ($2.3 million in FY20) will be used to cover all or a substantial portion of these costs.

Central Business Software (613): The corporate software upgrade was a multi-year project that was completed in FY19. 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 costs associated with the Corporate Renovation Project have been made in the last several fiscal years within the existing operating budget. Going forward, the biggest challenge for this fund will to develop a sustainable long-term funding strategy that support the needs of corporate software systems and their customers on an ongoing basis at an adequate resource level that is closely aligned with the long-term business plan for corporate software. It is currently anticipated that this funding strategy will be developed during FY20, with implementation starting in FY21.

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. A new

ticket tracking system and inventory system that aligns with the ITIL practices was implemented in FY19. This system will provide deeper insights into the services required from the organization. Metrics will be reported to internal customers and other stakeholders 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 FY20. One large new FY20 project, which is being funded via funds appropriated in prior fiscal years, is implementation on an on-premise solution for the Municipal Court case management system, which will enhance system reliability and efficiency.

Central Business Software (613): With the Corporate Renovation Project completed in FY19, the Central Business Software Fund is starting transition from implementation phase to an ongoing maintenance and support phase in FY20.

All Funds: FY20 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 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. MFD charges and pass-through revenues are calculated based on historical experience and current trends.

Public Safety Information Systems Fund (612): Revenues from the 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. The City of Springfield and the University of Oregon help cover the costs associated with RMS/CAD maintenance and hosting costs based on an intergovernmental agreement with the City of Eugene.

Central Business Software Fund (613): Revenues are derived from the General Fund and other funds. With the corporate software replacement completed in FY19, this fund will transition to supporting future ongoing costs for corporate software.

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Charges for Services	9,891,725	7,069,499	7,568,501	7,568,501	7,132,966	7,774,013
Miscellaneous	147,129	137,983	5,000	5,000	134,600	171,000
Interfund Transfers	0	0	0	0	0	0
Total Revenues	10,038,855	7,207,482	7,573,501	7,573,501	7,267,566	7,945,013
Expenditures						
Central Services	8,040,246	10,445,154	13,015,741	11,590,679	10,394,226	8,349,084
Interfund Transfers	339,000	402,000	364,000	364,000	364,000	279,000
Total Expenditures	8,379,246	10,847,154	13,379,741	11,954,679	10,758,226	8,628,084
Excess (deficiency) of revenues over expenditures	**1,659,609**	**(3,639,672)**	**(5,806,240)**	**(4,381,178)**	**(3,490,660)**	**(683,071)**
Beginning Working Capital (Fund Balance), July 1	10,107,810	11,767,419	8,546,546	8,127,747	8,127,747	4,914,116
Ending Working Capital (Fund Balance), June 30	11,767,419	8,127,747	2,740,306	3,746,569	4,637,087	4,231,045

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	10,107,810	11,767,419	8,546,546	8,127,747	8,127,747	4,914,116
Total Revenues	10,038,855	7,207,482	7,573,501	7,573,501	7,267,566	7,945,013
Total Resources	20,146,665	18,974,901	16,120,047	15,701,248	15,395,313	12,859,129
Requirements						
Total Expenditures	8,379,246	10,847,154	13,379,741	11,954,679	10,758,226	8,628,084
Ending Working Capital (Fund Balance)	11,767,419	8,127,747	2,740,306	3,746,569	4,637,087	4,231,045
Total Requirements	20,146,665	18,974,901	16,120,047	15,701,248	15,395,313	12,859,129

Reserves (Budgeted amounts only)						
Reserve	1,364,919	1,317,024	1,686,947	1,686,947	1,686,947	2,315,610
Balance Available	1,930,332	3,192,152	1,053,359	2,059,622	2,059,622	1,915,435
Total Reserves	3,295,251	4,509,176	2,740,306	3,746,569	3,746,569	4,231,045

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 FY20:** This fund receives revenue primarily through billed charges to City capital projects. FY20 revenues are projected to remain steady with vacant positions filled. The fees charged to capital projects are calculated using a full-cost recovery rate model.
>
> **For fiscal years beyond FY20:** With funding sources such as the local gas tax, systems development charges and General Obligation 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)

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Intergovernmental	6,586	0	0	0	0	0
Charges for Services	5,405,698	5,629,140	7,430,586	7,680,586	6,949,576	8,357,896
Miscellaneous	25,522	17,331	14,000	14,000	18,344	18,000
Total Revenues	5,437,806	5,646,471	7,444,586	7,694,586	6,967,920	8,375,896
Expenditures						
Public Works	6,028,890	5,830,765	6,747,126	6,997,126	6,997,126	7,611,994
Interfund Transfers	888,000	920,000	684,000	684,000	684,000	753,000
Total Expenditures	6,916,890	6,750,765	7,431,126	7,681,126	7,681,126	8,364,994
Excess (deficiency) of revenues over expenditures	**(1,479,084)**	**(1,104,294)**	**13,460**	**13,460**	**(713,206)**	**10,902**
Beginning Working Capital (Fund Balance), July 1	3,643,145	2,164,061	328,483	1,059,767	1,059,767	396,624
Ending Working Capital (Fund Balance), June 30	2,164,061	1,059,768	341,943	1,073,227	346,561	407,526

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	3,643,145	2,164,061	328,483	1,059,767	1,059,767	396,624
Total Revenues	5,437,806	5,646,471	7,444,586	7,694,586	6,967,920	8,375,896
Total Resources	9,080,951	7,810,532	7,773,069	8,754,353	8,027,687	8,772,520
Requirements						
Total Expenditures	6,916,890	6,750,765	7,431,126	7,681,126	7,681,126	8,364,994
Ending Working Capital (Fund Balance)	2,164,061	1,059,767	341,943	1,073,227	346,561	407,526
Total Requirements	9,080,951	7,810,532	7,773,069	8,754,353	8,027,687	8,772,520

Reserves (Budgeted amounts only)						
Reserve	1,576,066	388,512	319,250	319,250	319,250	307,100
Balance Available	1,034,139	1,103,693	22,693	753,977	753,977	100,426
Total Reserves	2,610,205	1,492,205	341,943	1,073,227	1,073,227	407,526

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 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 judgements, 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 FY20:
Risk Management Fund (622): The Oregon tort claim liability limit for public bodies is currently $1.454 million per claim and will continue to increase incrementally. All increases impact City liability exposure. While FY20 Risk Rates increased by 3.8% ($184k) over FY19 rates, they remain under the targeted budget increase suggested by Finance.

Employee Health and Benefits Fund (623): For FY20, the budgeted rates increased approximately 4.8% over FY19.

Major issues continuing to face the Employee Health and Benefits Fund are: 1) retiree claims costs, which 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) health care inflation is consistently higher than the overall cost of goods and services.

In FY18, retirees paid $2 million in premiums but accounted for over $4 million in expenses. Expenses included claims, administration, stop loss reimbursements and fees. Expenses exceeding premiums resulted in a retiree subsidy of $2.3 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 about $1 million in FY19.

Pension Bond Fund (624): In FY02, the City issued Pension Obligation Bonds. This was done 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. The rate charged to departments in FY20 was reduced by 0.5% of payroll resulting in a net savings of nearly $600,000 compared to FY19.

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, 2018, the actuarial valuation to determine the cost of this implicit subsidy projected the Actuarial Accrued Liability at $17.1 million which includes the Retirement Health Insurance Account (RHIA) and the Retiree Health and Life Insurance Plan (RHLI). The actuarial valuation to update the liability for the RHIA is prepared every year by PERS. The actuarial valuation for the RHLI is prepared every two years.

Fiscal years beyond FY20:
Risk Management Fund (622): The long-range forecast projects a 5% per year increase from FY21-25, 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 general rate of inflation in the future, with a 6.1% increase in the medical trend rate projected in FY21 and 6.0% in FY22.

Key factors in increasing health plan costs continue to be catastrophic claims, overall medical cost inflation, increasing prescription drug costs and retiree health care costs. 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 continue to be claims experience and claims volatility, which vary by program area from year-to-year. Over the last several fiscal years, Risk has enjoyed lower than expected claims experience in workers' compensation and liability.

In FY18 Risk Services programs achieved $653,952 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 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; Total Worker Health ® (TWH) is another way the City works to advance worker health and wellbeing while

reducing chronic illnesses, workplace stress and the burden of occupational injury. The City is a Total Worker Health Affiliate, which is a joint National Institute for Occupational Health and Center for Disease Control designation for organizations that demonstrate commitment to advancing practices and policies, which reduce personal and occupational health and safety hazards.

OPEB Fund (625): Retirees and their dependents are entitled to continue coverage under the City's health plans until Medicare eligibility. Retiree health care costs are consistently higher than the premiums they pay to the City. In FY18 retirees received an "implicit subsidy" of $2.3 million. The subsidy was transferred from Fund 623 to Fund 625 to offset health care costs which exceeded 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 through the City of Eugene. In addition, Fund 623 offsets Fund 625 to balance retiree health plan costs that exceed the retiree premiums.

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

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Intergovernmental	223,688	257,802	220,000	220,000	220,000	235,000
Charges for Services	40,106,923	45,074,649	44,345,716	44,345,716	44,898,605	46,018,762
Miscellaneous	1,937,464	2,471,772	412,160	412,160	728,935	1,013,160
Total Revenues	42,268,075	47,804,223	44,977,876	44,977,876	45,847,540	47,266,922
Expenditures						
Central Services	34,302,574	36,207,143	39,378,122	39,337,581	36,860,261	40,426,779
Debt Service	6,364,373	6,674,373	6,999,400	6,999,400	6,996,080	7,339,400
Interfund Transfers	156,000	584,459	236,000	236,000	236,000	281,000
Total Expenditures	40,822,947	43,465,975	46,613,522	46,572,981	44,092,341	48,047,179
Excess (deficiency) of revenues over expenditures	**1,445,128**	**4,338,248**	**(1,635,646)**	**(1,595,105)**	**1,755,199**	**(780,257)**
Beginning Working Capital (Fund Balance), July 1	14,721,602	16,166,730	17,171,788	20,504,978	20,504,978	22,590,053
Ending Working Capital (Fund Balance), June 30	16,166,730	20,504,978	15,536,142	18,909,873	22,260,177	21,809,796

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	14,721,602	16,166,730	17,171,788	20,504,978	20,504,978	22,590,053
Total Revenues	42,268,075	47,804,223	44,977,876	44,977,876	45,847,540	47,266,922
Total Resources	56,989,677	63,970,953	62,149,664	65,482,854	66,352,518	69,856,975
Requirements						
Total Expenditures	40,822,947	43,465,975	46,613,522	46,572,981	44,092,341	48,047,179
Ending Working Capital (Fund Balance)	16,166,730	20,504,978	15,536,142	18,909,873	22,260,177	21,809,796
Total Requirements	56,989,677	63,970,953	62,149,664	65,482,854	66,352,518	69,856,975

Reserves (Budgeted amounts only)						
Reserve	6,963,777	7,030,554	7,121,362	7,442,436	7,442,436	6,779,890
Balance Available	7,287,779	8,435,631	8,414,780	11,467,437	11,467,437	15,029,906
Total Reserves	14,251,556	15,466,185	15,536,142	18,909,873	18,909,873	21,809,796

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Service View

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.

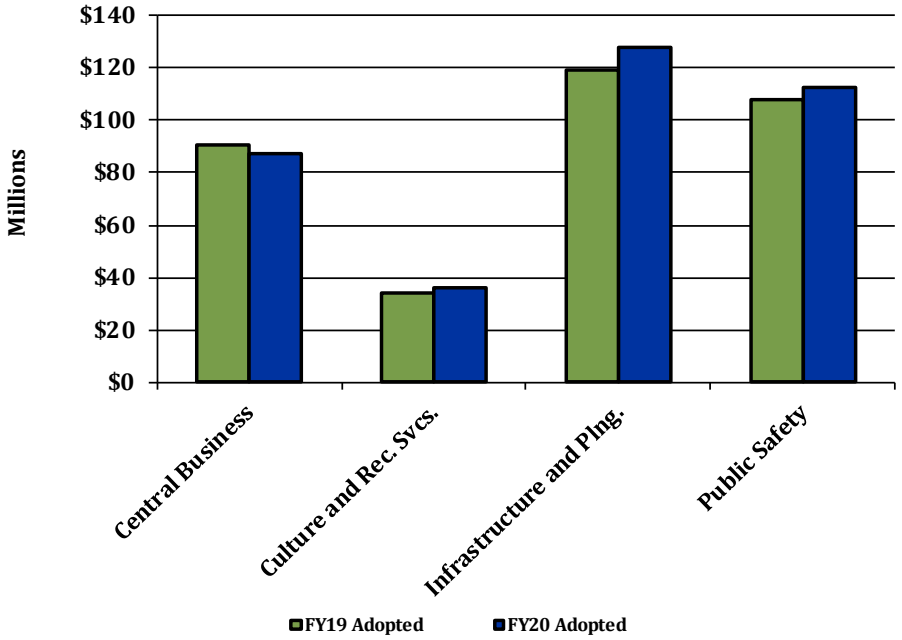
Department Administration Service Categories
Department Administration services include budgeted expenses for: department executive manager; budget coordinator; department financial analysts (if any); executive assistant; personnel analysts (if any); administrative staff for above positions; technical (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. Since 1995, Eugene has been producing profiles for all services that include information about why the service exists, who it serves, how it needs to change and the community expectations regarding the service. These service profiles have historically been updated every four years.

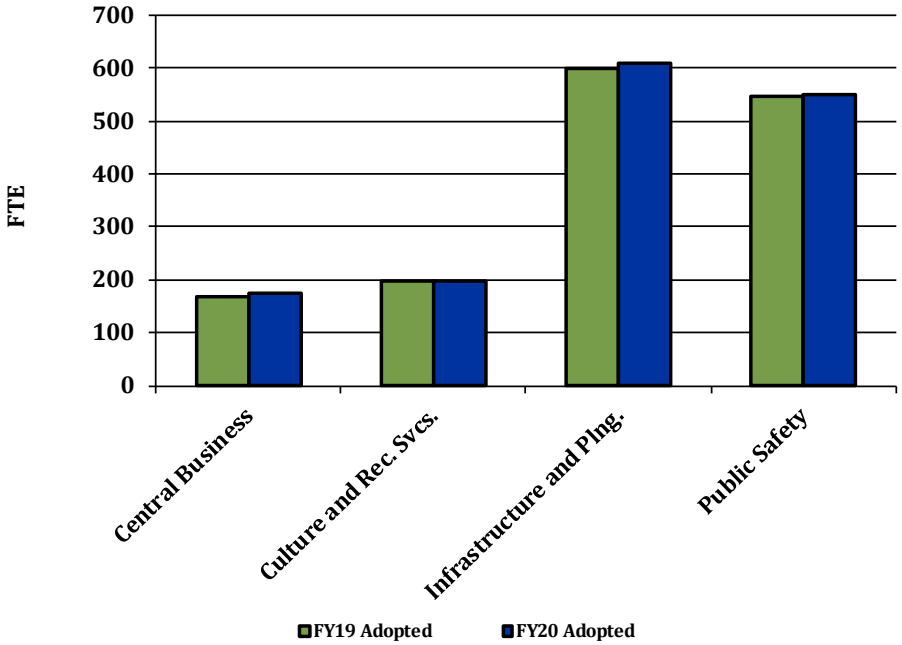
In recent budget cycles, the City has begun developing a new process for providing accurate, relevant and up-to-date information about services to the public. This process will be under construction in FY20, with the new service transparency program becoming operational during FY21. As with the former process, the product of this effort will be presented to 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



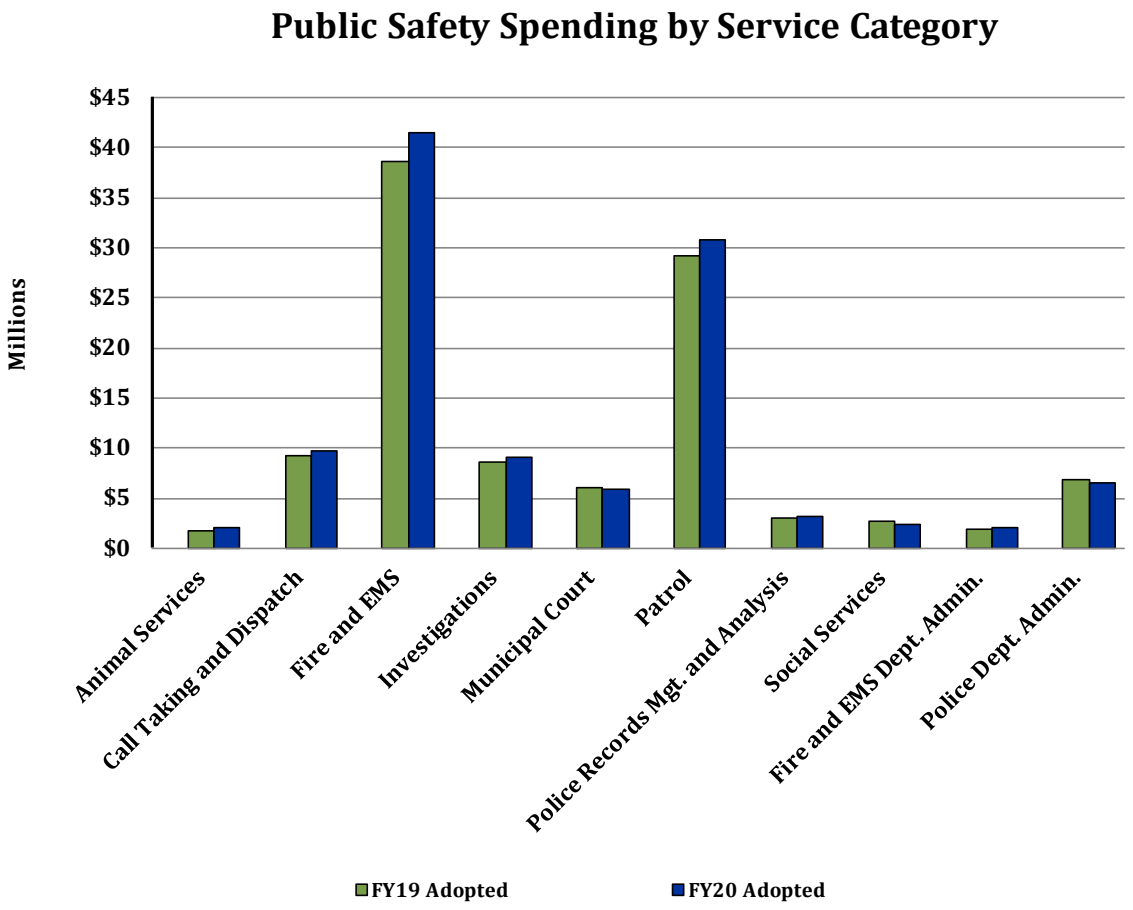
Service Budget Reconciliation to Department Operating Budgets – FY20

Department/Service Category	Revenue	Expenditures			FTE
	General Fund	General Fund	Other Funds	All Funds	All Funds
Central Services					
Public Safety Services					
Animal Services	$958,308	$958,308	$0	$958,308	3.75
Municipal Court	1,506,400	5,826,275	0	5,826,275	19.70
Subtotal	2,464,708	6,784,583	0	6,784,583	23.45
Infrastructure and Planning Services					
Parking	$0	$0	$399,788	$399,788	3.55
Public Buildings and Facilities	0	761,312	10,625,244	11,386,556	58.50
Subtotal	0	761,312	11,025,032	11,786,344	62.05
Central Business Functions					
Civic Leadership and Collaboration Svcs.	$300	$5,671,938	$0	$5,671,938	26.90
Financial Services	100,000	4,301,843	279,991	4,581,834	26.00
Human Resource and Risk Svcs.	0	2,400,820	40,364,842	42,765,662	31.85
Human Rights and Neighborhood Invol.	0	1,125,270	0	1,125,270	6.15
Information Technology Services	0	5,330,671	12,817,709	18,148,380	50.25
Central Services Admin.	0	1,025,533	0	1,025,533	3.00
Subtotal	100,300	19,856,075	53,462,542	73,318,617	144.15
Total Central Services	**$2,565,008**	**$27,401,970**	**$64,487,574**	**$91,889,544**	**229.65**
Fire and Emergency Medical Services					
Public Safety Services					
Fire and Emergency Medical Services	$3,284,074	$31,709,751	$9,703,251	$41,413,002	187.44
Fire and EMS Department Admin.	0	1,176,178	849,273	2,025,451	9.56
Subtotal	3,284,074	32,885,929	10,552,524	43,438,453	197.00
Infrastructure and Planning Services					
Airport	$0	$0	$1,291,890	$1,291,890	7.00
Construction Permits	0	0	357,432	357,432	2.00
Subtotal	0	0	1,649,322	1,649,322	9.00
Total Fire and Emergency Medical Services	**$3,284,074**	**$32,885,929**	**$12,201,846**	**$45,087,775**	**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	$843,701	$21,500	$865,201	4.00
Adult and Senior Services	278,000	1,186,824	62,000	1,248,824	5.75
Aquatics	952,000	3,130,578	3,000	3,133,578	9.50
Athletics	370,000	503,539	1,000	504,539	3.00
Cultural Services	4,920,000	7,392,209	20,000	7,412,209	29.50
Library	478,540	11,739,856	2,754,510	14,494,366	103.00
Youth and Family Recreation	1,206,000	5,360,330	71,000	5,431,330	30.45
LRCS Administrative Services	0	2,894,097	0	2,894,097	11.63
Subtotal	8,326,540	33,051,134	2,933,010	35,984,144	196.83
Total Library, Recreation and Cultural Services	**$8,326,540**	**$33,051,134**	**$2,933,010**	**$35,984,144**	**196.83**
Planning and Development					
Public Safety Services					
Social Services	$0	$963,778	$1,332,336	$2,296,114	0.60
Subtotal	0	963,778	1,332,336	2,296,114	0.60
Infrastructure and Planning Services					
Construction Permits	$0	$0	$8,884,869	$8,884,869	49.15
Greater Downtown Services	1,402,512	1,532,776	0	1,532,776	4.87
Housing Opportunities and Economic Prosperity	28,262	956,501	1,725,631	2,682,132	12.14
Infrastructure Project Management	0	0	528,308	528,308	0.00
Land Use Planning	429,183	1,156,641	0	1,156,641	7.50
Metro and Community Planning	0	1,167,814	0	1,167,814	7.50
Parking	0	0	6,376,876	6,376,876	16.40
Public Buildings and Facilities	0	0	544,723	544,723	0.50
Waste Prevent./Green Bldg. and Bus. Lic.	179,351	180,285	1,199,548	1,379,833	7.40
Zoning and Nuisance Admin.	89,100	744,501	0	744,501	4.55
Planning and Dev. Dept. Admin.	0	1,511,266	0	1,511,266	5.80
Subtotal	2,128,408	7,249,784	19,259,955	26,509,739	115.80
Total Planning and Development	**$2,128,408**	**$8,213,562**	**$20,592,291**	**$28,805,853**	**116.40**

Department/Service Category	Revenue	Expenditures			FTE
	General Fund	General Fund	Other Funds	All Funds	All Funds
Police					
Public Safety Services					
Animal Services	$240,000	$1,022,526	$0	$1,022,526	3.00
Call Taking and Dispatch	1,430,000	7,287,406	2,381,042	9,668,448	58.50
Investigations	10,000	9,039,692	0	9,039,692	48.00
Patrol	1,255,000	30,289,136	431,689	30,720,825	162.00
Police Records Mgmt. and Analysis	35,000	3,227,118	0	3,227,118	25.50
Police Department Admin.	0	6,552,991	0	6,552,991	30.16
Subtotal	2,970,000	57,418,869	2,812,731	60,231,600	327.16
Infrastructure and Planning Services					
Airport	$0	$0	$1,114,114	$1,114,114	6.00
Subtotal	0	0	1,114,114	1,114,114	6
Total Police	**$2,970,000**	**$57,418,869**	**$3,926,845**	**$61,345,714**	**333.16**
Public Works					
Infrastructure and Planning Services					
Airport	$0	$0	$9,936,238	$9,936,238	42.91
Construction Permits	0	0	1,754,572	1,754,572	12.20
Infrastructure Project Management	0	0	7,611,994	7,611,994	46.29
Parking	0	0	93,033	93,033	0.00
Parks and Open Space	138,000	4,583,367	2,848,297	7,431,664	33.97
Stormwater	0	0	15,941,556	15,941,556	78.29
Transportation	0	176,850	13,675,241	13,852,091	60.92
Urban Forestry	18,000	119,254	2,311,242	2,430,496	11.50
Wastewater Collection and Treatment	0	0	25,586,678	25,586,678	123.42
Public Works Dept. Admin.	0	1,802,508	0	1,802,508	7.65
Subtotal	156,000	6,681,979	79,758,851	86,440,830	417.15
Culture and Recreation Services					
Athletics	$0	$125,168	$0	$125,168	1.00
Subtotal	0	125,168	0	125,168	1
Central Business Functions					
Fleet and Radio Comm. Srvcs.	$0	$0	$13,863,531	$13,863,531	30.20
Subtotal	0	0	13,863,531	13,863,531	30
Total Public Works	**$156,000**	**$6,807,147**	**$93,622,382**	**$100,429,529**	**448.35**
Total All Departments and Services	**$19,430,030**	**$165,778,611**	**$197,763,948**	**$363,542,559**	**1,530.39**

Charts



Service Category	FY19 Adopted	FY20 Adopted
Animal Services	$1,766,131	$1,980,834
Call Taking and Dispatch	9,200,106	9,668,448
Fire and EMS	38,564,479	41,413,002
Investigations	8,605,383	9,039,692
Municipal Court	5,968,959	5,826,275
Patrol	29,117,585	30,720,825
Police Records Mgt. and Analysis	3,077,707	3,227,118
Social Services	2,705,453	2,296,114
Fire and EMS Dept. Admin.	1,815,956	2,025,451
Police Dept. Admin.	6,844,576	6,552,991
	$107,666,335	$112,750,750

Service Description

Public Safety Services include Fire and Emergency Medical Services, Patrol, Investigations, Call Taking and Dispatch, Police Records Management and Analysis, Animal Services, Municipal Court 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

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
FUNDING SOURCE					
General Fund	$87,539,227	$92,490,083	$93,867,715	$101,576,762	$98,053,159
Other Funds	10,481,057	11,869,021	13,798,620	15,484,551	14,697,591
Total	$98,020,284	$104,359,104	$107,666,335	$117,061,313	$112,750,750

OPERATING COSTS

SERVICE CATEGORY	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Animal Services					
Expenditures by Department					
Central Services					
Personnel Services	$214,041	$301,989	$370,413	$370,413	$428,277
Materials and Services	481,125	481,707	447,336	477,851	530,031
Subtotal	$695,166	$783,696	$817,749	$848,264	$958,308
Police					
Personnel Services	$286,202	$308,615	$327,850	$327,850	$344,643
Materials and Services	652,818	636,973	620,532	625,366	677,883
Subtotal	$939,020	$945,588	$948,382	$953,216	$1,022,526
Total	$1,634,185	$1,729,284	$1,766,131	$1,801,480	$1,980,834
Expenditures by Fund					
General	$1,634,185	$1,729,284	$1,766,131	$1,801,480	$1,980,834
General Fund Revenue	$1,079,068	$1,100,317	$1,052,749	$1,052,749	$1,198,308
Number of Full-time Equivalents					
General	6.75	6.75	6.75	6.75	6.75

SERVICE CATEGORY	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Call Taking and Dispatch					
Expenditures by Department					
Police					
Personnel Services	$7,080,652	$7,291,842	$7,758,830	$8,258,830	$8,167,447
Materials and Services	1,408,623	1,231,142	1,441,276	1,455,026	1,501,001
Subtotal	$8,489,275	$8,522,984	$9,200,106	$9,713,856	$9,668,448
Library, Rec. and Cultural Services					
Materials and Services	$0	$86	$0	$0	$0
Total	$8,489,275	$8,523,070	$9,200,106	$9,713,856	$9,668,448
Expenditures by Fund					
General	$6,691,581	$6,868,553	$6,980,487	$7,494,237	$7,287,406
Public Safety Communications	1,797,694	1,654,517	2,219,619	2,219,619	2,381,042
Total	$8,489,275	$8,523,070	$9,200,106	$9,713,856	$9,668,448
General Fund Revenue	$1,391,677	$1,443,983	$1,250,000	$1,250,000	$1,430,000
Number of Full-time Equivalents					
General	43.83	43.64	43.64	43.64	43.64
Public Safety Communications	14.86	14.86	14.86	14.86	14.86
Total	58.69	58.50	58.50	58.50	58.50
Fire and EMS					
Expenditures by Department					
Fire and Emergency Medical Svcs.					
Personnel Services	$29,935,142	$33,945,750	$32,286,015	$33,145,438	$34,509,915
Materials and Services	5,403,013	6,080,699	6,278,464	6,351,233	6,903,087
Capital Outlay	92,037	314,108	0	1,255,380	0
Subtotal	$35,430,193	$40,340,556	$38,564,479	$40,752,051	$41,413,002
Police					
Materials and Services	$0	$764	$0	$0	$0
Total	$35,430,193	$40,341,320	$38,564,479	$40,752,051	$41,413,002
Expenditures by Fund					
General	$28,081,854	$31,105,318	$29,869,270	$30,334,134	$31,709,751
Ambulance Transport	7,348,339	9,236,002	8,695,209	10,417,917	9,703,251
Total	$35,430,193	$40,341,320	$38,564,479	$40,752,051	$41,413,002
General Fund Revenue	$2,709,979	$4,017,027	$3,295,237	$3,759,267	$3,284,074
Number of Full-time Equivalents					
General	163.10	163.10	161.36	161.36	161.36
Ambulance Transport	26.08	26.08	26.08	26.08	26.08
Total	189.18	189.18	187.44	187.44	187.44

SERVICE CATEGORY	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Investigations					
Expenditures by Department					
Police					
Personnel Services	$6,949,481	$7,395,321	$7,352,490	$7,352,490	$7,721,587
Materials and Services	1,374,401	1,147,799	1,252,893	1,343,518	1,318,105
Capital Outlay	14,880	34,110	0	0	0
Subtotal	$8,338,763	$8,577,230	$8,605,383	$8,696,008	$9,039,692
Public Works					
Materials and Services	$0	$80	$0	$0	$0
Total	$8,338,763	$8,577,310	$8,605,383	$8,696,008	$9,039,692
Expenditures by Fund					
General	$8,338,763	$8,577,310	$8,605,383	$8,696,008	$9,039,692
General Fund Revenue	$39,136	$25,032	$9,400	$9,400	$10,000
Number of Full-time Equivalents					
General	47.66	48.00	48.00	48.00	48.00
Municipal Court					
Expenditures by Department					
Central Services					
Personnel Services	$1,922,351	$2,245,461	$2,477,863	$3,559,863	$2,167,106
Materials and Services	3,285,668	3,423,757	3,491,096	4,338,171	3,659,169
Total	$5,208,019	$5,669,219	$5,968,959	$7,898,034	$5,826,275
Expenditures by Fund					
General	$5,208,019	$5,668,124	$5,968,959	$7,898,034	$5,826,275
Parking Services	0	1,094	0	0	0
Total	5,208,019	5,669,219	5,968,959	7,898,034	5,826,275
General Fund Revenue	$1,652,592	$1,760,930	$1,538,000	$1,538,000	$1,506,400
Number of Full-time Equivalents					
General	19.70	19.70	19.70	19.70	19.70

SERVICE CATEGORY	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Patrol*					
Expenditures by Department					
Police					
Personnel Services	$25,899,583	$24,029,747	$24,847,740	$29,084,460	$25,926,001
Materials and Services	6,447,965	5,006,384	4,269,845	4,449,773	4,794,824
Capital Outlay	123,618	234,269	0	56,408	0
Total	$32,471,166	$29,270,399	$29,117,585	$33,590,641	$30,720,825
Expenditures by Fund					
General	$32,471,166	$29,270,399	$28,687,585	$33,160,641	$30,289,136
Parks and Rec. Local Opt. Levy	0	0	430,000	430,000	431,689
Total	$32,471,166	$29,270,399	$29,117,585	$33,590,641	$30,720,825
General Fund Revenue	$2,246,767	$1,645,191	$1,185,000	$1,253,110	$1,255,000
Number of Full-time Equivalents					
General	174.00	172.00	159.00	159.00	160.00
Parks and Rec. Local Opt. Levy	0.00	0.00	2.00	2.00	2.00
Total	174.00	172.00	161.00	161.00	162.00
Police Records Mgt. and Analysis					
Expenditures by Department					
Police					
Personnel Services	$1,883,617	$2,005,964	$2,616,880	$2,616,880	$2,760,884
Materials and Services	140,181	125,106	460,827	464,381	466,234
Total	$2,023,799	$2,131,069	$3,077,707	$3,081,261	$3,227,118
Expenditures by Fund					
General	$2,023,799	$2,131,069	$3,077,707	$3,081,261	$3,227,118
General Fund Revenue	$33,450	$41,009	$30,000	$30,000	$35,000
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	$33,360	$43,706	$0	$0	$67,677
Materials and Services	1,688,601	1,544,815	2,705,453	2,669,140	2,228,437
Total	$1,721,960	$1,588,522	$2,705,453	$2,669,140	$2,296,114
Expenditures by Fund					
General	$1,168,856	$1,202,273	$1,159,823	$1,160,287	$963,778
Community Development	553,105	386,249	1,545,630	1,508,853	1,332,336
Total	$1,721,960	$1,588,522	$2,705,453	$2,669,140	$2,296,114
Number of Full-time Equivalents					
General	0.00	0.00	0.00	0.00	0.60

* In FY19, several FTE and the associated costs were moved from Patrol to Police Department Admin. to more accurately reflect operations.

SERVICE CATEGORY	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Fire and EMS Dept. Admin.					
Expenditures by Department					
Fire and Emergency Medical Svcs.					
Personnel Services	$1,034,518	$1,064,397	$1,417,359	$1,417,359	$1,612,222
Materials and Services	483,548	265,215	398,597	428,180	413,229
Subtotal	1,518,065	1,329,612	1,815,956	1,845,539	2,025,451
Public Works					
Materials and Services	$0	$17,719	$0	$0	$0
Total	$1,518,065	$1,347,332	$1,815,956	$1,845,539	$2,025,451
Expenditures by Fund					
General	$736,146	$756,173	$907,794	$937,377	$1,176,178
Ambulance Transport	781,919	573,439	908,162	908,162	849,273
Total	$1,518,065	$1,329,612	$1,815,956	$1,845,539	$2,025,451
General Fund Revenue	$524	$6,908	$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	$823,785	$3,532,193	$4,567,745	$4,567,745	$4,853,049
Materials and Services	327,655	1,642,392	2,276,831	2,445,558	1,699,942
Capital Outlay	33,420	6,995	0	0	0
Total	$1,184,859	$5,181,580	$6,844,576	$7,013,303	$6,552,991
Expenditures by Fund					
General	$1,184,859	$5,181,580	$6,844,576	$7,013,303	$6,552,991
General Fund Revenue	$4,157	$101,665	$2,000	$27,994	$0
Number of Full-time Equivalents					
General	16.31	18.16	31.16	31.16	30.16

* 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. Well-trained Communication Specialists calmly guide callers through crises, obtain and relay vital information, and provide radio support to police, fire and emergency medical responders.

In addition, Central Lane 911 manages non-emergency calls for the Eugene Police Department and non-urgent medical transport requests for public ambulance providers. Call-takers triage all calls and either route them to the appropriate dispatch entity so that public safety responders can be sent, answer and/or resolve questions over the phone, or refer callers to other public agencies or resources for further assistance. Dispatchers track response unit availability and location, direct a multitude of varied teams safely into crisis situations, supply arrest and other information in the field, and coordinate 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 service contracts.

Mission
Central Lane Communications Center (CLCC) guides and instructs callers through crises while connecting them with the public services they need. Vision statement: CLCC is a progressive, trusted communications center that makes efficient use of trained personnel and technology to meet the needs and expectations of our community and our emergency service partners.

Outcomes
- The safety of the public, their property and public safety responders is improved by triaging and dispatching calls in a responsive, timely and professional manner while sending the appropriate personnel, equipment and resources.
- A well-trained and well-equipped staff is available to respond to the incoming call load at all times.
- Public safety issues are resolved, and a feeling of safety and assurance is increased by providing information and referral in a courteous, timely 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.

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 240,000 residents, living within 94.3 square miles. The combined workforce has 307.65 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.

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 that 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.
This division also oversees the Evidence Control Unit and Forensic Evidence 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.

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.

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.

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.

The Special Investigations Unit devotes investigative assets to thorough follow-up on all cases identified as bias-motivated. The unit assist department command with understanding and communicating criminal events that involve a bias motivation. The unit works with internal and

external stakeholders to ensure the needs of communities affected by bias crime are supported.

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 to reduce the volume of crime.

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.
- Support the Criminal Justice Initiative critical measurement matrix.
- 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 interagency 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 jail-able 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, Street Crimes Unit, Downtown, SWAT, K9, Traffic Safety, 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 operation of the downtown public safety station. 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, Seniors and Law Enforcement Together (SALT), Crime Prevention Specialists, School Resource

Officers, Community Service Officers, Safe and Sound, 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.
- High-level 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 response to the growing need for safe places for people who are experiencing homelessness to sleep, the Eugene City Council approved the Dusk to Dawn Program in November 2015. Dusk to Dawn provides a legal place for homeless people to sleep between the hours of 4:30 p.m. and 7:30 a.m. The program is managed by St. Vincent de Paul of Lane County.

Social Service Contract Detail

	FY17 Actual	FY18 Adopted Budget	FY19 Adopted Budget	FY20 Adopted Budget
General Fund				
Human Services Commission	$935,000	$810,000	$810,000	$855,000
St. Vincent de Paul Lindholm Weekend Hours	75,000	0	0	0
St. Vincent de Paul Homeless Camping	98,928	89,000	149,000	89,000
St. Vincent de Paul Homeless Camping Portable Restrooms	59,928	0	0	0
Dusk to Dawn Program	0	154,655	200,823	0
General Fund Total	$1,168,856	$1,053,655	$1,159,823	$944,000
Community Development Fund				
Human Services Commission	$350,000	$350,000	$350,000	$350,000
Social Services Capital Projects	1,168,856	0	0	616,200
Community Development Fund Total	$1,518,856	$350,000	$350,000	$966,200
All Funds Total	$2,687,712	$1,403,655	$1,509,823	$1,910,200

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; 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 management 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.

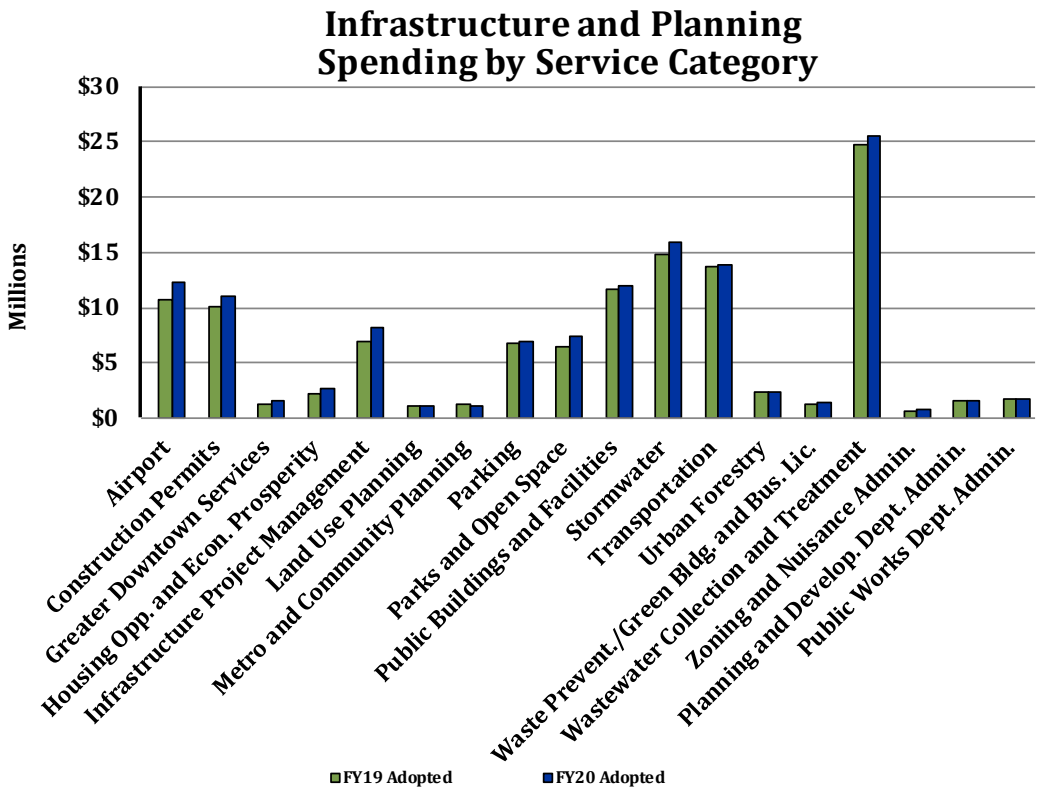
Mission

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 and support are provided to the Eugene Police Commission, facilitating its role as community policy advisor to the City of Eugene and the Police Department.

Charts



Service Category	FY19 Adopted	FY20 Adopted
Airport	$10,767,368	$12,342,242
Construction Permits	10,030,610	10,996,873
Greater Downtown Services	1,226,142	1,532,776
Housing Opp. and Econ. Prosperity	2,154,124	2,682,132
Infrastructure Project Management	6,996,928	8,140,302
Land Use Planning	1,153,389	1,156,641
Metro and Community Planning	1,248,686	1,167,814
Parking	6,779,143	6,869,697
Parks and Open Space	6,482,237	7,431,664
Public Buildings and Facilities	11,629,212	11,931,279
Stormwater	14,842,003	15,941,556
Transportation	13,744,229	13,852,091
Urban Forestry	2,372,161	2,430,496
Waste Prevent./Green Bldg. and Bus. Lic.	1,212,747	1,379,833
Wastewater Collection and Treatment	24,725,443	25,586,678
Zoning and Nuisance Admin.	635,993	744,501
Planning and Develop. Dept. Admin.	1,493,479	1,511,266
Public Works Dept. Admin.	1,712,246	1,802,508
	$119,206,140	$127,500,349

Service Description

The Infrastructure and Planning Services category 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 3,200 commercial airline passengers. Commercial airlines serving the Eugene Airport provide around 50 arrivals and departures daily. Annually, the Eugene Airport accommodates around 65,000 total aircraft operations. Daily volume of aircraft traffic varies from 100-240 aircraft operations per day, depending on weather and other factors.

Eugene's transportation system provides mobility and access for its citizens over a broad network of streets, alleys, sidewalks, and bike paths that cover the City's 44-square miles and connect with state and county roadways. The system entails 578 miles of streets, 43 miles of alleys, over 770 miles of sidewalks and pedestrian ways, and over 13,200 sidewalk access ramps to provide the essential network for travel by automobile, truck, bus, foot, and bicycle. The system includes approximately 306 traffic signals over 10,000 street and bike path lights, over 20,000 traffic signs, 9,966 street name signs, and 579-lane miles of roadway striping. Additionally, 45 miles of separated off-street bike paths and over 150 lane miles of painted on-street bike lanes provide routes for commuter bicycling and walking, as well as recreational cycling, jogging, and other uses.

Eugene's publicly owned and managed stormwater system includes approximately 39 miles of open waterways, more than 38 miles of roadside ditches and culverts, approximately 600 miles of enclosed stormwater pipe, more than 17,000 catch basins, over 3,800 pipe inlet/outlet structures, over 9,400 manholes, about 327 rain gardens, more than 75 mechanical stormwater facilities, 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 support our community in creating and realizing Eugene's vision for the future, including how to manage growth and change in a way that best meets our shared values. The Planning Division applies Oregon's statewide planning program at the local level, and works across many disciplines with public agencies, community groups, and individuals to promote deep participation and collaboration.

The Planning Division manages the review process involving over 280 land use applications per year. Evaluating development applications requires a balancing of community interests to ensure

orderly development consistent with our shared values as expressed in our land use code. 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. In fact, Eugene's Parking Services program is one of few municipal parking funds that provide support to the General Fund for downtown public safety services. This transfer will cease in the future as the Community Safety Initiative is implemented with the transfer supported by the new payroll tax.

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 two 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 one 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

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
FUNDING SOURCE					
General Fund	$11,855,062	$12,884,538	$13,746,643	$16,761,153	$14,693,075
Other Funds	85,192,008	88,402,834	105,459,497	107,260,848	112,807,274
Total	$97,047,070	$101,287,372	$119,206,140	$124,022,001	$127,500,349

OPERATING COSTS

SERVICE CATEGORY	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Airport					
Expenditures by Department					
Fire and Emergency Medical Svcs.					
Personnel Services	$853,374	$903,366	$1,230,474	$1,230,474	$1,282,988
Materials and Services	11,208	4,151	5,111	5,111	8,902
Subtotal	$864,582	$907,517	$1,235,585	$1,235,585	$1,291,890
Library, Rec. and Cultural Svcs.					
Materials and Services	$1,650	$0	$0	$0	$0
Police					
Personnel Services	$569,998	$628,200	$701,657	$701,657	$1,106,265
Materials and Services	6,557	6,076	7,343	7,343	7,849
Subtotal	$576,555	$634,276	$709,000	$709,000	$1,114,114
Public Works					
Personnel Services	$4,059,587	$4,477,881	$4,753,338	$4,753,338	$5,062,751
Materials and Services	3,283,596	3,670,960	4,034,445	4,034,445	4,838,487
Capital Outlay	157,723	162,277	35,000	35,000	35,000
Subtotal	7,500,905	8,311,118	8,822,783	8,822,783	9,936,238
Total	$8,943,692	$9,852,911	$10,767,368	$10,767,368	$12,342,242
Expenditures by Fund					
General	$1,650	$0	$0	$0	$0
Municipal Airport	8,941,127	9,852,911	10,767,368	10,767,368	12,342,242
Wastewater Utility	301	0	0	0	0
Stormwater Utility	614	0	0	0	0
Total	$8,943,692	$9,852,911	$10,767,368	$10,767,368	$12,342,242
General Fund Revenue	$322,499	$190,857	$109,028	$109,028	$138,000
Number of Full-time Equivalents					
Municipal Airport	47.17	48.17	51.91	51.91	55.91

SERVICE CATEGORY	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Construction Permits					
Expenditures by Department					
Fire and Emergency Medical Svcs.					
Personnel Services	$281,848	$278,342	$323,062	$323,062	$339,940
Materials and Services	14,848	12,961	17,177	17,177	17,492
Subtotal	$296,696	$291,303	$340,239	$340,239	$357,432
Planning and Development					
Personnel Services	$4,864,878	$4,996,842	$5,945,203	$6,010,203	$7,086,152
Materials and Services	1,376,963	919,471	2,032,226	2,022,142	1,798,717
Subtotal	$6,241,842	$5,916,312	$7,977,429	$8,032,345	$8,884,869
Public Works					
Personnel Services	$1,148,635	$1,395,317	$1,447,863	$1,447,863	$1,485,540
Materials and Services	171,916	100,937	265,079	265,079	269,032
Subtotal	$1,320,550	$1,496,254	$1,712,942	$1,712,942	$1,754,572
Total	$7,859,089	$7,703,869	$10,030,610	$10,085,526	$10,996,873
Expenditures by Fund					
General	$120	$1,066	$0	$0	$0
Construction and Rental Housing	6,879,071	6,506,039	8,632,231	8,687,147	9,566,385
Systems Development Capital	373,659	428,059	583,538	583,538	608,902
Wastewater Utility	143,913	207,240	207,534	207,534	218,811
Stormwater Utility	462,325	561,466	607,307	607,307	602,775
Total	$7,859,089	$7,703,869	$10,030,610	$10,085,526	$10,996,873
Number of Full-time Equivalents					
Construction and Rental Housing	49.35	52.35	52.35	52.95	54.65
Systems Development Capital	2.50	2.50	2.50	2.50	2.50
Wastewater Utility	1.60	1.60	1.60	1.60	1.60
Stormwater Utility	4.60	4.60	4.60	4.60	4.60
Total	58.05	61.05	61.05	61.65	63.35
Greater Downtown Services					
Expenditures by Department					
Planning and Development					
Personnel Services	$386,323	$614,352	$607,866	$927,866	$992,483
Materials and Services	406,324	436,195	618,276	643,569	540,293
Total	$792,647	$1,050,547	$1,226,142	$1,571,435	$1,532,776
Expenditures by Fund					
General	$792,332	$1,050,547	$1,226,142	$1,571,435	$1,532,776
Community Development	315	0	0	0	0
Total	$792,647	$1,050,547	$1,226,142	$1,571,435	$1,532,776
General Fund Revenue	$293,815	$327,752	$376,000	$376,000	$1,402,512
Number of Full-time Equivalents					
General	1.63	4.63	4.88	4.88	4.87

SERVICE CATEGORY	Actual	Actual	Budget	12/31/2018	Budget
Housing Opp. And Econ. Prosperity					
Expenditures by Department					
Central Services					
Materials and Services	$0	$935	$0	$0	$0
Planning and Development					
Personnel Services	$1,217,534	$1,246,854	$1,838,181	$1,700,755	$1,972,156
Materials and Services	401,994	392,351	315,943	538,957	709,976
Subtotal	1,619,528	1,639,205	2,154,124	2,239,712	2,682,132
Total	$1,619,528	$1,640,140	$2,154,124	$2,239,712	$2,682,132
Expenditures by Fund					
General	$691,861	$672,332	$704,914	$888,079	$956,501
Community Development	927,666	966,768	1,449,210	1,351,633	1,725,631
Miscellaneous*	0	1,040	0	0	0
Total	$1,619,528	$1,640,140	$2,154,124	$2,239,712	$2,682,132
General Fund Revenue	$29,786	$676,552	$28,262	$28,262	$28,262
Number of Full-time Equivalents					
General	3.68	3.68	4.43	4.43	4.45
Community Development	7.79	7.79	8.29	8.29	7.69
Total	11.47	11.47	12.72	12.72	12.14
Infrastructure Project Management					
Expenditures by Department					
Planning and Development					
Personnel Services	$6,167	$12,420	$10,526	$28,577	$6,000
Materials and Services	31,958	87,649	239,276	654,598	522,308
Subtotal	$38,125	$100,070	$249,802	$683,175	$528,308
Public Works					
Personnel Services	$4,996,581	$5,045,958	$5,646,918	$5,896,918	$6,462,225
Materials and Services	925,797	716,441	1,000,208	1,000,208	1,069,769
Capital Outlay	106,512	84,250	100,000	100,000	80,000
Subtotal	$6,028,890	$5,846,650	$6,747,126	$6,997,126	$7,611,994
Total	$6,067,014	$5,946,719	$6,996,928	$7,680,301	$8,140,302
Expenditures by Fund					
Community Development	$38,125	$100,070	$249,802	$683,175	$528,308
Professional Services	6,028,890	5,842,782	6,747,126	6,997,126	7,611,994
Miscellaneous*	0	3,883	0	0	0
Total	$6,067,014	$5,946,719	$6,996,928	$7,680,301	$8,140,302
Number of Full-time Equivalents					
General	42.29	42.29	42.29	42.29	46.29

*Miscellaneous represents coding errors that occurred due to a software system transition.

	FY19	FY19	FY20

SERVICE CATEGORY	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Land Use Planning					
Expenditures by Department					
Planning and Development					
Personnel Services	$1,058,567	$862,222	$932,617	$932,617	$1,004,935
Materials and Services	262,505	199,384	220,772	279,225	151,706
Subtotal	$1,321,072	$1,061,606	$1,153,389	$1,211,842	$1,156,641
Public Works					
Materials and Services	$0	$169	$0	$0	$0
Total	$1,321,072	$1,061,776	$1,153,389	$1,211,842	$1,156,641
Expenditures by Fund					
General	$1,321,072	$1,061,606	$1,153,389	$1,211,842	$1,156,641
Miscellaneous*	$0	$169	$0	$0	$0
Total	$1,321,072	$1,061,776	$1,153,389	$1,211,842	$1,156,641
General Fund Revenue	$408,511	$346,061	$429,183	$429,183	$429,183
Number of Full-time Equivalents					
General	8.70	7.50	7.50	7.50	7.50
Metro and Community Planning					
Expenditures by Department					
Planning and Development					
Personnel Services	$723,975	$794,448	$938,641	$938,641	$1,001,810
Materials and Services	187,155	240,878	310,045	1,036,832	166,004
Subtotal	$911,130	$1,035,326	$1,248,686	$1,975,473	$1,167,814
Public Works					
Materials and Services	$0	$70	$0	$0	$0
Total	$911,130	$1,035,396	$1,248,686	$1,975,473	$1,167,814
Expenditures by Fund					
General	$911,130	$1,035,326	$1,248,686	$1,975,473	$1,167,814
Miscellaneous*	$0	$70	$0	$0	$0
Total	$911,130	$1,035,396	$1,248,686	$1,975,473	$1,167,814
General Fund Revenue	($524)	$7,287	$0	$450,000	$0
Number of Full-time Equivalents					
General	6.30	6.50	7.50	7.50	7.50

*Miscellaneous represents coding errors that occurred due to a software system transition.

SERVICE CATEGORY	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Parking					
Expenditures by Department					
Central Services					
Personnel Services	$280,564	$304,579	$317,138	$317,138	$330,169
Materials and Services	72,913	57,049	78,374	78,374	69,619
Subtotal	$353,477	$361,628	$395,512	$395,512	$399,788
Planning and Development					
Personnel Services	$1,139,174	$1,302,981	$1,582,306	$1,582,306	$1,905,143
Materials and Services	3,629,547	4,280,184	4,711,264	4,661,538	4,411,733
Capital Outlay	39,375	88,888	0	0	60,000
Subtotal	$4,808,096	$5,672,053	$6,293,570	$6,243,844	$6,376,876
Public Works					
Personnel Services	$39,055	$47,194	$50,000	$50,000	$45,584
Materials and Services	22,454	8,557	40,061	31,607	47,449
Subtotal	$61,509	$55,751	$90,061	$81,607	$93,033
Capital Budgets					
Materials and Services	$0	$360	$0	$0	$0
Total	$5,223,082	$6,089,792	$6,779,143	$6,720,963	$6,869,697
Expenditures by Fund					
Construction and Rental Housing	$185,043	$0	$0	$0	$0
Parking Services	5,038,039	6,089,772	6,779,143	6,720,963	6,869,697
Miscellaneous*	0	20	0	0	0
Total	$5,223,082	$6,089,792	$6,779,143	$6,720,963	$6,869,697
Number of Full-time Equivalents					
Parking Services	18.05	18.55	19.85	19.85	19.95

*Miscellaneous represents coding errors that occurred due to a software system transition.

SERVICE CATEGORY	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Parks and Open Space					
Expenditures by Department					
Planning and Development					
Materials and Services	$0	$32	$0	$0	$0
Public Works					
Personnel Services	$2,596,582	$2,531,777	$3,439,256	$3,352,756	$3,840,324
Materials and Services	1,856,534	2,167,021	3,042,981	3,343,519	3,591,340
Capital Outlay	0	0	0	0	0
Subtotal	$4,453,117	$4,698,798	$6,482,237	$6,696,275	$7,431,664
Capital Budgets					
Materials and Services	$0	$2,352	$0	$0	$0
Total	$4,453,117	$4,701,182	$6,482,237	$6,696,275	$7,431,664
Expenditures by Fund					
General	$4,313,096	$4,536,495	$4,371,639	$4,582,112	$4,583,367
Parks and Rec. Local Opt. Levy	0	0	2,000,000	2,000,000	2,798,297
Road	49,773	23,243	20,804	20,804	0
Systems Dev. Capital Projects	90,247	113,657	89,794	89,794	50,000
Stormwater	0	21,910	0	3,565	0
Miscellaneous*	0	5,876	0	0	0
Total	$4,453,117	$4,701,182	$6,482,237	$6,696,275	$7,431,664
General Fund Revenue	$322,499	$190,857	$109,028	$109,028	$138,000
Number of Full-time Equivalents					
General	26.77	26.77	26.77	26.77	26.97
Parks and Rec. Local Opt. Levy	0.00	0.00	7.00	7.00	7.00
Road	0.15	0.15	0.15	0.15	0.00
Total	26.92	26.92	33.92	33.92	33.97

*Miscellaneous represents coding errors that occurred due to a software system transition.

SERVICE CATEGORY	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Public Buildings and Facilities					
Expenditures by Department					
Central Services					
Personnel Services	$4,705,898	$5,273,491	$5,698,991	$5,758,991	$6,011,232
Materials and Services	4,868,605	4,974,109	5,412,103	5,708,378	5,375,324
Capital Outlay	5,640	15,721	0	0	0
Subtotal	$9,580,143	$10,263,320	$11,111,094	$11,467,369	$11,386,556
Planning and Development					
Personnel Services	$36,438	$41,015	$39,490	$39,490	$66,668
Materials and Services	224,006	298,625	478,628	444,414	478,055
Subtotal	$260,443	$339,640	$518,118	$483,904	$544,723
Public Works					
Materials and Services	$0	$5,025	$0	$0	$0
Total	$9,840,586	$10,607,984	$11,629,212	$11,951,273	$11,931,279
Expenditures by Fund					
General	$748,902	$875,812	$781,646	$1,218,470	$761,312
Parking Services	3,238	3,152	0	0	0
Parks & Rec Local Option Levy	0	0	0	0	100,000
Facilities Services	9,088,447	9,723,997	10,847,566	10,732,803	11,069,967
Miscellaneous*	0	5,025	0	0	0
Total	$9,840,586	$10,607,984	$11,629,212	$11,951,273	$11,931,279
General Fund Revenue	$1,254	($225)	$0	$0	$0
Number of Full-time Equivalents					
General	3.50	3.50	3.50	3.50	3.50
Facilities Services	54.30	55.30	55.30	55.30	55.50
Total	57.80	58.80	58.80	58.80	59.00
Stormwater					
Expenditures by Department					
Public Works					
Personnel Services	$6,990,540	$7,600,339	$8,662,467	$8,662,467	$9,270,356
Materials and Services	5,311,843	4,928,636	6,179,536	6,557,531	6,657,200
Capital Outlay	2,577	25,767	0	50,000	14,000
Total	$12,304,960	$12,554,743	$14,842,003	$15,269,998	$15,941,556
Expenditures by Fund					
General	$0	$4,888	$0	$367	$0
Road	0	11,541	0	263	0
Stormwater Utility	12,304,960	12,534,086	14,842,003	15,269,368	15,941,556
Miscellaneous*	0	4,228	0	0	0
Total	$12,304,960	$12,554,743	$14,842,003	$15,269,998	$15,941,556
Number of Full-time Equivalents					
Stormwater Utility	75.41	75.41	77.24	77.24	78.29

*Miscellaneous represents coding errors that occurred due to a software system transition.

SERVICE CATEGORY	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Transportation					
Expenditures by Department					
Public Works					
Personnel Services	$6,414,522	$6,502,401	$7,544,660	$7,544,660	$7,504,442
Materials and Services	4,416,305	4,953,396	6,199,569	6,775,484	6,347,649
Capital Outlay	5,908	57,048	0	0	0
Total	$10,836,736	$11,512,846	$13,744,229	$14,320,144	$13,852,091
Expenditures by Fund					
General	$158,501	$228,643	$205,942	$208,427	$176,850
Parking Services	0	6,385	0	8,454	0
Road	10,467,701	11,077,154	13,275,781	13,840,757	13,488,057
Stormwater Utility	210,533	221,143	262,506	262,506	187,184
Miscellaneous*	0	(20,479)	0	0	0
Total	$10,836,736	$11,512,846	$13,744,229	$14,320,144	$13,852,091
General Fund Revenue	$13,079	($8,930)	$0	$0	$0
Number of Full-time Equivalents					
General	0.95	0.95	0.95	0.95	0.75
Road	54.38	55.88	58.72	58.72	58.92
Stormwater Utility	2.05	2.05	2.05	2.05	1.25
Total	57.38	58.88	61.72	61.72	60.92
Urban Forestry					
Expenditures by Department					
Public Works					
Personnel Services	$1,097,754	$1,204,683	$1,337,683	$1,337,683	$1,309,019
Materials and Services	1,041,030	554,137	1,034,478	954,696	1,121,477
Subtotal	$2,138,784	$1,758,821	$2,372,161	$2,292,379	$2,430,496
Expenditures by Fund					
General	$109,090	$107,456	$111,516	$119,660	$119,254
Road	1,231,981	889,566	1,397,888	1,364,760	1,425,054
Stormwater Utility	797,712	761,798	862,757	807,959	886,188
Total	$2,138,784	$1,758,821	$2,372,161	$2,292,379	$2,430,496
General Fund Revenue	$23,188	$37,963	$17,500	$17,500	$18,000
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	6.43
Stormwater Utility	4.57	4.57	4.57	4.57	4.57
Total	11.30	11.30	11.30	11.30	11.50

*Miscellaneous represents coding errors that occurred due to a software system transition.

SERVICE CATEGORY	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Waste Prevention/Green Bldg. and Bus. Lic.					
Expenditures by Department					
Planning and Development					
Personnel Services	$604,725	$672,336	$777,055	$827,055	$891,676
Materials and Services	340,546	459,314	435,692	491,668	488,157
Subtotal	$945,271	$1,131,650	$1,212,747	$1,318,723	$1,379,833
Public Works					
Materials and Services	$0	$84	$0	$0	$0
Total	$945,271	$1,131,734	$1,212,747	$1,318,723	$1,379,833
Expenditures by Fund					
General	$94,924	$95,177	$101,051	$171,554	$180,285
Solid Waste and Recycling	850,347	1,036,529	1,111,696	1,147,169	1,199,548
Miscellaneous*	0	28	0	0	0
Total	$945,271	$1,131,734	$1,212,747	$1,318,723	$1,379,833
General Fund Revenue	$98,474	$100,432	$106,541	$176,541	$179,351
Number of Full-time Equivalents					
General	0.60	0.60	0.85	0.85	1.55
Solid Waste and Recycling	4.45	4.45	5.75	5.75	5.85
Total	5.05	5.05	6.60	6.60	7.40
Wastewater Collection and Treatment					
Expenditures by Department					
Central Services					
Materials and Services	$0	$153	$0	$0	$0
Public Works					
Personnel Services	$12,372,489	$13,297,530	$14,247,060	$14,247,060	$14,950,584
Materials and Services	6,942,377	6,831,207	8,290,577	8,144,879	9,361,494
Capital Outlay	1,763,113	1,276,071	2,187,806	2,726,106	1,274,600
Subtotal	21,077,979	21,404,808	24,725,443	25,118,045	25,586,678
Total	$21,077,979	$21,404,962	$24,725,443	$25,118,045	$25,586,678
Expenditures by Fund					
Stormwater Utility	$0	$18,774	$0	$7,353	$0
Wastewater Utility	21,077,979	21,381,917	24,725,443	25,110,692	25,586,678
Miscellaneous*	0	4,270	0	0	0
Total	$21,077,979	$21,404,962	$24,725,443	$25,118,045	$25,586,678
Number of Full-time Equivalents					
Wastewater Utility	121.34	123.84	123.17	123.17	123.42

*Miscellaneous represents coding errors that occurred due to a software system transition.

SERVICE CATEGORY	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Zoning and Nuisance Admin.					
Expenditures by Department					
Planning and Development					
Personnel Services	$428,316	$460,113	$520,385	$520,385	$540,077
Materials and Services	93,702	91,190	115,608	127,847	204,424
Capital Outlay	0	0	0	0	0
Subtotal	$522,018	$551,303	$635,993	$648,232	$744,501
Public Works					
Materials and Services	$0	$1,266	$0	$0	$0
Total	$522,018	$552,569	$635,993	$648,232	$744,501
Expenditures by Fund					
General	$522,018	$547,392	$635,993	$648,232	$744,501
Miscellaneous*	0	5,177	0	0	0
Total	$522,018	$552,569	$635,993	$648,232	$744,501
General Fund Revenue	$110,404	$127,573	$89,100	$89,100	$89,100
Number of Full-time Equivalents					
General	4.55	4.55	4.55	4.55	4.55
Planning and Develop. Dept. Admin.					
Expenditures by Department					
Central Services					
Materials and Services	$0	$883	$0	$0	$0
Planning and Development					
Personnel Services	$587,544	$804,731	$1,077,693	$1,313,655	$1,117,059
Materials and Services	299,434	393,505	415,786	1,135,603	394,207
Subtotal	$886,979	$1,198,236	$1,493,479	$2,449,258	$1,511,266
Public Works					
Materials and Services**	$0	$0	$0	($11,190)	$0
Total	$886,979	$1,199,119	$1,493,479	$2,438,068	$1,511,266
Expenditures by Fund					
General	$886,979	$1,196,970	$1,493,479	$2,449,258	$1,511,266
Road**	0	0	0	(11,190)	0
Miscellaneous*	0	2,149	0	0	0
Total	$886,979	$1,199,119	$1,493,479	$2,438,068	$1,511,266
General Fund Revenue	$70	$111	$0	$0	$0
Number of Full-time Equivalents					
General	3.30	5.80	5.80	5.80	5.80

*Miscellaneous represents coding errors that occurred due to a software system transition.

**The FY19 Budget 12/31/2018 included this expense in Planning and Develop. Dept. Admin. in error. Actual expense will be coded correctly to Public Works Dept. Admin.

SERVICE CATEGORY	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Public Works Dept. Admin.					
Expenditures by Department					
Public Works					
Personnel Services	$993,501	$1,087,102	$1,078,086	$1,078,086	$1,293,105
Materials and Services	309,885	395,148	634,160	638,158	509,403
Total	$1,303,386	$1,482,249	$1,712,246	$1,716,244	$1,802,508
Expenditures by Fund					
General	$1,303,386	$1,469,820	$1,712,246	$1,716,244	$1,802,508
Miscellaneous*	0	12,429	0	0	0
Total	$1,303,386	$1,482,249	$1,712,246	$1,716,244	$1,802,508
General Fund Revenue	$21	($21)	$0	$0	$0
Number of Full-time Equivalents					
General	7.65	7.65	7.65	7.65	7.65

*Miscellaneous represents coding errors that occurred due to a software system transition.

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 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 address 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 coordination and facilitation of public projects. Specific private projects include the "Whole Foods block" and adjacent area redevelopment near 8th Avenue and High Street, 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 (LCC) 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 Multi-Unit Property Tax Exemption (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 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.

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 2010 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 parks 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
Staff implement adopted land use plans by administering and updating the City's Land Use Code. Of these duties, the primary responsibility is the processing of land use applications. Staff also respond to inquiries from the public about various aspects of the Land Use Code and staff the planning counter at the City Permit and Information Center. The administration and updating of the Land Use Code involves not only the area within the City limits but also the unincorporated area outside the City limits and inside the urban growth boundary. Staff in this section also assist in the adoption and implementation of land use-related projects prepared by other work sections within the City.

Land use applications include a variety of land use change or development requests, such as zone changes, planned unit developments, conditional use permits and subdivisions. The land use permit process generally involves pre-application meetings with the applicant, reviewing the application for completeness, coordinating with other affected City departments, facilitating neighborhood understanding and involvement, and preparing a staff report for a decision or recommendation based on the approval criteria. Decisions are usually made either administratively by the Planning Director or through a public hearing process by a hearings official. Decisions can be appealed to the City of Eugene Hearings Official or the Planning Commission, who provide oversight for the processing and decision-making aspect of land use permits.

Mission
Land Use Planning staff facilitate the orderly development and conservation of land, and promote a more livable and sustainable community by implementing adopted plans, policies and codes through the land use application process. Land Use Planning staff strive to balance and respond to both public and private interests and provide accurate, consistent and timely information and land use decisions.

Outcomes

- Implement growth management policies and Envision Eugene.
- Manage development to maintain and increase community livability, and to promote sustainability.
- Balance community and development expectations in processing land use applications.
- Facilitate meaningful public participation in the land use application process.
- Facilitate development that incorporates quality urban design and protection of historic and natural resources.
- Ensure that development standards of the Land Use Code are met with each development.

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.

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, Peace Health 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, and 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 and Alton Baker Park, and the grounds of community centers, such as Campbell Senior Center.

This service also addresses major changes in the parks 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 one million square feet, with a replacement value of $300 million. Staff oversee 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.

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.

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 17,000 catch basins, over 3,800 pipe inlet/outlet structures, over 9,400 manholes, about 327 vegetated stormwater facilities, 75 mechanical stormwater facilities, 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 547 miles of city streets. Planted and naturally-seeded trees are found in Eugene's park system, which consists of more than 4,600 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 provide educational programs, materials and workshops on waste prevention and recycling to meet the goals of the 1991 Oregon Recycling Act. 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 (OLCC) 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 lenwood 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 (MWMC). 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 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

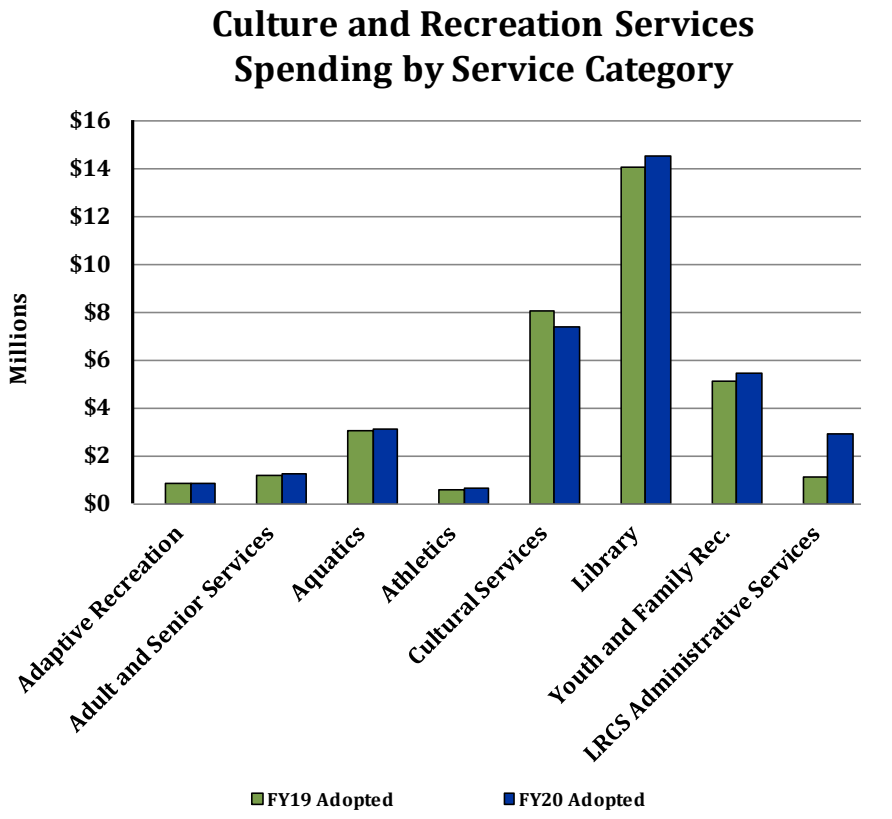
Planning and Development Department Administration ensures that the projects and services of the divisions support City Council goals and reflect the priorities of the City Council. Administration staff act as liaison to the City Manager, City Council, and other departments, oversee the budget, personnel, strategic planning, technology, management of the parking program, community outreach and participation, 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	FY19 Adopted	FY20 Adopted
Adaptive Recreation	$838,238	$865,201
Adult and Senior Services	1,186,245	1,248,824
Aquatics	3,068,888	3,133,578
Athletics	578,327	629,707
Cultural Services	8,086,246	7,412,209
Library	14,051,096	14,494,366
Youth and Family Rec.	5,115,913	5,431,330
LRCS Administrative Services	1,103,788	2,894,097
	$34,028,741	$36,109,312

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, almost 4 million items are checked out each year by over 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 our three locations.

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 strengthens its commitment to arts and outdoors and aligns resources to support the vision for an accessible and thriving cultural sector that is integral to the social and economic well-being of the community. Services include:

- 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 of 200,000+ for ticketed and ancillary events presented by the Hult Center, its Resident Companies, touring/commercial promoters and local organizations. 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 accessible arts and culture to all residents. Annually, the *EUGFun* live music and event series collaborates with local community groups and artists, serving over 18,000 residents. 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.

Budget Information

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
FUNDING SOURCE					
General Fund	$28,230,296	$31,957,688	$31,214,159	$32,472,738	$33,176,302
Other Funds	2,083,728	2,131,527	2,814,582	2,804,582	2,933,010
Total	$30,314,024	$34,089,215	$34,028,741	$35,277,320	$36,109,312

OPERATING COSTS

SERVICE CATEGORY	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Adaptive Recreation					
Expenditures by Department					
Library, Rec. and Cultural Services					
Personnel Services	$501,138	$521,021	$536,771	$536,771	$561,311
Materials and Services	310,981	292,570	301,467	296,867	303,890
Total	$812,120	$813,591	$838,238	$833,638	$865,201
Expenditures by Fund					
General	$810,327	$810,367	$819,238	$814,638	$843,701
Library, Parks and Recreation	1,792	3,225	19,000	19,000	21,500
Total	$812,120	$813,591	$838,238	$833,638	$865,201
General Fund Revenue	$127,190	$132,440	$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	$778,607	$771,352	$764,640	$764,640	$823,071
Materials and Services	599,489	348,977	421,605	418,105	425,753
Total	$1,378,096	$1,120,328	$1,186,245	$1,182,745	$1,248,824
Expenditures by Fund					
General	$1,199,997	$1,107,966	$1,123,245	$1,119,745	$1,186,824
Library, Parks and Recreation	178,099	12,363	63,000	63,000	62,000
Total	$1,378,096	$1,120,328	$1,186,245	$1,182,745	$1,248,824
General Fund Revenue	$328,485	$341,137	$278,000	$278,000	$278,000
Number of Full-time Equivalents					
General	5.75	5.75	5.75	5.75	5.75

SERVICE CATEGORY	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Aquatics					
Expenditures by Department					
Library, Rec. and Cultural Services					
Personnel Services	$1,534,587	$1,558,621	$1,542,334	$1,542,334	$1,614,257
Materials and Services	1,594,892	1,551,989	1,526,554	1,508,654	1,519,321
Capital Outlay	0	127,917	0	0	0
Total	$3,129,479	$3,238,527	$3,068,888	$3,050,988	$3,133,578
Expenditures by Fund					
General	$3,128,974	$3,235,914	$3,064,888	$3,046,988	$3,130,578
Library, Parks and Recreation	506	2,613	4,000	4,000	3,000
Total	$3,129,479	$3,238,527	$3,068,888	$3,050,988	$3,133,578
General Fund Revenue	$957,176	$1,028,306	$952,000	$952,000	$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	$335,555	$322,141	$343,545	$343,545	$362,174
Materials and Services	155,956	143,549	143,974	143,974	142,365
Subtotal	$491,511	$465,690	$487,519	$487,519	$504,539
Public Works					
Personnel Services	$61,321	$79,947	$77,820	$77,820	$112,180
Materials and Services	8,274	12,810	12,988	12,988	12,988
Subtotal	$69,595	$92,756	$90,808	$90,808	$125,168
Total	$561,106	$558,447	$578,327	$578,327	$629,707
Expenditures by Fund					
General	$561,106	$558,447	$577,327	$577,327	$628,707
Library, Parks and Recreation	0	0	1,000	1,000	1,000
Total	$561,106	$558,447	$578,327	$578,327	$629,707
General Fund Revenue	$330,281	$331,574	$370,000	$370,000	$370,000
Number of Full-time Equivalents					
General	3.75	3.75	3.75	3.75	4.00

SERVICE CATEGORY	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Cultural Services*					
Expenditures by Department					
Library, Rec. and Cultural Services					
Personnel Services	$3,385,400	$3,926,620	$4,223,676	$4,271,676	$3,650,321
Materials and Services	3,179,560	5,364,611	3,862,570	4,323,200	3,761,888
Capital Outlay	0	30,889	0	15,995	0
Subtotal	$6,564,961	$9,322,120	$8,086,246	$8,610,871	$7,412,209
Central Services					
Materials and Services	$0	$73	$0	$0	$0
Total	$6,564,961	$9,322,192	$8,086,246	$8,610,871	$7,412,209
Expenditures by Fund					
General	$6,563,336	$9,322,192	$8,066,246	$8,590,871	$7,392,209
General Capital Projects	1,625	0	20,000	20,000	20,000
Total	$6,564,961	$9,322,192	$8,086,246	$8,610,871	$7,412,209
General Fund Revenue	$3,504,676	$4,512,887	$4,819,000	$4,819,000	$4,920,000
Number of Full-time Equivalents					
General	36.13	36.13	36.13	36.13	29.50
Library*					
Expenditures by Department					
Central Services					
Materials and Services	$0	$199	$0	$0	$0
Library, Rec. and Cultural Services					
Personnel Services	$8,620,412	$9,384,939	$9,923,793	$9,923,793	$10,172,284
Materials and Services	3,995,495	3,765,564	4,127,303	4,088,777	4,322,082
Capital Outlay	0	12,730	0	46,708	0
Subtotal	$12,615,907	$13,163,233	$14,051,096	$14,059,278	$14,494,366
Public Works					
Materials and Services	$0	$68	$0	$0	$0
Total	$12,615,907	$13,163,499	$14,051,096	$14,059,278	$14,494,366
Expenditures by Fund					
General	$10,722,933	$11,059,308	$11,366,514	$11,384,696	$11,739,856
Library Local Option Levy	1,627,640	1,923,399	2,417,582	2,407,582	2,477,510
Library, Parks and Recreation	265,334	180,725	267,000	267,000	277,000
Professional Services	0	53	0	0	0
Miscellaneous**	0	15	0	0	0
Total	$12,615,907	$13,163,499	$14,051,096	$14,059,278	$14,494,366
General Fund Revenue	$497,870	$478,478	$478,540	$478,540	$478,540
Number of Full-time Equivalents					
General	86.60	86.60	86.60	86.60	84.60
Library Local Option Levy	18.40	18.40	18.40	18.40	18.40
Total	105.00	105.00	105.00	105.00	103.00

*In FY20, 8.63 FTE and associated costs were moved from Cultural Services (6.63) and Library (2.0) to LRCS Administrative Services.

**Miscellaneous represents coding errors that occurred due to a software system transition.

SERVICE CATEGORY	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Youth and Family Rec.					
Expenditures by Department					
Library, Rec. and Cultural Services					
Personnel Services	$3,318,384	$3,912,786	$3,982,912	$4,282,025	$4,159,016
Materials and Services	1,111,027	1,148,489	1,133,001	1,476,843	1,272,314
Capital Outlay	0	45,280	0	0	0
Subtotal	$4,429,410	$5,106,555	$5,115,913	$5,758,868	$5,431,330
Central Services					
Materials and Services	$0	$558	$0	$0	$0
Total	$4,429,410	$5,107,113	$5,115,913	$5,758,868	$5,431,330
Expenditures by Fund					
General	$4,420,678	$5,097,976	$5,092,913	$5,735,868	$5,360,330
Library, Parks and Recreation	8,732	8,579	23,000	23,000	21,000
Library Local Option Levy	0	0	0	0	50,000
Risk and Benefits	0	558	0	0	0
Total	$4,429,410	$5,107,113	$5,115,913	$5,758,868	$5,431,330
General Fund Revenue	$1,393,395	$1,270,093	$1,206,000	$1,390,113	$1,206,000
Number of Full-time Equivalents					
General	29.70	29.70	30.20	30.20	30.45
LRCS Administrative Services*					
Expenditures by Department					
Library, Rec. and Cultural Services					
Personnel Services	$494,332	$492,726	$630,787	$630,787	$1,717,575
Materials and Services	328,613	272,793	473,001	571,818	1,176,522
Total	$822,945	$765,519	$1,103,788	$1,202,605	$2,894,097
Expenditures by Fund					
General	$822,945	$765,519	$1,103,788	$1,202,605	$2,894,097
General Fund Revenue	$4,995	$4,032	$0	$0	$0
Number of Full-time Equivalents					
General	3.00	3.00	3.00	3.00	11.63

*In FY20, 8.63 FTE and associated costs were moved from Cultural Services (6.63) and Library (2.0) to LRCS Administrative Services.

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. Additionally, 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 provide 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, volunteer opportunities, etc.
- 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 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 strengthens its commitment to arts and outdoors and aligns resources to support the vision for an accessible and thriving cultural sector that 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 of 200,000+ for ticketed and ancillary events presented by the Hult Center, its six resident companies, and touring/commercial promotors and local organizations. The Hult Center 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* live music and event series collaborates with local community groups and artists and serves over 18,000 residents. 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.

According to the 2017 Americans for the Arts Economic Prosperity study, Cultural Services' annual industry impact to the region based on dollars spent by this organization and event-related

spending by arts and culture audiences is estimated at: $62.2 million in total expenditures; 2,400 full-time equivalent jobs supported by these expenditures; $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 as a result of the expenditures made.

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, 3.7 million items are checked out each year by the over 100,000 cardholders who visit the Downtown Library and two Branch locations in the Sheldon and Bethel areas. On November 3, 2015, City of Eugene voters approved a five-year levy to support expanded library service, and 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 1.16 million items, including downloadable eBooks, audio books, magazines and music. EPL also subscribes to more than 90 premium online resources, which provide 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 2,000 free programs annually with a total attendance of over

67,000, 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 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 city-wide 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 plan for 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. Marketing and Public Information is a group offering a shared-service to the entire department and is charged with directing marketing, community engagement and public information for the department.

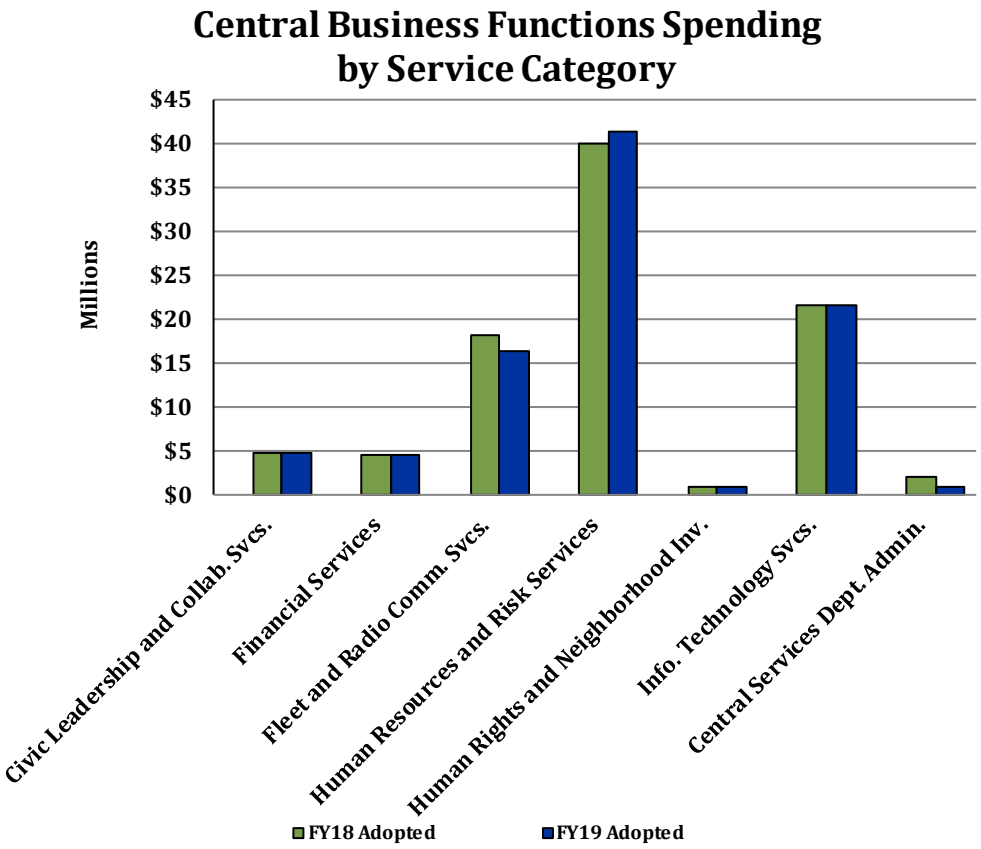
Mission

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.
- Communicate program and service offerings to the community in effective and efficient ways.

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:

- 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.

- 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 (TBL) and Human Rights frameworks, inclusive and equitable services; and coordination of federal Americans with Disabilities Act (ADA) activities.

- 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.

- 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.

- 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.

- 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; and telecommunications franchise management.

Budget Information

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
FUNDING SOURCE					
General Fund	$17,344,987	$17,925,171	$18,479,481	$23,726,918	$19,856,075
Other Funds	54,641,399	59,195,121	72,208,868	75,790,910	67,326,073
Total	$71,986,386	$77,120,291	$90,688,349	$99,517,828	$87,182,148

OPERATING COSTS

SERVICE CATEGORY	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Civic Leadership and Collab. Svcs.					
Expenditures by Department					
Central Services					
Personnel Services	$3,665,238	$4,282,892	$3,887,261	$3,987,261	$4,298,474
Materials and Services	1,051,106	1,147,006	940,713	4,271,710	1,373,464
Capital Outlay	7,327	50	0	0	0
Subtotal	$4,723,671	$5,429,947	$4,827,974	$8,258,971	$5,671,938
Planning and Development					
Materials and Services	$0	$21	$0	$0	$0
Total	$4,723,671	$5,429,968	$4,827,974	$8,258,971	$5,671,938
Expenditures by Fund					
General	$4,723,671	$5,417,978	$4,827,974	$8,258,971	$5,671,938
Risk and Benefits	0	11,970	0	0	0
Miscellaneous*	0	21	0	0	0
Total	$4,723,671	$5,429,968	$4,827,974	$8,258,971	$5,671,938
General Fund Revenue	$24,324	$65,076	$0	$0	$300
Number of Full-time Equivalents					
General	23.50	24.80	24.90	24.90	26.90

*Miscellaneous represents coding errors that occurred due to a software system transition.

SERVICE CATEGORY	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Financial Services					
Expenditures by Department					
Central Services					
Personnel Services	$3,220,974	$3,527,086	$3,535,200	$3,624,141	$3,601,262
Materials and Services	1,119,054	1,066,271	992,675	1,146,922	980,572
Total	$4,340,028	$4,593,357	$4,527,875	$4,771,063	$4,581,834
Expenditures by Fund					
General	$3,748,632	$3,807,630	$3,977,786	$4,220,974	$4,301,843
Special Assessment Management	89,005	98,969	104,728	104,728	109,440
Telecom Registration/Licensing	13,927	15,580	15,598	15,598	16,941
Information Systems and Services	437,957	617,213	373,950	373,950	91,673
Risk and Benefits	50,507	53,965	55,813	55,813	61,937
Total	$4,340,028	$4,593,357	$4,527,875	$4,771,063	$4,581,834
General Fund Revenue	$110,338	$117,283	$100,000	$100,000	$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	$2,831,315	$3,127,086	$3,380,143	$3,380,143	$3,484,507
Materials and Services	3,742,982	3,832,584	3,884,430	3,483,614	5,858,553
Capital Outlay	4,034,609	3,270,610	9,137,184	10,893,000	4,520,471
Total	$10,608,905	$10,230,279	$16,401,757	$17,756,757	$13,863,531
Expenditures by Fund					
Fleet Services	$10,608,905	$10,230,254	$16,401,757	$17,756,757	$13,863,531
Miscellaneous*	0	25	0	0	0
Total	$10,608,905	$10,230,279	$16,401,757	$17,756,757	$13,863,531
Number of Full-time Equivalents					
Fleet Services	29.20	29.20	29.20	29.20	30.20

*Miscellaneous represents coding errors that occurred due to a software system transition.

SERVICE CATEGORY	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Human Resources and Risk Services					
Expenditures by Department					
Central Services					
Personnel Services	$3,252,482	$3,391,878	$4,773,417	$4,906,417	$4,237,010
Materials and Services	32,938,244	34,658,496	36,696,467	36,679,942	38,523,652
Capital Outlay	0	86,235	0	0	5,000
Subtotal	$36,190,726	$38,136,608	$41,469,884	$41,586,359	$42,765,662
Library, Rec. and Cultural Services					
Personnel Services	$0	$104	$0	$0	$0
Total	$36,190,726	$38,136,712	$41,469,884	$41,586,359	$42,765,662
Expenditures by Fund					
General	$1,938,658	$1,995,684	$2,147,575	$2,304,591	$2,400,820
Risk and Benefits	34,252,067	36,140,651	39,322,309	39,281,768	40,364,842
Miscellaneous*	0	377	0	0	0
Total	$36,190,726	$38,136,336	$41,469,884	$41,586,359	$42,765,662
General Fund Revenue	$1,250	$95	$0	$0	$0
Number of Full-time Equivalents					
General	14.85	14.85	14.85	14.85	15.85
Risk and Benefits	14.50	15.00	16.00	16.00	16.00
Total	29.35	29.85	30.85	30.85	31.85
Human Rights and Neighborhood Inv.					
Expenditures by Department					
Central Services					
Personnel Services	$531,758	$603,587	$669,395	$669,395	$860,347
Materials and Services	241,575	237,952	274,006	401,667	264,923
Total	$773,333	$841,539	$943,401	$1,071,062	$1,125,270
Expenditures by Fund					
General	$773,333	$841,539	$943,401	$1,071,062	$1,125,270
General Fund Revenue	$0	$3,011	$0	$0	$0
Number of Full-time Equivalents					
General	5.15	5.15	5.15	5.15	6.15

*Miscellaneous represents coding errors that occurred due to a software system transition.

SERVICE CATEGORY	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Info. Technology Svcs.					
Expenditures by Department					
Central Services					
Personnel Services	$4,904,393	$5,906,982	$7,704,886	$7,704,886	$7,253,967
Materials and Services	9,326,815	11,182,598	13,002,393	15,487,815	10,077,913
Capital Outlay	497,049	55,581	878,087	878,087	816,500
Total	$14,728,257	$17,145,162	$21,585,366	$24,070,788	$18,148,380
Expenditures by Fund					
General	$5,539,227	$5,119,065	$5,650,653	$5,868,492	$5,330,671
Telecom Registration/Licensing	1,586,741	2,198,532	3,292,922	6,985,567	4,560,298
Information Systems and Services	7,602,289	9,827,564	12,641,791	11,216,729	8,257,411
Total	$14,728,257	$17,145,162	$21,585,366	$24,070,788	$18,148,380
General Fund Revenue	$23	$0	$0	$0	$0
Number of Full-time Equivalents					
General	24.50	24.50	24.50	24.50	23.50
Telecom Registration/Licensing	1.75	1.75	1.75	1.75	1.75
Information Systems and Services	23.00	23.00	24.00	24.00	25.00
Total	49.25	49.25	50.25	50.25	50.25
Central Services Dept. Admin.					
Expenditures by Department					
Central Services					
Personnel Services	$463,326	$504,543	$862,959	$862,959	$950,910
Materials and Services	158,141	238,731	69,133	1,139,869	74,623
Total	$621,467	$743,274	$932,092	$2,002,828	$1,025,533
Expenditures by Fund					
General	$621,467	$743,274	$932,092	$2,002,828	$1,025,533

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 support elected officials, the City Manager and Assistant City Manager, provide research assistance to elected officials and Council committees, and support the development of Council goals process and priorities.

Civic Leadership and Collaboration Services leads city-wide strategic planning and goal setting. Staff guide the organization's adherence to public meeting, public record, and election laws, coordinate recruitment and development for advisory groups, and pro-actively provide 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 coordinate 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 (TBL) decision-making which considers economic, environmental and social equity impacts, and directly supports the Sustainability Commission. Staff coordinate 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 further 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 provide strategic management of the City's finances and perform 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 use 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 keep 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 implement a year-round preventive maintenance schedule for all equipment. Fleet staff perform equipment repairs on a multi-shift basis and are available to respond to emergency requests on a 24/7 basis. Fleet Services staff also assist 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 reside within 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 from 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 supporst the City in providing a qualified and productive workforce that, in turn, delivers effective and efficient services. To support the organization, the Human Resources 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 stay abreast of trends and legal changes regarding management to ensure legal compliance and organizational responsiveness.

Mission
Provide 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. Community Engagement Services is the organizational leader of Triple Bottom Line (TBL) 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 is also 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 (TBL) 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 or visitors to the City of Eugene receive Information Technology (IT) services when they report a crime, check out a library book, stop at a traffic signal, purchase Hult Center tickets, register for a recreation class, or use virtually any City service. All City services use technology to increase their efficiency and effectiveness. IT staff supports the complex network of information and communication systems that underpin these applications, thus enabling the City to better serve the public.

The work of IT staff involves four key service processes:

- **Network Infrastructure** - Providing computers in offices and vehicles, printers, servers, telephones and the secure and reliable network that links them together in multiple City facilities throughout the community.
- **Project Management** - Providing standards, processes and trained Project Managers that deliver improved IT projects across the organization. Continually improving processes to include effective governance, better project visibility and efficient controls.
- **Application Development** - Partnering with City departments to design, implement (develop or purchase), maintain and upgrade enterprise software solutions.
- **Telecommunications Program Management** - Administering a comprehensive City ordinance governing public rights-of-way licensing and compensation, dedicated taxation, consumer and legislative advocacy, and oversight of the City telecommunications technology projects that are awarded dedicated project funding.

Mission
We use our professional expertise, in partnership with our customers, to improve public services through the strategic use of Information Technology.

Outcomes
- Provide secure public access to the City services and information through the use of technology.
- Improve access, usability and integrity of the information for City staff, elected and appointed officials, and other agencies.
- Strengthen communication and collaboration between the City staff, officials, and the public through the effective use of technology.
- Use technology to facilitate environmentally sound and sustainable practices.
- Protect the public's interests by ensuring that telecommunications providers adhere to the City of Eugene telecommunications program policies and rules.

Central Services Department Administration

Description
Central Services includes the following: Financial Services, City Manager's Office and City Attorney's Office, Human Resources & Risk Services, Facility Management, 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.

Department View

Department View

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Department View

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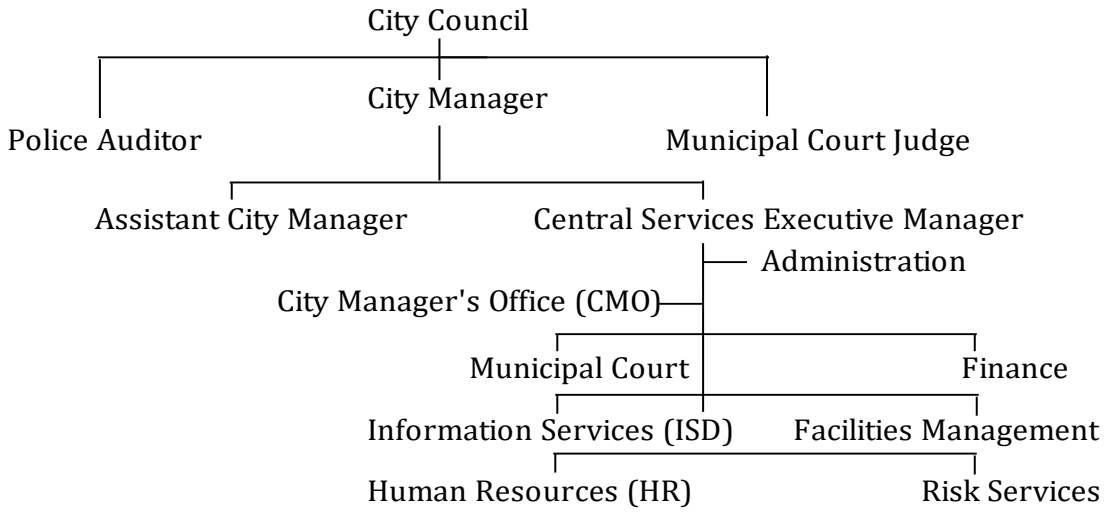
The operating budgets for the City's six departments are presented in this section. Department presentations are organized as follows:

- Mission Statement
- Organization Chart/Graphs — shows 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 FY20 Adopted Budget compared to the FY19 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 FY19, each department's legal appropriation (budget), as of July 1 and December 31, is provided. The next column is the FY20 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.

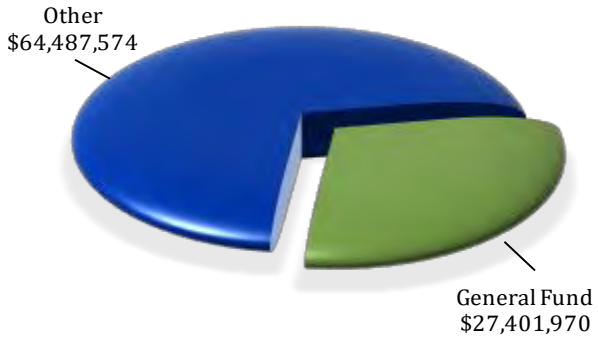
Organization Chart



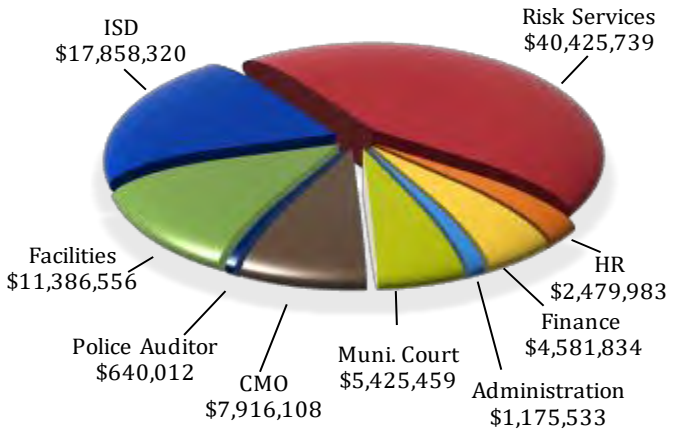
FY20 Adopted Operating Budget

$91,889,544

Funds



Divisions



Functional Organization Chart

Central Services Administration
Department Communications and Strategic Planning
Department Budget Management
Performance 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

Project Management
Application Development
- Software Development
- Database Administration and Management
- Public Safety and Justice Information 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 FY20 Adopted Budget compared to the FY19 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 decreased by $690,362, or 0.7%, from the FY19 Adopted Budget.

Changes in Full-Time Equivalent Employees
The FY20 Adopted Budget includes an increase of 4.0 FTE in the Central Services Department. These position changes consist of the following:

- ***Administration Division*** added 1.0 FTE in FY19 after adoption of the budget for a revenue-backed Corporate Software Manager position.
- ***City Manager's Office*** added 3.0 FTE. One of those FTE is an existing Web Analyst position that will move from the Information Services Division to the City Manager's Office as part of the FY20 budget to better align funding with the work performed by this position. The second FTE is the addition of an Assistant City Attorney position in FY20 to address increased legal workload at the City Attorney's Office. The third FTE was added by the Budget Committee during FY20 budget deliberations and is a Multicultural Liaison position to focus on developing and maintaining relationships with marginalized communities.
- ***Human Resources Division*** budget includes 1.0 new FTE in FY20 to strategically address more complex and in-depth employment issues and situations in the areas of ADA, FMLA, workers' compensation, and other state and federal obligations.
- ***Information Services Division*** reduced FTE by 1.0 in FY20 due to a Web Analyst position that will move to the City Manager's Office.

Significant Changes in Expenditures by Division
The FY20 Adopted Operating Budget includes the following significant changes, by division:

- ***Administration*****:** Budget increased by $243,441, or 26.1%, from the FY19 Adopted Budget. This increase is due primarily to the FY19 mid-year addition of the revenue-backed Corporate Software Manager position in the Central Business Software Subfund of the Information Systems and Services Fund. Another increase of $48,493 is due to reallocation of General Fund resources within the Central Services existing budget to support one-time contractual services costs, such as those related to Community Safety project management and temporary staffing support. After accounting for these changes, the FY20 budget increase in the Administration Division is $44,948, or 4.8%.
- ***City Manager's Office:*** Budget increased by $966,641, or 13.9%, due to several changes included in the FY20 budget, such as the billing adjustment in the City Attorney's Office ($260,000), adding a new Assistant City Attorney position ($170,000), and revenue-backed budget increases at the Spay and Neuter Clinic to cover clinic relocation costs and an increase in sales of flea and tick medications ($109,000). An additional $132,063 increase was due to a transfer of a Web Analyst position from the Information Services Division, and $130,000 was allocated by the Budget Committee to fund the addition of the Multicultural Liaison. After accounting for these changes, the CMO budget increase is $165,578, or 2.4%.

- ***Human Resources:*** Budget decreased by $69,519, or 2.7%, primarily due to a $322,764 decrease in HR's Corporate Software Fund budget due to completion of the corporate software implementation in FY19. This decrease was partially offset by an increase in the Human Resources Division's General Fund budget of $130,000 due to the addition of 1.0 FTE. After accounting for these two factors, the FY20 budget increase in Human Resources' budget is $123,245, or 4.8%.
- ***Information Services:*** Budget decreased by $2,958,560, or 14.2%. The FY20 Adopted Budget reflects a decrease of $3,502,553 in ISD's Corporate Software Fund budget due to completion of the corporate software implementation in FY19, which accounts for most of the budget decrease. Additionally, ISD's General Fund budget was reduced by $132,063 due to a transfer of Web Analyst position from the Information Services Division to the City Manager's Office. After accounting for these factors, the division's FY20 increase was $676,056 or 3.2%.
- ***Police Auditor:*** Budget increased by $40,285, or 6.7%, due to department-wide personnel cost adjustments in the upcoming fiscal year, including increased retirement costs.

Significant Changes in Funding Sources

The FY20 Adopted Budget includes the following significant changes in funding sources:

- ***General:*** Budget increased by $1,354,135, or 5.2%. Much of this increase was due to several budget increases in the City Manager's Office, including a billing adjustment for the City Attorney's Office ($260,000), adding a new Assistant City Attorney position ($170,000), and revenue-backed budget increases at the Spay and Neuter Clinic to cover clinic relocation costs and an increase in sales of flea and tick medications ($109,000). Human Resources Division budget increased by $130,000 due to the addition of 1.0 FTE. During FY20 budget deliberations, the Budget Committee passed a motion to add $130,000 for the purpose of funding a new Multicultural Liaison position. Excluding these changes, the budget increased by $555,135, or 2.1%.
- ***Parks and Recreation Local Option Levy:*** This was a new fund in FY19 due to the May 2018 passage of Ballot Measure 20-288 to fund parks and recreation operations. This fund did not include any budget for the Central Services department in FY19, however, the FY20 Adopted Budget includes $100,000 for projected increase in pool maintenance costs associated with the bond measure.
- ***Telecom Registration/Licensing:*** Budget increased by $1,268,719, or 38.3% in FY20 due to an increase of $476,500 in the budget for FY20 Telecom projects, an increase of $450,000 in Telecom Fund's contribution to the Public Safety and Justice Information Systems Fund, and an increase of $232,000 in Telecom Equipment Replacement Funding (ERF) from FY19 to FY20. After accounting for these changes, the Telecom Fund operating budget increased by $110,219, or 3.3%, from FY19 to FY20.
- ***Information Systems and Services:*** Decreased by $4,666,657, or 35.9%, for two main reasons. First, the total Corporate Software Fund operating budget has decreased from FY19 Adopted Budget to FY20 Adopted Budget by $4,428,873 due to completion of the corporate software implementation in FY19. Second, the FY20 Adopted Budget reflects a reduction in the Information Systems and Services subfund operating contingency budget of $500,000 based on historical experience. After accounting for these factors, the FY20 Adopted Operating Budget for this fund is $262,216, or 2.0%, higher than the FY19 Adopted budget.

Change by Division

	FY19 Adopted Budget	FY20 Adopted Budget	FTE or $ Change	% Change
Administration				
Personnel - FTE	3.00	4.00	1.00	33.3%
Total Expenditures	$932,092	$1,175,533	$243,441	26.1%
City Manager's Office				
Personnel - FTE	34.40	37.40	3.00	8.7%
Total Expenditures	$6,949,467	$7,916,108	$966,641	13.9%
Facilities				
Personnel - FTE	58.50	58.50	0.00	0.0%
Total Expenditures	$11,111,094	$11,386,556	$275,462	2.5%
Finance				
Personnel - FTE	26.00	26.00	0.00	0.0%
Total Expenditures	$4,527,875	$4,581,834	$53,959	1.2%
Human Resources				
Personnel - FTE	14.85	15.85	1.00	6.7%
Total Expenditures	$2,549,502	$2,479,983	($69,519)	-2.7%
Information Services				
Personnel - FTE	50.50	49.50	(1.00)	-2.0%
Total Expenditures	$20,816,880	$17,858,320	($2,958,560)	-14.2%
Municipal Court				
Personnel - FTE	18.75	18.75	0.00	0.0%
Total Expenditures	$5,404,401	$5,425,459	$21,058	0.4%
Police Auditor				
Personnel - FTE	3.90	3.90	0.00	0.0%
Total Expenditures	$599,727	$640,012	$40,285	6.7%
Risk Services				
Personnel - FTE	15.75	15.75	0.00	0.0%
Total Expenditures	$39,688,868	$40,425,739	$736,871	1.9%
Central Services Department				
PERSONNEL - FTE	225.65	229.65	4.00	1.8%
TOTAL EXPENDITURES	$92,579,906	$91,889,544	($690,362)	-0.7%

Change by Funding Source

General	$26,047,835	$27,401,970	$1,354,135	5.2%
Special Assessment Mgmt.	104,728	109,440	4,712	4.5%
Parks and Recreation Local Option Levy	0	100,000	100,000	-
Telecom Reg./Licensing	3,308,520	4,577,239	1,268,719	38.3%
Parking Services	395,512	399,788	4,276	1.1%
Info. Systems and Services	13,015,741	8,349,084	(4,666,657)	-35.9%
Facilities Services	10,329,448	10,525,244	195,796	1.9%
Risk and Benefits	39,378,122	40,426,779	1,048,657	2.7%
TOTAL FUNDING SOURCES	$92,579,906	$91,889,544	($690,362)	-0.7%

Department Financial Summary

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
PERSONNEL-FTE	220.75	223.55	225.65	225.65	229.65
Personnel Services	$23,161,024	$26,342,488	$30,297,523	$31,761,464	$30,138,754
Materials and Services	53,543,246	57,470,476	61,404,296	69,730,699	60,929,290
Capital Outlay	510,016	157,588	878,087	878,087	821,500
TOTAL EXPENDITURES	$77,214,285	$83,970,551	$92,579,906	$102,370,250	$91,889,544
FUND SUMMARY					
General	$23,996,990	$25,252,556	$26,047,835	$33,691,686	$27,401,970
Special Assessment Mgmt.	89,005	98,969	104,728	104,728	109,440
Parks and Recreation Local Option Levy	0	0	0	0	100,000
Telecom Reg./Licensing	1,600,668	2,215,931	3,308,520	7,001,165	4,577,239
Parking Services	356,714	366,027	395,512	395,512	399,788
Info. Systems and Services	8,040,246	10,445,154	13,015,741	11,590,679	8,349,084
Facilities Services	8,828,087	9,384,771	10,329,448	10,248,899	10,525,244
Risk and Benefits	34,302,573	36,207,143	39,378,122	39,337,581	40,426,779
TOTAL	$77,214,285	$83,970,551	$92,579,906	$102,370,250	$91,889,544

Service Budget View for FY20

	Revenue	Expenditures			FTE
	General Fund	General Fund	Other Funds	All Funds	All Funds
Infrastructure and Planning Services					
Parking	$0	$0	$399,788	$399,788	3.55
Public Buildings and Facilities	0	761,312	10,625,244	11,386,556	58.50
Subtotal	0	761,312	11,025,032	11,786,344	62.05
Public Safety Services					
Animal Services	958,308	958,308	0	958,308	3.75
Municipal Court	1,506,400	5,826,275	0	5,826,275	19.70
Subtotal	2,464,708	6,784,583	0	6,784,583	23.45
Central Business Functions					
Financial Services	100,000	4,301,843	279,991	4,581,834	26.00
Civic Leadership and Collab. Svcs.	300	5,671,938	0	5,671,938	26.90
Human Resources and Risk Svcs.	0	2,400,820	40,364,842	42,765,662	31.85
Information Technology Services	0	5,330,671	12,817,709	18,148,380	50.25
Human Rights and Neigh. Involv.	0	1,125,270	0	1,125,270	6.15
Central Services Admin.	0	1,025,533	0	1,025,533	3.00
Subtotal	100,300	19,856,075	53,462,542	73,318,617	144.15
TOTAL	$2,565,008	$27,401,970	$64,487,574	$91,889,544	229.65

Division Financial Summary

Administration	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
PERSONNEL-FTE	3.00	3.00	3.00	3.00	4.00
Personnel Services	$463,326	$504,543	$862,959	$862,959	$1,100,910
Materials and Services	158,141	238,731	69,133	1,139,869	74,623
TOTAL EXPENDITURES	$621,467	$743,274	$932,092	$2,002,828	$1,175,533
FUND SUMMARY					
General	$621,467	$743,274	$932,092	$2,002,828	$1,025,533
Info. Systems and Services	0	0	0	0	150,000
TOTAL	$621,467	$743,274	$932,092	$2,002,828	$1,175,533
City Manager's Office					
PERSONNEL-FTE	33.90	34.40	34.40	34.40	37.40
Personnel Services	$4,548,635	$5,411,646	$5,133,871	$5,604,908	$5,574,648
Materials and Services	1,871,446	1,938,420	1,815,596	5,312,604	2,341,460
Capital Outlay	7,327	50	0	0	0
TOTAL EXPENDITURES	$6,420,081	$7,350,116	$6,949,467	$10,917,512	$7,916,108
FUND SUMMARY					
General	$6,427,408	$7,350,116	$6,949,467	$10,917,512	$7,916,108
Facilities					
PERSONNEL-FTE	57.50	58.50	58.50	58.50	58.50
Personnel Services	$4,705,898	$5,273,491	$5,698,991	$5,758,991	$6,011,232
Materials and Services	4,868,605	4,974,181	5,412,103	5,708,378	5,375,324
Capital Outlay	5,640	15,721	0	0	0
TOTAL EXPENDITURES	$9,580,143	$10,263,393	$11,111,094	$11,467,369	$11,386,556
FUND SUMMARY					
General	$748,817	$875,470	$781,646	$1,218,470	$761,312
Parking Services	3,238	3,152	0	0	0
Facilities Services	8,828,087	9,384,771	10,329,448	10,248,899	10,525,244
Parks and Recreation Local Option Levy	0	0	0	0	100,000
TOTAL	$9,580,143	$10,263,393	$11,111,094	$11,467,369	$11,386,556

Finance	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
PERSONNEL-FTE	26.00	26.00	26.00	26.00	26.00
Personnel Services	$3,220,974	$3,527,086	$3,535,200	$3,624,141	$3,601,262
Materials and Services	1,119,054	1,066,271	992,675	1,146,922	980,572
TOTAL EXPENDITURES	$4,340,028	$4,593,357	$4,527,875	$4,771,063	$4,581,834
FUND SUMMARY					
General	$3,748,632	$3,807,630	$3,977,786	$4,220,974	$4,301,843
Special Assessment Mgt.	89,005	98,969	104,728	104,728	109,440
Telecom. Reg./Licensing	13,927	15,580	15,598	15,598	16,941
Info. Systems and Services	437,957	617,213	373,950	373,950	91,673
Risk and Benefits	50,507	53,965	55,813	55,813	61,937
TOTAL	$4,340,028	$4,593,357	$4,527,875	$4,771,063	$4,581,834

Human Resources

PERSONNEL-FTE	14.85	14.85	14.85	14.85	15.85
Personnel Services	$1,515,305	$1,719,886	$2,143,485	$2,276,485	$2,121,199
Materials and Services	443,145	443,186	406,017	430,033	358,784
TOTAL EXPENDITURES	$1,958,450	$2,163,072	$2,549,502	$2,706,518	$2,479,983
FUND SUMMARY					
General	$1,938,658	$1,995,580	$2,147,575	$2,304,591	$2,400,820
Info. Systems and Services	19,792	167,492	401,927	401,927	79,163
TOTAL	$1,958,450	$2,163,072	$2,549,502	$2,706,518	$2,479,983

Information Services

PERSONNEL-FTE	49.50	49.50	50.50	50.50	49.50
Personnel Services	$4,897,982	$5,685,463	$6,938,223	$6,938,223	$6,999,591
Materials and Services	9,321,386	11,175,564	13,000,570	15,485,992	10,042,229
Capital Outlay	497,049	55,581	878,087	878,087	816,500
TOTAL EXPENDITURES	$14,716,417	$16,916,608	$20,816,880	$23,302,302	$17,858,320
FUND SUMMARY					
General	$5,539,228	$5,118,560	$5,650,653	$5,868,492	$5,330,671
Telecom. Reg./Licensing	1,586,741	2,200,350	3,292,922	6,985,567	4,560,298
Info. Systems and Services	7,562,678	9,567,363	11,839,864	10,414,802	7,929,527
Risk and Benefits	27,771	30,335	33,441	33,441	37,824
TOTAL	$14,716,417	$16,916,608	$20,816,880	$23,302,302	$17,858,320

Municipal Court	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Personnel-FTE	18.75	18.75	18.75	18.75	18.75
Personnel Services	$1,619,426	$1,828,161	$2,056,379	$2,767,342	$1,931,883
Materials and Services	3,190,558	3,334,158	3,348,022	4,187,262	3,493,576
TOTAL EXPENDITURES	$4,809,985	$5,162,319	$5,404,401	$6,954,604	$5,425,459
FUND SUMMARY					
General	$4,456,509	$4,799,443	$5,008,889	$6,559,092	$5,025,671
Parking Services	353,477	362,876	395,512	395,512	399,788
TOTAL	$4,809,985	$5,162,319	$5,404,401	$6,954,604	$5,425,459

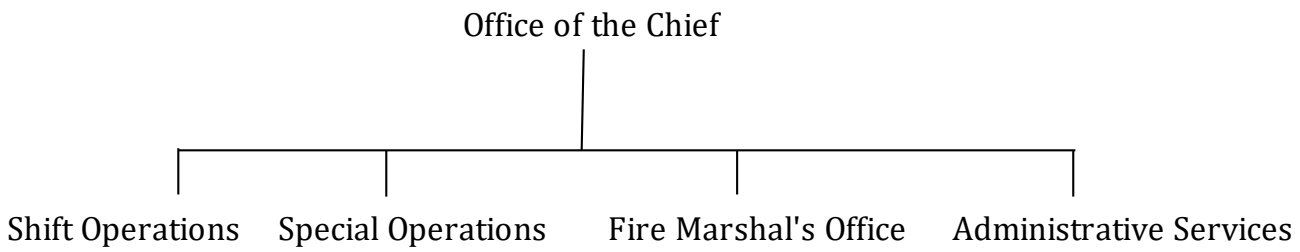
Police Auditor					
Personnel-FTE	3.00	3.80	3.90	3.90	3.90
Personnel Services	$445,891	$498,702	$531,820	$531,820	$577,842
Materials and Services	70,381	63,780	67,907	67,907	62,170
TOTAL EXPENDITURES	$516,272	$562,481	$599,727	$599,727	$640,012
FUND SUMMARY					
General	$516,272	$562,481	$599,727	$599,727	$640,012

Risk Services					
Personnel-FTE	14.25	14.75	15.75	15.75	15.75
Personnel Services	$1,743,588	$1,893,511	$3,396,595	$3,396,595	$2,220,187
Materials and Services	32,500,529	34,236,184	36,292,273	36,251,732	38,200,552
Capital Outlay	0	86,235	0	0	5,000
TOTAL EXPENDITURES	$34,244,115	$36,215,930	$39,688,868	$39,648,327	$40,425,739
FUND SUMMARY					
Info. Systems and Services	$19,819	$93,086	$400,000	$400,000	$98,721
Risk and Benefits	34,224,297	36,122,844	39,288,868	39,248,327	40,327,018
TOTAL	$34,244,115	$36,215,930	$39,688,868	$39,648,327	$40,425,739

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.

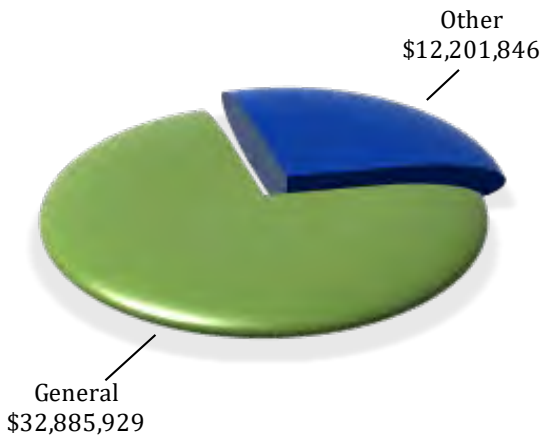
Organization Chart



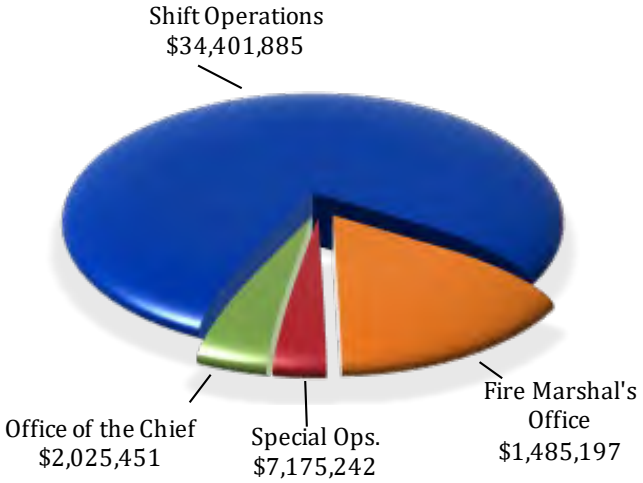
FY20 Adopted Operating Budget

$45,087,775

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 FY20 Adopted Budget compared to the FY19 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 $3,131,516, or 7.5%, over the FY19 Adopted Budget.

Changes in Full-Time Equivalent Employees
There are no FTE increases for the Fire and Emergency Medical Services Department in the FY20 Adopted Budget, but 1.0 FTE moved between divisions. The changes consist of the following:

- ***Special Operations*** added 1.0 FTE. As part of an administrative reorganization related to the ongoing consolidation of administrative functions between Eugene and Springfield Fire Departments, 1.0 FTE Program Specialist position was shifted from the Fire Marshal's Office to Special Operations.
- ***Fire Marshal's Office*** reduced FTE by 1.0. As part of an administrative reorganization related to the ongoing consolidation of administrative functions between Eugene and Springfield Fire Departments, 1.0 FTE Program Specialist position was shifted from the Fire Marshal's Office to Special Operations.

Significant Changes in Expenditures by Division
The FY20 Adopted Operating Budget includes the following significant changes, by division:

- ***Office of the Chief:*** Budget increased by $209,495, or 11.5%. In FY19, budgeted wages were reduced by $94,000 to reflect savings from a vacant position. The FY20 Adopted Budget assumes that all positions will be filled. Excluding this change, the budget increased by $115,495, or 6.4% due to department-wide personnel cost adjustments in the upcoming fiscal year, including increased retirement costs.
- ***Shift Operations:*** Budget increased by $2,654,272, or 8.4%. The FY20 Adopted Budget reflects an increase of nearly $1,050,000 in overtime to align the budget with prior years' experience and increasing call volume. In addition, the FY20 budget includes a one-time funding increase of $90,000 for IT solutions to address scheduling, fire incident reporting, electronic patient records, investigations, inspections, permitting and billing. Excluding these changes, the budget increased by $1,514,272, or 4.8%.
- ***Fire Marshal's Office:*** Budget decreased $4,188, or 0.3%. Of this decrease, $88,726 is attributed to moving 1.0 FTE from the Fire Marshal's Office to Special Operations. After adjusting for this change the Fire Marshal's Office budget would have increased by $84,538, or 5.7%, due primarily to department-wide personnel cost adjustments in the upcoming fiscal year, including increased retirement costs.

Significant Changes in Funding Sources
The FY20 Adopted Budget includes the following significant changes in funding sources:

- ***General:*** Budget increased by $2,108,865, or 6.9% primarily due to an increase in budgeted overtime of over $780,000 to align the budget with prior years' experience and increasing call volume, as well as the addition of $190,000 in one-time funding for Fire IT solutions ($90,000) and Fuel Reduction in Wildland Urban Interface Areas ($100,000). Excluding these changes, the budget increased by $1,136,357, or 3.7%.
- ***Construction and Rental Housing:*** Budget increased by $17,193, or 5.1%, due to department-wide personnel cost adjustments in the upcoming fiscal year, including increased retirement costs.
- ***Ambulance Transport:*** Budget increased by $949,153, or 9.9%. FY20 includes an increase of over $350,000 in anticipated overtime expenditures to align the budget with prior years' experience and increasing call volume, and the budget for contractual services was increased by $167,725 based on an analysis of actual expenses over the last two fiscal years. Excluding these changes, the budget would have increased by $427,970, or 4.5%.

Change by Division

	FY19 Adopted Budget	FY20 Adopted Budget	FTE or $ Change	% Change
Office of the Chief				
Personnel - FTE	9.56	9.56	0.00	0.0%
Total Expenditures	$1,815,956	$2,025,451	$209,495	11.5%
Shift Operations				
Personnel - FTE	169.00	169.00	0.00	0.0%
Total Expenditures	$31,747,613	$34,401,885	$2,654,272	8.4%
Special Operations				
Personnel - FTE	18.44	19.44	1.00	5.4%
Total Expenditures	$6,903,305	$7,175,242	$271,937	3.9%
Fire Marshal's Office				
Personnel - FTE	9.00	8.00	(1.00)	-11.1%
Total Expenditures	$1,489,385	$1,485,197	($4,188)	-0.3%
Fire and Emergency Medical Services Department				
PERSONNEL - FTE	206.00	206.00	0.00	0.0%
TOTAL EXPENDITURES	$41,956,259	$45,087,775	$3,131,516	7.5%

Change by Funding Source

General	$30,777,064	$32,885,929	$2,108,865	6.9%
Construction and Rental Housing	340,239	357,432	17,193	5.1%
Municipal Airport	1,235,585	1,291,890	56,305	4.6%
Ambulance Transport	9,603,371	10,552,524	949,153	9.9%
TOTAL FUNDING SOURCES	$41,956,259	$45,087,775	$3,131,516	7.5%

Department Financial Summary

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Personnel-FTE	206.00	206.00	206.00	206.00	206.00
Personnel Services	$32,104,882	$36,191,855	$35,256,910	$36,116,333	$37,745,065
Materials and Services	5,912,616	6,363,026	6,699,349	6,801,701	7,342,710
Capital Outlay	92,037	314,108	0	1,255,380	0
TOTAL EXPENDITURES	$38,109,537	$42,868,988	$41,956,259	$44,173,414	$45,087,775
FUND SUMMARY					
General	$28,818,000	$31,860,727	$30,777,064	$31,271,511	$32,885,929
Construction and Rental Housing	296,696	291,303	340,239	340,239	357,432
Municipal Airport	864,582	907,517	1,235,585	1,235,585	1,291,890
Ambulance Transport	8,130,258	9,809,441	9,603,371	11,326,079	10,552,524
TOTAL	$38,109,537	$42,868,988	$41,956,259	$44,173,414	$45,087,775

Service Budget View for FY20

	Revenue	Expenditures			FTE
	General Fund	General Fund	Other Funds	All Funds	All Funds
Infrastructure and Planning Services					
Airport	$0	$0	$1,291,890	$1,291,890	7.00
Construction Permits	0	0	357,432	357,432	2.00
Subtotal	0	0	1,649,322	1,649,322	9.00
Public Safety Services					
Fire and Emergency Medical Services	3,284,074	31,709,751	9,703,251	41,413,002	187.44
Fire and EMS Department Admin.	0	1,176,178	849,273	2,025,451	9.56
Subtotal	3,284,074	32,885,929	10,552,524	43,438,453	197.00
TOTAL	$3,284,074	$32,885,929	$12,201,846	$45,087,775	206.00

Division Financial Summary

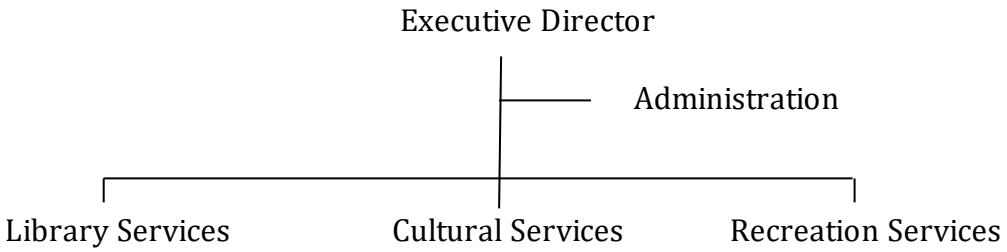
Office of the Chief	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Personnel-FTE	9.56	9.56	9.56	9.56	9.56
Personnel Services	$1,034,518	$1,064,397	$1,417,359	$1,417,359	$1,612,222
Materials and Services	483,548	485,134	398,597	428,180	413,229
TOTAL EXPENDITURES	$1,518,065	$1,549,531	$1,815,956	$1,845,539	$2,025,451
FUND SUMMARY					
General	$736,146	$755,990	$907,794	$937,377	$1,176,178
Ambulance Transport	781,919	793,541	908,162	908,162	849,273
TOTAL	$1,518,065	$1,549,531	$1,815,956	$1,845,539	$2,025,451
Shift Operations					
Personnel-FTE	169.00	169.00	169.00	169.00	169.00
Personnel Services	$27,263,060	$30,701,960	$29,434,274	$30,179,332	$31,477,695
Materials and Services	2,334,999	2,285,898	2,313,339	2,313,339	2,924,190
Capital Outlay	30,675	35,000	0	0	0
TOTAL EXPENDITURES	$29,598,059	$33,022,858	$31,747,613	$32,492,671	$34,401,885
FUND SUMMARY					
General	$23,043,283	$25,068,382	$24,663,381	$25,008,439	$26,115,515
Municipal Airport	864,582	907,517	1,235,585	1,235,585	1,291,890
Ambulance Transport	5,720,869	7,046,960	5,848,647	6,248,647	6,994,480
TOTAL	$29,628,734	$33,022,858	$31,747,613	$32,492,671	$34,401,885
Special Operations					
Personnel-FTE	18.44	18.44	18.44	18.44	19.44
Personnel Services	$2,597,011	$3,097,947	$3,052,761	$3,084,206	$3,309,010
Materials and Services	2,942,240	3,442,868	3,850,544	3,887,261	3,866,232
Capital Outlay	61,362	279,108	0	1,255,380	0
TOTAL EXPENDITURES	$5,600,613	$6,819,922	$6,903,305	$8,226,847	$7,175,242
FUND SUMMARY					
General	$3,973,144	$4,850,982	$4,056,743	$4,057,577	$4,466,471
Ambulance Transport	1,627,470	1,968,940	2,846,562	4,169,270	2,708,771
TOTAL	$5,600,613	$6,819,922	$6,903,305	$8,226,847	$7,175,242

Fire Marshal's Office	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Personnel-FTE	9.00	9.00	9.00	9.00	8.00
Personnel Services	$1,210,294	$1,327,551	$1,352,516	$1,435,436	$1,346,138
Materials and Services	151,830	149,126	136,869	172,921	139,059
TOTAL EXPENDITURES	$1,362,124	$1,476,677	$1,489,385	$1,608,357	$1,485,197
FUND SUMMARY					
General	$1,065,428	$1,185,374	$1,149,146	$1,268,118	$1,127,765
Construction and Rental Housing	296,696	291,303	340,239	340,239	357,432
TOTAL	$1,362,124	$1,476,677	$1,489,385	$1,608,357	$1,485,197

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.

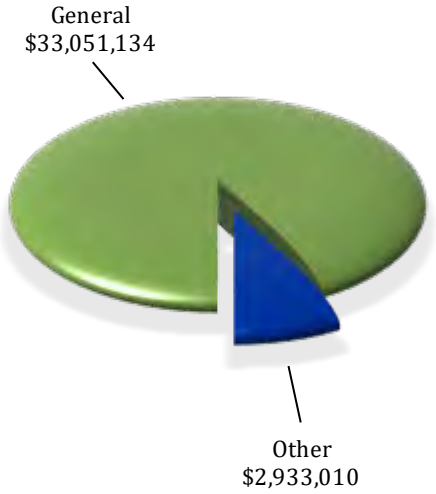
Organization Chart



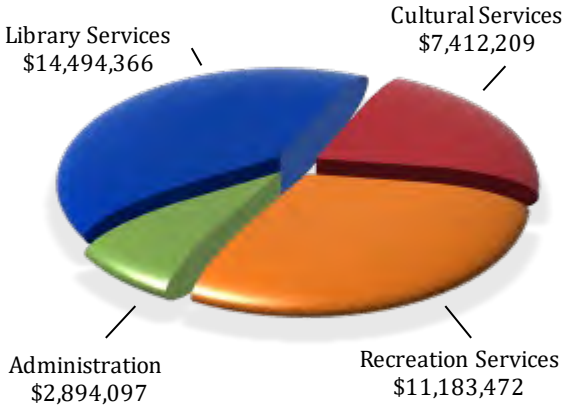
FY20 Adopted Operating Budget

$35,984,144

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

Marketing and Public Information
- Department-Wide Shared Service
- Web Content Support
- Program/Service Promotion
- Data Asset Management
- Graphic Design

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

Rental & Leased City Facility Management
- Lamb Cottage
- Kaufman House
- Shelton-McMurphey-Johnson House
- Washington Park Center
- 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
- Petersen Barn Community Center

Youth and Family Services
- Amazon Community Center
- Petersen Barn Community Center
- Sheldon Community Center
- River House Community Center
- Before/After School Care
- Camps

Recreation Services (Continued)
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
- Systems Content and User Support Mgmt.
- Volunteer Coordination

Adult Services
Branch Services - Bethel/Sheldon
Circulation and Patron Services
Collection Support
Virtual Branch and Technology Support
Youth Services

Cultural Services
Administration
- Budget/Financial Management and Analysis
- Community Relations
- Contract Management
- Cuthbert Amphitheater Management
- Grant Preparation
- Long Range Planning
- Personnel Management
- Systems Content and User Support Mgmt.
- Volunteer Coordination

Hult Center for the Performing Arts
- Ticketing Services
- Guest Services and Concessions
- Facility Operations/Maintenance
- Technical Services
- Event Management
- Technical Services

Community Events
Public Art Administration

Department Budget Changes
This section describes significant changes in the department's FY20 Adopted Budget compared to the FY19 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 $2,046,211, or 6.0%, over the FY19 Adopted Budget.

Changes in Full-Time Equivalent Employees
The FY20 Adopted Budget includes an increase of 0.25 FTE in the Library, Recreation and Cultural Services Department, as well as a reorganization of existing positions within the department's divisions. The position changes consist of the following:

- ***Administration*** added 8.63 FTE. LRCS combined its marketing and public information staff into one group now reporting to LRCS Administration. 6.63 FTE were previously budgeted in the Cultural Services Division and 2.0 FTE were in Library Services Division.
- ***Cultural Services*** reduced FTE by 6.63 due to the reorganization described in the Administration Division explanation.
- ***Library Services*** reduced FTE by 2.0 FTE due to the reorganization described in the Administration Division explanation.
- ***Recreation Services*** added 0.25 FTE to an existing 0.75 FTE Program Assistant 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 FY20 Adopted Operating Budget includes the following significant changes, by division:

- ***Administration:*** Budget increased by $1,790,309, or 162.2%, from the FY19 Adopted Budget. As noted in the Changes in Full-Time Equivalent Employees, in FY20 all LRCS marketing and public information assets were reorganized into a single group under the Administration Division. The costs associated with this move, $1,360,821, were transferred from the Cultural Services Division and the Library Services Divisions. Additionally, $400,000 in one-time funding was added to the division's FY20 budget for Pedestrian Wayfinding ($250,000) and support for upcoming community events ($150,000). Excluding these changes, the Administration Division budget increased $29,488, or 2.7%.
- ***Cultural Services:*** Budget decreased by $674,037, or 8.3%. As noted previously, all LRCS marketing and public information assets were reorganized into a single group reporting under the Administration Division. The costs associated with this move, $1,048,527, were transferred from Cultural Services Division to the Administration Division. Excluding this change, the Cultural Services budget increased by $374,490, or 4.6%.

Significant Changes in Funding Sources

The FY20 Adopted Budget includes the following significant changes in funding sources:

- ***General:*** Budget increased by $1,927,783, or 6.2%. The FY20 Adopted Budget includes one-time funding in the amount of $500,000 for several projects: Pedestrian Wayfinding ($250,000), support for upcoming community events ($150,000) and investing in early literacy strategies ($100,000). Excluding these changes, the LRCS General Fund budget increased $1,427,783, or 4.6%.
- ***Parks and Recreation Local Option Levy:*** This was a new fund in FY19 due to the May 2018 passage of Ballot Measure 20-288 to fund parks and recreation operations. This fund did not include any budget for LRCS services in FY19 but includes $50,000 in the FY20 Adopted Budget to allow for the temporary relocation of staff and/or programming during facility construction.

Change by Division

	FY19 Adopted Budget	FY20 Adopted Budget	FTE or $ Change	% Change
Administration				
Personnel - FTE	3.00	11.63	8.63	287.7%
Total Expenditures	$1,103,788	$2,894,097	$1,790,309	162.2%
Cultural Services				
Personnel - FTE	36.13	29.50	(6.63)	-18.4%
Total Expenditures	$8,086,246	$7,412,209	($674,037)	-8.3%
Library Services				
Personnel - FTE	105.00	103.00	(2.00)	-1.9%
Total Expenditures	$14,051,096	$14,494,366	$443,270	3.2%
Recreation Services				
Personnel - FTE	52.45	52.70	0.25	0.5%
Total Expenditures	$10,696,803	$11,183,472	$486,669	4.5%
Library, Recreation and Cultural Services Department				
PERSONNEL - FTE	196.58	196.83	0.25	0.1%
TOTAL EXPENDITURES	$33,937,933	$35,984,144	$2,046,211	6.0%

Change by Funding Source

General	$31,123,351	$33,051,134	$1,927,783	6.2%
Library Local Option Levy	2,417,582	2,477,510	59,928	2.5%
Parks and Recreation Local Option Levy	0	50,000	50,000	-
General Capital Projects	20,000	20,000	0	0.0%
Library, Parks and Recreation	377,000	385,500	8,500	2.3%
TOTAL FUNDING SOURCES	$33,937,933	$35,984,144	$2,046,211	6.0%

Department Financial Summary

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
PERSONNEL-FTE	196.08	196.08	196.58	196.58	196.83
Personnel Services	$18,968,415	$20,890,310	$21,948,458	$22,295,571	$23,060,009
Materials and Services	11,277,662	12,888,627	11,989,475	12,828,238	12,924,135
Capital Outlay	0	216,816	0	62,703	0
TOTAL EXPENDITURES	$30,246,079	$33,995,752	$33,937,933	$35,186,512	$35,984,144
FUND SUMMARY					
General	$28,162,350	$31,864,850	$31,123,351	$32,381,930	$33,051,134
General Capital Projects	1,625	0	20,000	20,000	20,000
Library Local Option Levy	1,627,640	1,923,399	2,417,582	2,407,582	2,477,510
Library, Parks and Recreation	454,463	207,503	377,000	377,000	385,500
Parks and Recreation Local Option Levy	0	0	0	0	50,000
TOTAL	$30,246,079	$33,995,752	$33,937,933	$35,186,512	$35,984,144

Service Budget View for FY20

	Revenue	Expenditures			FTE
	General Fund	General Fund	Other Funds	All Funds	All Funds
Culture and Recreation Services					
Adaptive Recreation Services	$122,000	$843,701	$21,500	$865,201	4.00
Adult and Senior Services	278,000	1,186,824	62,000	1,248,824	5.75
Aquatics	952,000	3,130,578	3,000	3,133,578	9.50
Athletics	370,000	503,539	1,000	504,539	3.00
Cultural Services	4,920,000	7,392,209	20,000	7,412,209	29.50
Library	478,540	11,739,856	2,754,510	14,494,366	103.00
Youth and Family Recreation Svcs.	1,206,000	5,360,330	71,000	5,431,330	30.45
LRCS Department Admin.	0	2,894,097	0	2,894,097	11.63
TOTAL	$8,326,540	$33,051,134	$2,933,010	$35,984,144	196.83

Division Financial Summary

Administration	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Personnel-FTE	3.00	3.00	3.00	3.00	11.63
Personnel Services	$494,332	$492,726	$630,787	$630,787	$1,717,575
Materials and Services	328,613	272,779	473,001	571,818	1,176,522
TOTAL EXPENDITURES	$822,945	$765,505	$1,103,788	$1,202,605	$2,894,097
FUND SUMMARY					
General	$822,945	$765,505	$1,103,788	$1,202,605	$2,894,097
Cultural Services					
Personnel-FTE	36.13	36.13	36.13	36.13	29.50
Personnel Services	$3,385,400	$3,926,724	$4,223,676	$4,271,676	$3,650,321
Materials and Services	3,179,560	5,365,897	3,862,570	4,323,200	3,761,888
Capital Outlay	0	30,889	0	15,995	0
TOTAL EXPENDITURES	$6,564,961	$9,323,509	$8,086,246	$8,610,871	$7,412,209
FUND SUMMARY					
General	$6,563,336	$9,323,509	$8,066,246	$8,590,871	$7,392,209
General Capital Projects	1,625	0	20,000	20,000	20,000
TOTAL	$6,564,961	$9,323,509	$8,086,246	$8,610,871	$7,412,209
Library					
Personnel-FTE	105.00	105.00	105.00	105.00	103.00
Personnel Services	$8,620,412	$9,384,939	$9,923,793	$9,923,793	$10,172,284
Materials and Services	3,995,495	3,765,564	4,127,303	4,088,777	4,322,082
Capital Outlay	0	12,730	0	46,708	0
TOTAL EXPENDITURES	$12,615,907	$13,163,233	$14,051,096	$14,059,278	$14,494,366
FUND SUMMARY					
General	$10,722,934	$11,059,109	$11,366,514	$11,384,696	$11,739,856
Library Local Option Levy	1,627,640	1,923,399	2,417,582	2,407,582	2,477,510
Library, Parks, and Recreation	265,334	180,725	267,000	267,000	277,000
TOTAL	$12,615,907	$13,163,233	$14,051,096	$14,059,278	$14,494,366

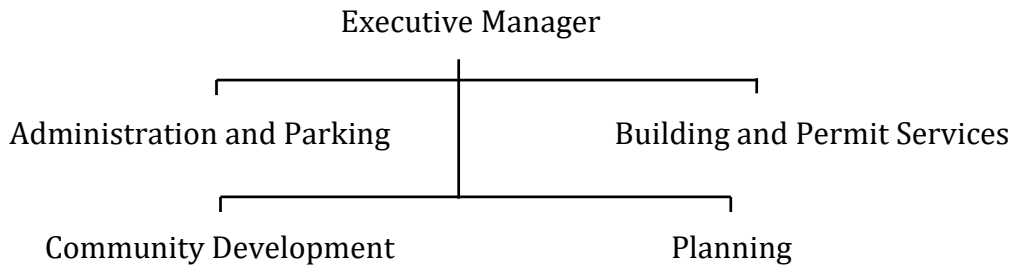
Recreation	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Personnel-FTE	51.95	51.95	52.45	52.45	52.70
Personnel Services	$6,468,271	$7,085,920	$7,170,202	$7,469,315	$7,519,829
Materials and Services	3,773,995	3,484,387	3,526,601	3,844,443	3,663,643
Capital Outlay	0	173,197	0	0	0
TOTAL EXPENDITURES	$10,242,265	$10,743,505	$10,696,803	$11,313,758	$11,183,472
FUND SUMMARY					
General	$10,053,136	$10,716,727	$10,586,803	$11,203,758	$11,024,972
Library, Parks and Recreation	189,129	26,778	110,000	110,000	108,500
Parks and Recreation Local Option Levy	0	0	0	0	50,000
TOTAL	$10,242,265	$10,743,505	$10,696,803	$11,313,758	$11,183,472

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.

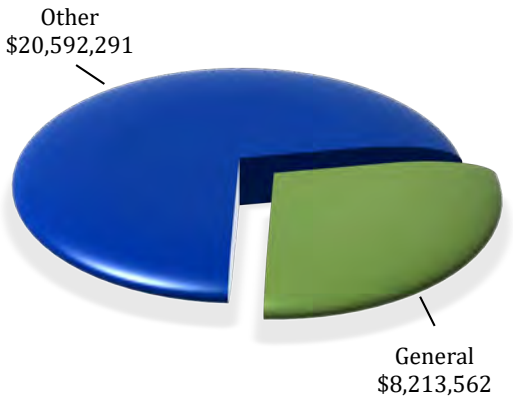
Organization Chart



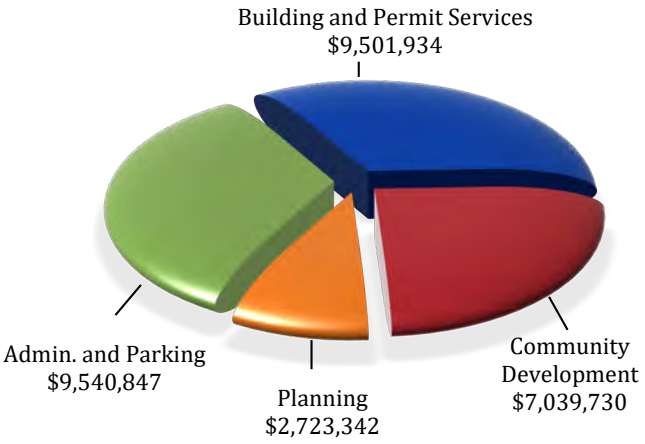
FY20 Adopted Operating Budget

$28,805,853

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
- Affordable Housing Trust Fund Program Administration

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 FY20 Adopted Budget compared to the FY19 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 $1,936,921, or 7.2%, over the FY19 Adopted Budget.

Changes in Full-Time Equivalent Employees
The FY20 Adopted Budget includes an increase of 3.4 FTE in the Planning and Development Department. The changes consist of the following:

- ***Administration and Parking*** added 0.4 FTE. Of this increase, 0.2 FTE was added to an existing Program Coordinator position to increase capacity related to contract administration. An additional 0.2 FTE was added to an existing Management Analyst position to assess and help with commercial space leases.
- ***Building and Permit Services*** (BPS) added a total of 3.0 FTE in the FY20 Adopted Budget. The adoption of Transportation Network Companies (TNCs or ridesharing services) licensing began in early FY19 and 1.0 FTE is included in the FY20 budget to provide additional support for this and other code compliance work. In the Land Use Zoning permit review team, 0.6 FTE was added in FY19 after the adoption of the budget to provide supervision and technical assistance to the Land Use Zoning permit review team. An additional 0.4 FTE is added to this position in FY20 to make it 1.0 FTE total. An additional 1.0 FTE Permit Review Manager is added in FY20 and will be responsible for overseeing the City's building plan review teams.

Significant Changes in Expenditures by Division
The FY20 Adopted Operating Budget includes the following significant changes, by division:

- ***Building and Permit Services:*** Budget increased by $1,066,106, or 12.6%. The FY20 Adopted Budget included an increase of $36,357 in the reserve for encumbrance, which funds various contracts that were not expended in the prior budget year. Other increases to FY20 expenditures are due to the addition of the 3.0 FTE detailed above for $389,168, one-time funding for revision of the Nuisance Code totaling $70,000, a one-time equipment and setup-based cost increase related to software redevelopment of $100,000, a State-mandated update to the specialty building codes for $40,000 and a $27,528 increase in allocated system fees to cover increased merchant service fees associated with processing System Development fees on building permits. Excluding these changes, the budget increased by $403,053, or 4.8%.
- ***Community Development:*** Budget increased by $703,809, or 11.1%. The Budget Committee passed a motion to allocate an additional $45,000 for payment to the Human Services Commission to cover an anticipated shortfall in Community Development Block Grant funds in FY20. The FY20 budget also includes an additional $320,000 in revenue-backed funding for Riverfront Urban Renewal project delivery, and an additional $215,000 to continue work on the Housing Tools and Strategies project. Excluding these changes, the budget increased $123,809, or 2.0%.

- ***Planning:*** The total budget decreased by $186,864, or 6.4%. The FY19 Adopted Budget included $150,000 in funding for Urban Reserve staffing and consulting, $30,000 for the University Neighborhood Plan, $100,000 for Land Use Code updates and $70,000 for the Clear Lake Expansion Area Shovel Ready Development Plan that are not included in the FY20 Adopted Budget. Excluding these changes, the total budget increased $163,136, or 5.6%, which is due to department-wide personnel cost adjustments in the upcoming fiscal year, including increased retirement costs.

Significant Changes in Funding Sources
The FY20 Adopted Budget includes the following significant changes in funding sources:

- ***General:*** Increase of $490,085, or 6.3%. During FY20 budget deliberations, the Budget Committee passed motions to add $165,000 in funding for the department: $120,000 in ongoing funding for downtown sanitation, and $45,000 in one-time funds to increase the General Fund contribution to the Human Services Commission. Excluding these changes, the budget increased by $325,085, or 4.2%.
- ***Community Development:*** Increase of $341,633, or 10.5%. The FY20 Adopted Budget included an increase of $575,637 in the reserve for encumbrance, which funds various contracts that were not expended in the prior budget year. This increase was partially offset by a reduction of $309,984 in the fund's contractual services, which is primarily attributable to the FY19 completion of several pending Human Services Capital Facilities program projects. Excluding these changes, the budget increased by $75,980, or 2.3%.
- ***Construction and Rental Housing:*** Increase of $892,458, or 11.4%. The FY20 Adopted Budget included an increase of $36,357 in the reserve for encumbrance, which funds various contracts that were not expended in the prior budget year. Additional FY20 increases include the addition of the 3.0 FTE totaling $389,168 (see the explanations for Changes in Full-Time Equivalent Employees for the Building and Permit Services divisions), a State-mandated specialty building code update for $40,000, and a one-time equipment and setup-based increase in the three-year allocation for software redevelopment of $100,000. Excluding these changes, the fund increased $326,933, or 4.2%.
- ***Solid Waste and Recycling:*** Increase of $87,852, or 7.9%. The fund's FY20 budget includes $12,750 for 0.1 FTE to increase capacity related to contract administration and $45,000 for the Repair and Reuse program to offer Fix-It-Fairs to the public to prolong the life of consumer goods and reduce waste. Excluding these changes, the fund increased by $30,102, or 2.7%.
- ***Systems Development Capital Projects:*** Budget increased by $14,982, or 9.0%, due to a $7,528 increase in allocated system fees to cover increased merchant service fees associated with processing System Development fees on building permits. Excluding this change, the budget increased by $7,454, or 4.5%.
- ***Facilities Services:*** Increase of $26,605, or 5.1%. In FY20, 0.2 FTE was added to an existing Management Analyst position to assess and help with commercial space leases for $17,000. Excluding this change the fund increased by $9,605, or 1.9%.

Change by Division

	FY19 Adopted Budget	FY20 Adopted Budget	FTE or $ Change	% Change
Administration and Parking				
Personnel - FTE	28.15	28.55	0.40	1.4%
Total Expenditures	$9,186,977	$9,540,847	$353,870	3.9%
Building and Permit Services				
Personnel - FTE	50.25	53.25	3.00	6.0%
Total Expenditures	$8,435,828	$9,501,934	$1,066,106	12.6%
Community Development				
Personnel - FTE	17.60	17.60	0.00	0.0%
Total Expenditures	$6,335,921	$7,039,730	$703,809	11.1%
Planning				
Personnel - FTE	17.00	17.00	0.00	0.0%
Total Expenditures	$2,910,206	$2,723,342	($186,864)	-6.4%
Planning and Development Department				
PERSONNEL - FTE	113.00	116.40	3.40	3.0%
TOTAL EXPENDITURES	$26,868,932	$28,805,853	$1,936,921	7.2%

Change by Funding Source

General	$7,723,477	$8,213,562	$490,085	6.3%
Community Development	3,244,642	3,586,275	341,633	10.5%
Construction and Rental Housing	7,810,918	8,703,376	892,458	11.4%
Solid Waste and Recycling	1,111,696	1,199,548	87,852	7.9%
Systems Dev. Capital Proj.	166,511	181,493	14,982	9.0%
Parking Services	6,293,570	6,376,876	83,306	1.3%
Facilities Services	518,118	544,723	26,605	5.1%
TOTAL FUNDING SOURCES	$26,868,932	$28,805,853	$1,936,921	7.2%

Department Financial Summary

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Personnel-FTE	99.65	107.65	113.00	113.60	116.40
Personnel Services	$11,087,001	$11,852,020	$14,269,963	$14,821,550	$16,651,836
Materials and Services	8,942,736	9,343,613	12,598,969	14,705,533	12,094,017
Capital Outlay	39,375	88,888	0	0	60,000
TOTAL EXPENDITURES	$20,069,111	$21,284,521	$26,868,932	$29,527,083	$28,805,853
FUND SUMMARY					
General	$6,389,376	$6,862,773	$7,723,477	$10,076,160	$8,213,562
Construction and Rental Housing	6,336,755	5,800,614	7,810,918	7,865,834	8,703,376
Solid Waste and Recycling	850,347	1,036,529	1,111,696	1,147,169	1,199,548
Community Development	1,519,211	1,453,087	3,244,642	3,543,661	3,586,275
Systems Dev. Cap. Proj.	90,010	119,171	166,511	166,511	181,493
Parking Services	4,623,053	5,672,073	6,293,570	6,243,844	6,376,876
Facilities Services	260,360	340,274	518,118	483,904	544,723
TOTAL	$20,069,111	$21,284,521	$26,868,932	$29,527,083	$28,805,853

Service Budget View for FY20

	Revenue	Expenditures			FTE
	General Fund	General Fund	Other Funds	All Funds	All Funds
Public Safety Services					
Social Services	$0	$963,778	$1,332,336	$2,296,114	0.60
Infrastructure and Planning Services					
Housing Opp. and Econ. Prosperity	28,262	956,501	1,725,631	2,682,132	12.14
Construction Permits	0	0	8,884,869	8,884,869	49.15
Greater Downtown Services	1,402,512	1,532,776	0	1,532,776	4.87
Land Use Planning	429,183	1,156,641	0	1,156,641	7.50
Metro and Community Planning	0	1,167,814	0	1,167,814	7.50
Parking Services	0	0	6,376,876	6,376,876	16.40
Infrastructure Project Management	0	0	528,308	528,308	0.00
Public Buildings and Facilities	0	0	544,723	544,723	0.50
Waste Prev./Green Bldg and Bus. Lic.	179,351	180,285	1,199,548	1,379,833	7.40
Zoning and Nuisance Admin.	89,100	744,501	0	744,501	4.55
Planning and Develop. Dept. Admin.	0	1,511,266	0	1,511,266	5.80
Subtotal	2,128,408	7,249,784	19,259,955	26,509,739	115.80
TOTAL	$2,128,408	$8,213,562	$20,592,291	$28,805,853	116.40

Division Financial Summary

Administration and Parking	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Personnel-FTE	23.05	25.55	28.15	28.15	28.55
Personnel Services	$2,667,489	$2,751,359	$3,314,506	$3,454,506	$3,805,993
Materials and Services	4,280,450	5,316,736	5,872,471	6,004,931	5,674,854
Capital Outlay	39,375	88,888	0	0	60,000
TOTAL EXPENDITURES	$6,987,313	$8,156,982	$9,186,977	$9,459,437	$9,540,847
FUND SUMMARY					
General	$847,493	$835,457	$984,948	$1,305,875	$1,111,979
Construction and Rental Housing	412,016	272,649	278,645	278,645	307,721
Solid Waste and Recycling	850,347	1,036,529	1,111,696	1,147,169	1,199,548
Parking Services	4,617,098	5,672,073	6,293,570	6,243,844	6,376,876
Facilities Services	260,360	340,274	518,118	483,904	544,723
TOTAL	$6,987,313	$8,156,982	$9,186,977	$9,459,437	$9,540,847

Building and Permit Services					
Personnel-FTE	47.00	50.00	50.25	50.85	53.25
Personnel Services	$4,990,115	$5,284,496	$6,290,110	$6,405,110	$7,502,450
Materials and Services	1,641,695	1,005,458	2,145,718	2,168,376	1,999,484
TOTAL EXPENDITURES	$6,631,811	$6,289,953	$8,435,828	$8,573,486	$9,501,934
FUND SUMMARY					
General	$617,062	$642,816	$737,044	$819,786	$924,786
Construction and Rental Housing	5,924,739	5,527,965	7,532,273	7,587,189	8,395,655
Systems Dev. Cap. Proj.	90,010	119,171	166,511	166,511	181,493
TOTAL	$6,631,811	$6,289,953	$8,435,828	$8,573,486	$9,501,934

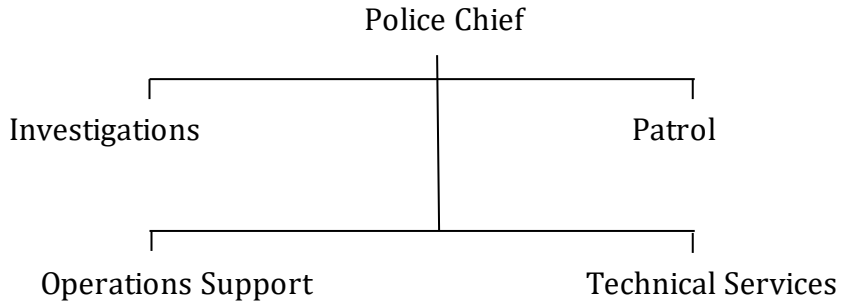
Community Development					
Personnel-FTE	14.60	16.10	17.60	17.60	17.60
Personnel Services	$1,646,580	$1,917,333	$2,456,573	$2,657,198	$3,038,316
Materials and Services	2,531,635	2,461,172	3,879,348	4,506,664	4,001,414
TOTAL EXPENDITURES	$4,178,215	$4,378,504	$6,335,921	$7,163,862	$7,039,730
FUND SUMMARY					
General	$2,653,049	$2,925,418	$3,091,279	$3,620,201	$3,453,455
Community Development	1,519,211	1,453,087	3,244,642	3,543,661	3,586,275
Parking Services	5,955	0	0	0	0
TOTAL	$4,178,215	$4,378,504	$6,335,921	$7,163,862	$7,039,730

Planning	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
PERSONNEL-FTE	15.00	16.00	17.00	17.00	17.00
Personnel Services	$1,782,816	$1,898,833	$2,208,774	$2,304,736	$2,305,077
Materials and Services	488,955	560,248	701,432	2,025,562	418,265
TOTAL EXPENDITURES	$2,271,771	$2,459,081	$2,910,206	$4,330,298	$2,723,342
FUND SUMMARY					
General	$2,271,771	$2,459,081	$2,910,206	$4,330,298	$2,723,342

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.

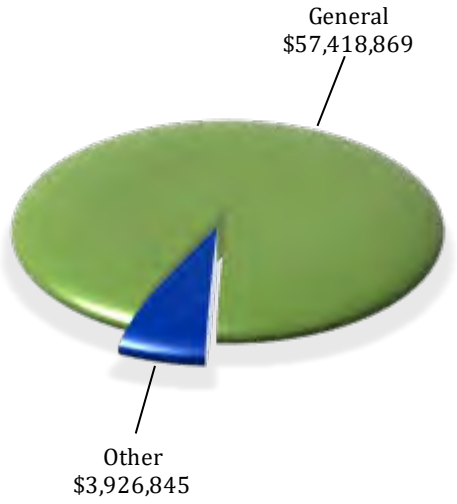
Organization Chart*



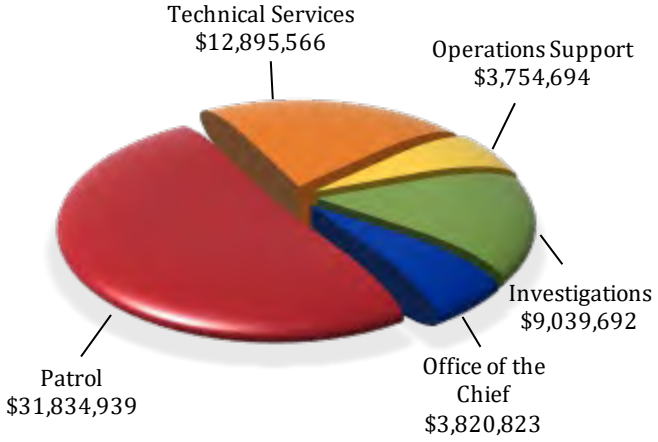
*The chart above reflects the organization of the department at the time of FY20 budget adoption. EPD will undergo a reorganization in FY20 and those changes will be reflected in the FY21 budget.

FY20 Adopted Operating Budget
$61,345,714

Funds



Divisions



Functional Organization Chart*

Investigations
Violent Crimes
Property Crimes
Financial Crimes
Forensics Evidence
Arson
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
Policy Analysis and Development
Internal Affairs
Planning and Police Commission
Legislative Coordination
Dept. In-Service Training and Certification
Defensive Tactices
Firearms
Emergency Vehicle Operations
Firearms Training

Operations Support
Financial Management
Capital Projects Management
Service Contracts Administration
Grant Management
Volunteer Coordination
Property Management
Crime Analysis
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)

*The chart above reflects the organization of the department at the time of FY20 budget adoption. EPD will undergo a reorganization in FY20 and those changes will be reflected in the FY21 budget.

Department Budget Changes
This section describes significant changes in the department's FY20 Adopted Budget compared to the FY19 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 $2,842,975, or 4.9%, over the FY19 Adopted Budget.

Changes in Full-Time Equivalent Employees
The FY20 Adopted Budget includes an increase of 3.0 FTE in the Police Department. The changes consist of the following:

- ***Operations Support*** decreased by 1.0 FTE due to reclassification of a Crime Analyst position to the Evidence Control Supervisor, which was then moved to the Investigations Division.
- ***Patrol*** increased FTE by 4.0 due to the addition of 3.0 FTE for the Airport (1.0 FTE is funded from the existing Airport personnel budget) and moving 1.0 FTE Evidence Unit Sergeant to the Patrol Division from the Investigations Division.
- ***Investigations*** experienced a net change of 0 FTE by moving an Evidence Unit Sergeant to Patrol (decrease of 1.0 FTE) and received 1.0 FTE Evidence Control Supervisor that was transferred from the Operations Support Division.

Significant Changes in Expenditures by Division
The FY20 Adopted Operating Budget includes the following significant changes, by division:

- ***Office of the Chief:*** Budget decreased overall by $305,251, or 7.4%, due to the cessation of one-time funds included in the FY19 Adopted Budget, including funding for Body Worn Camera Storage ($80,000), staffing support for backfill hiring ($270,000) and the Community Justice Initiative ($500,000). These decreases were offset primarily by department-wide personnel cost adjustments in the upcoming fiscal year, including increased retirement costs. In FY20, funding has been set aside as the department continues to evaluate its organizational structure while conversations continue about the Community Safety Initiative. After accounting for these changes, the division budget decreased by $4,251, or 0.1%.
- ***Patrol:*** Budget increased by $2,008,354, or 6.7%, due to several changes to FY20 service levels. The FY20 budget includes one-time funding to increase CAHOOTS service ($281,000) and the ongoing addition of 2.0 FTE Police Officer positions at the Airport to support the new United Chicago service ($345,475). After accounting for these changes, the division budget increased by $1,381,879, or 4.6%.

Significant Changes in Funding Sources
The FY20 Adopted Budget includes the following significant changes in funding sources:

- ***Public Safety Communications:*** Budget increased by $161,423, or 7.3%. The FY20 budget for contractual services was increased by $46,400 to allow for budget authority for larger projects, and radio rates increased by $14,364, a 31% increase over the FY19 amount, to more closely align the budget with historical actual expenditures. After accounting for these changes, the budget increased by $100,659 or 4.5%.
- ***Municipal Airport:*** Budget increased by $405,114, or 57.1%. This increase is primarily attributable to the addition of 2.0 FTE Police Officer positions at a cost of $345,475 to support the new United Chicago service at the Airport. Excluding this change, the budget increased by $59,639, or 8.4%, due to personnel cost adjustments in the upcoming fiscal year, including increased retirement costs.

Change by Division

	FY19 Adopted Budget	FY20 Adopted Budget	FTE or $ Change	% Change
Investigations				
Personnel - FTE	48.00	48.00	0.00	0.0%
Total Expenditures	$8,605,383	$9,039,692	$434,309	5.0%
Office of the Chief				
Personnel - FTE	14.50	14.50	0.00	0.0%
Total Expenditures	$4,126,074	$3,820,823	($305,251)	-7.4%
Operations Support				
Personnel - FTE	19.66	18.66	(1.00)	-5.1%
Total Expenditures	$3,666,884	$3,754,694	$87,810	2.4%
Patrol				
Personnel - FTE	164.00	168.00	4.00	2.4%
Total Expenditures	$29,826,585	$31,834,939	$2,008,354	6.7%
Technical Services				
Personnel - FTE	84.00	84.00	0.00	0.0%
Total Expenditures	$12,277,813	$12,895,566	$617,753	5.0%
Police Department				
PERSONNEL - FTE	330.16	333.16	3.00	0.9%
TOTAL EXPENDITURES	$58,502,739	$61,345,714	$2,842,975	4.9%

Change by Funding Source

General	$55,144,120	$57,418,869	$2,274,749	4.1%
Parks and Recreation Local Option Levy	430,000	431,689	1,689	0.4%
Public Safety Communications	2,219,619	2,381,042	161,423	7.3%
Municipal Airport	709,000	1,114,114	405,114	57.1%
TOTAL FUNDING SOURCES	$58,502,739	$61,345,714	$2,842,975	4.9%

Department Financial Summary

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
PERSONNEL-FTE	328.16	328.16	330.16	330.16	333.16
Personnel Services	$43,493,318	$45,191,881	$48,173,192	$52,909,912	$50,879,876
Materials and Services	10,358,200	9,796,635	10,329,547	10,790,965	10,465,838
Capital Outlay	171,918	275,374	0	56,408	0
TOTAL EXPENDITURES	$54,023,436	$55,263,890	$58,502,739	$63,757,285	$61,345,714
FUND SUMMARY					
General	$51,649,187	$52,975,096	$55,144,120	$60,398,666	$57,418,869
Parks and Rec Local Option Levy	0	0	430,000	430,000	431,689
Public Safety Communications	1,797,694	1,654,517	2,219,619	2,219,619	2,381,042
Municipal Airport	576,555	634,276	709,000	709,000	1,114,114
TOTAL	$54,023,436	$55,263,890	$58,502,739	$63,757,285	$61,345,714

Service Budget View for FY20

	Revenue	Expenditures			FTE
	General Fund	General Fund	Other Funds	All Funds	All Funds
Public Safety Services					
Animal Services	$240,000	$1,022,526	$0	$1,022,526	3.00
Call Taking and Dispatch	1,430,000	7,287,406	2,381,042	9,668,448	58.50
Investigations	10,000	9,039,692	0	9,039,692	48.00
Police Records Mgmt. and Analysis	35,000	3,227,118	0	3,227,118	25.50
Patrol	1,255,000	30,289,136	431,689	30,720,825	162.00
Police Department Admin.	0	6,552,991	0	6,552,991	30.16
Subtotal	2,970,000	57,418,869	2,812,731	60,231,600	327.16
Infrastructure and Planning Services					
Airport	0	0	1,114,114	1,114,114	6.00
TOTAL	$2,970,000	$57,418,869	$3,926,845	$61,345,714	333.16

Division Financial Summary

Investigations	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
PERSONNEL-FTE	47.66	48.00	48.00	48.00	48.00
Personnel Services	$6,768,720	$7,395,321	$7,352,490	$7,352,490	$7,721,587
Materials and Services	1,345,025	1,147,749	1,252,893	1,343,518	1,318,105
Capital Outlay	14,880	34,110	0	0	0
TOTAL EXPENDITURES	$8,128,625	$8,577,180	$8,605,383	$8,696,008	$9,039,692
FUND SUMMARY					
General	$8,128,625	$8,577,180	$8,605,383	$8,696,008	$9,039,692
Office of the Chief					
PERSONNEL-FTE	13.50	14.50	14.50	14.50	14.50
Personnel Services	$1,905,026	$1,952,215	$2,492,790	$2,492,790	$2,768,543
Materials and Services	440,305	1,126,200	1,633,284	1,679,342	1,052,280
TOTAL EXPENDITURES	$2,345,332	$3,078,415	$4,126,074	$4,172,132	$3,820,823
FUND SUMMARY					
General	$2,345,332	$3,078,415	$4,126,074	$4,172,132	$3,820,823
Operations Support					
PERSONNEL-FTE	20.00	19.66	19.66	19.66	18.66
Personnel Services	$2,931,771	$1,939,828	$2,402,805	$2,402,805	$2,429,149
Materials and Services	3,062,752	1,216,544	1,264,079	1,391,582	1,325,545
Capital Outlay	91,956	6,995	0	0	0
TOTAL EXPENDITURES	$6,086,479	$3,163,367	$3,666,884	$3,794,387	$3,754,694
FUND SUMMARY					
General	$6,081,164	$3,163,443	$3,666,884	$3,794,387	$3,754,694
Public Safety Communications	5,315	(76)	0	0	0
TOTAL	$6,086,479	$3,163,367	$3,666,884	$3,794,387	$3,754,694

Patrol	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
PERSONNEL-FTE	163.00	162.00	164.00	164.00	168.00
Personnel Services	$22,928,784	$24,606,635	$25,549,397	$29,786,117	$27,032,266
Materials and Services	3,961,376	4,949,512	4,277,188	4,457,116	4,802,673
Capital Outlay	65,081	234,269	0	56,408	0
TOTAL EXPENDITURES	$26,955,243	$29,790,416	$29,826,585	$34,299,641	$31,834,939
FUND SUMMARY					
General	$26,378,687	$29,156,140	$28,687,585	$33,160,641	$30,289,136
Parks and Rec Local Option Levy	0	0	430,000	430,000	431,689
Municipal Airport	576,555	634,276	709,000	709,000	1,114,114
TOTAL	$26,955,243	$29,790,416	$29,826,585	$34,299,641	$31,834,939

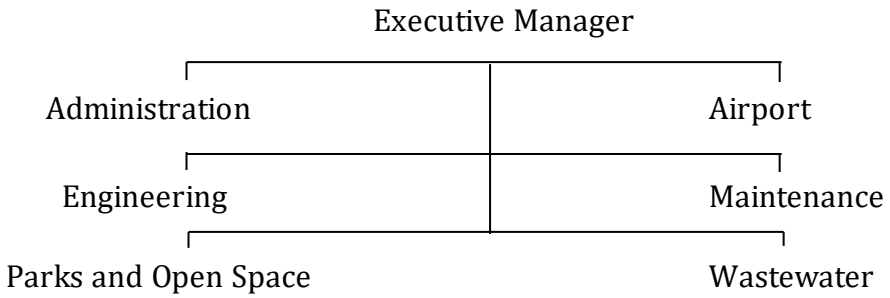
Technical Services

PERSONNEL-FTE	84.00	84.00	84.00	84.00	84.00
Personnel Services	$8,959,017	$9,297,882	$10,375,710	$10,875,710	$10,928,331
Materials and Services	1,548,742	1,356,629	1,902,103	1,919,407	1,967,235
TOTAL EXPENDITURES	$10,507,759	$10,654,511	$12,277,813	$12,795,117	$12,895,566
FUND SUMMARY					
General	$8,715,379	$8,999,917	$10,058,194	$10,575,498	$10,514,524
Public Safety Communications	1,792,379	1,654,595	2,219,619	2,219,619	2,381,042
TOTAL	$10,507,759	$10,654,511	$12,277,813	$12,795,117	$12,895,566

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.

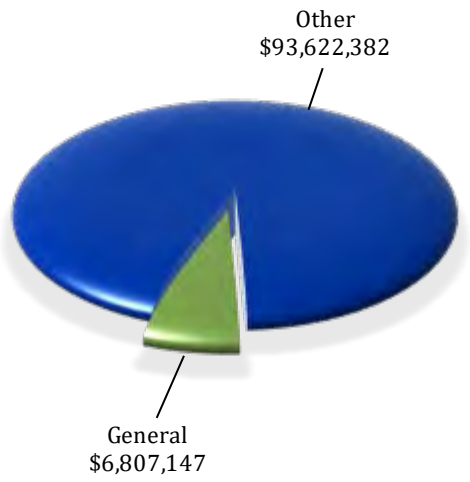
Organization Chart



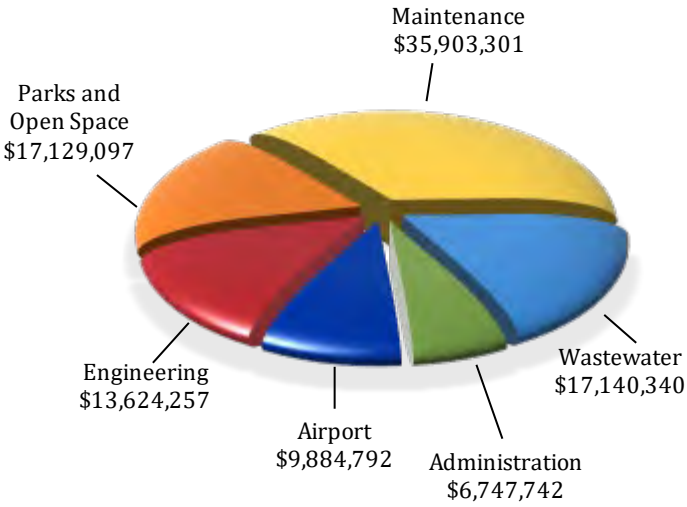
FY20 Adopted Operating Budget

$100,429,529

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 FY20 Adopted Budget compared to the FY19 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 $2,685,733, or 2.7%, over the FY19 Adopted Budget.

Changes in Full-Time Equivalent Employees
The FY20 Adopted Budget includes an increase of 7.0 FTE in the Public Works Department. These position changes consist of the following:

- ***Airport Division*** added 1.0 FTE in FY20 for an Airport Worker 2 to provide both mechanical and electrical work on equipment such as jet bridges, bag belts and baggage claim equipment.
- ***Engineering Division*** added 3.0 FTE in FY20. Of this increase, 2.0 FTE is for a landscape designer and a landscape architect. The 2018 voter-approved Parks and Recreation capital bond increases capital project related work and created the need for additional staff. In addition, 1.0 FTE Associate Engineering Technician was moved from the Maintenance Division to the Engineering Division.
- ***Maintenance Division*** added 0.5 FTE in FY20. The division added 1.0 FTE for a Fleet Supervisor and 0.5 FTE for a Senior Financial Analyst and moved 1.0 FTE Associate Engineering Technician to the Engineering Division. The Fleet position will be responsible for the supervision of fleet parts, fuel, fleet administration and will also add capacity for additional emergency communications support. A Senior Financial Analyst is included in the FY20 budget for financial support for both the Maintenance (0.5 FTE) and Parks and Open Space Divisions (0.5 FTE). This position will provide financial management, including budget development and analytical support.
- ***Parks and Open Space Division*** added 2.5 FTE. 2.0 FTE for a landscape designer and a landscape architect, and 0.5 FTE for a Senior Financial Analyst. The 2018 voter-approved Parks and Recreation capital bond increases capital project-related work and created the need for additional staff. A Senior Financial Analyst is included in the FY20 budget for financial support for both the Maintenance (0.5 FTE) and Parks and Open Space Divisions (0.5 FTE). This position will provide financial management, including budget development and analytical support.

Significant Changes in Expenditures by Division
The FY20 Adopted Operating Budget includes the following significant changes, by division:

- ***Administration:*** Budget increased by $500,245, or 8.0%, due to an increase in the City Utility Right of Way Fees of $101,000, a projected increase in the administrative fee paid to EWEB for the billing and collection of the stormwater and wastewater fees of $66,000, and a $150,000 increase for the reserve for encumbrance, which funds various contracts that were not expended in the prior budget year. Excluding these additions, the change would have been $183,245, or 2.9%.
- ***Airport:*** Budget increased by $1,108,894, or 12.6%, due to the increase of 1.0 FTE Airport Worker 2 ($100,000), increases in contract costs for the management of the parking lot

($62,000), increases in contractual services ($129,490) and the increase in the reserve for encumbrance, which funds various contracts that were not expended in the prior budget year ($433,248). Excluding these additions, the change would have been $384,156 or 4.4%.

- ***Engineering:*** Budget increased by $912,533, or 7.2%. $255,000 was added in FY20 for 2.0 FTE landscape designer and landscape architect, and an increase of $117,358 for computer software. Excluding these changes, the overall budget increased $540,175, or 4.2%.
- ***Maintenance:*** The reduction of $1,913,785, or 5.1%, is primarily due to budgeting of vehicle replacement and upfit costs which will fluctuate each year depending on the schedule of vehicles to be replaced; for FY20 there is a reduction of $4,386,713 in vehicle replacement. This reduction is partially offset by a $1,254,000 increase in the reserve for encumbrance, which funds various contracts that were not expended in the prior budget year. Excluding these changes, the overall budget increased by $1,218,928, or 3.2%.
- ***Parks and Open Space:*** Budget increased by $1,586,157, or 10.2%, due to adding $255,000 for the 2.0 FTE landscape designer and landscape architect, and a $636,786 increase in the reserve for encumbrance, which is for funds under various contracts that were not expended in the prior budget year. Excluding these changes, the overall budget increased by $694,371 or 4.5%.

Significant Changes in Funding Sources

The FY20 Adopted Budget includes the following significant changes in funding sources:

- ***Parks and Recreation Local Option Levy:*** The Parks and Recreation Local Option Levy fund increased by $798,297, or 39.9%. This increase is due the implementation of the second year of the spending plan for the voter-approved 2018 Parks and Recreation Levy, which includes funding for the operation of projects that will be completed by the accompanying 2018 Parks and Recreation Bond. Additionally, the budget reflects an increase of $560,511 in the reserve for encumbrance, which funds various contracts that were not expended in the prior budget year.
- ***Construction and Rental Housing:*** The Construction and Rental Housing fund increased by $24,503, or 5.1%. This increase is due to department-wide personnel cost adjustments of $23,137 in the upcoming fiscal year, including increased retirement costs. Excluding these changes, the overall budget increased $1,366, or 0.3%.
- ***Systems Development Capital Projects:*** The Systems Development Capital Projects Fund (Administration Costs) will decrease by $29,412, or 5.8%. The FY20 budget reflects a decrease of $40,000 due to the completion of consultant contracts for Systems Development Charges (SDC) system review. Excluding this change, the overall budget increased by $10,588, or 2.1%.
- ***Municipal Airport:*** The Municipal Airport Fund increased by $1,113,455, or 12.6%. This increase is due to the increase of 1.0 FTE Airport Worker 2 ($100,000), increases in contract costs for the management of the parking lot ($62,000), contractual services ($129,490) and an increase of $433,248 in the reserve for encumbrance, which funds various contracts that were not expended in the prior budget year. Excluding these additions, the change would have been $388,717, or 4.4%.
- ***Stormwater Utility:*** Budget increased by $1,043,130, or 6.3%, due to an increase of $352,931 in the reserve for encumbrance, which funds various contracts that were not expended in the prior budget year. Excluding this change, the budget increased by $690,199 or 4.2%.

- ***Fleet Services:*** The Fleet Services budget reflects an overall reduction of $2,538,226, or 15.5%. This reduction is primarily due to the reduction of $4,386,713 for budgeting of vehicle replacement and upfit costs. Vehicle replacement will fluctuate each year depending on the schedule of vehicles to be replaced. This decrease was partially offset by a $1,233,005 increase in the reserve for encumbrance, which funds various contracts that were not expended in the prior budget year. Excluding these changes, the overall budget increased by $615,482 or 3.8%.
- ***Professional Services:*** The Professional Services Fund increase of $864,868, or 12.8%, is due to the addition of 4.0 FTE for two landscape designers and two landscape architects at the cost of $514,000 for capital project work related to the 2018 voter-approved Parks and Recreation bond projects (see the Changes in Full-Time Equivalent Employees for the Engineering and Parks and Open Space Divisions). There was also an $18,523 increase in the reserve for encumbrance, which funds various contracts that were not expended in the prior budget year. Excluding these changes, the overall budget increased by $322,345, or 4.9%.

Change by Division

	FY19 Adopted Budget	FY20 Adopted Budget	FTE or $ Change	% Change
Administration				
Personnel - FTE	17.00	17.00	0.00	0.0%
Total Expenditures	$6,247,497	$6,747,742	$500,245	8.0%
Airport				
Personnel - FTE	41.50	42.50	1.00	2.4%
Total Expenditures	$8,775,898	$9,884,792	$1,108,894	12.6%
Engineering				
Personnel - FTE	77.00	80.00	3.00	3.9%
Total Expenditures	$12,711,724	$13,624,257	$912,533	7.2%
Maintenance				
Personnel - FTE	134.25	134.75	0.50	0.4%
Total Expenditures	$37,817,086	$35,903,301	($1,913,785)	-5.1%
Parks and Open Space				
Personnel - FTE	87.10	89.60	2.50	2.9%
Total Expenditures	$15,542,940	$17,129,097	$1,586,157	10.2%
Wastewater				
Personnel - FTE	84.50	84.50	0.00	0.0%
Total Expenditures	$16,648,651	$17,140,340	$491,689	3.0%
Public Works Department				
PERSONNEL - FTE	441.35	448.35	7.00	1.6%
TOTAL EXPENDITURES	$97,743,796	$100,429,529	$2,685,733	2.7%

Change by Funding Source

General	$6,492,151	$6,807,147	$314,996	4.9%
Parks and Recreation Local Option Levy	2,000,000	2,798,297	798,297	39.9%
Road	14,694,473	14,913,111	218,638	1.5%
Construction and Rental Housing	481,074	505,577	24,503	5.1%
Systems Dev. Capital Proj.	506,821	477,409	(29,412)	-5.8%
Municipal Airport	8,822,783	9,936,238	1,113,455	12.6%
Parking Services	90,061	93,033	2,972	3.3%
Wastewater Utility	24,932,977	25,805,489	872,512	3.5%
Stormwater Utility	16,574,573	17,617,703	1,043,130	6.3%
Fleet Services	16,401,757	13,863,531	(2,538,226)	-15.5%
Professional Services	6,747,126	7,611,994	864,868	12.8%
TOTAL FUNDING SOURCES	$97,743,796	$100,429,529	$2,685,733	2.7%

Department Financial Summary

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Personnel-FTE	423.35	428.35	441.35	441.35	448.35
Personnel Services	$43,601,881	$46,397,216	$51,665,294	$51,828,794	$54,820,617
Materials and Services	28,032,993	28,204,648	34,618,512	35,231,018	39,684,841
Capital Outlay	6,070,443	4,876,023	11,459,990	13,804,106	5,924,071
TOTAL EXPENDITURES	$77,705,317	$79,477,888	$97,743,796	$100,863,918	$100,429,529
FUND SUMMARY					
General	$5,953,669	$6,441,476	$6,492,151	$6,717,618	$6,807,147
Road	11,749,456	12,020,076	14,694,473	15,215,394	14,913,111
Construction and Rental Housing	430,663	418,736	481,074	481,074	505,577
Parks and Rec Local Option Levy	0	0	2,000,000	2,000,000	2,798,297
Systems Dev. Cap. Proj.	373,897	434,431	506,821	506,821	477,409
Municipal Airport	7,499,991	8,311,188	8,822,783	8,822,783	9,936,238
Parking Services	61,509	62,117	90,061	90,061	93,033
Wastewater Utility	21,222,195	21,594,521	24,932,977	25,318,226	25,805,489
Stormwater Utility	13,776,144	14,138,730	16,574,573	16,958,058	17,617,703
Fleet Services	10,608,905	10,225,848	16,401,757	17,756,757	13,863,531
Professional Services	6,028,890	5,830,765	6,747,126	6,997,126	7,611,994
TOTAL	$77,705,317	$79,477,888	$97,743,796	$100,863,918	$100,429,529

Service Budget View for FY20

	Revenue	Expenditures			FTE
	General Fund	General Fund	Other Funds	All Funds	All Funds
Infrastructure and Planning Services					
Airport	$0	$0	$9,936,238	$9,936,238	42.91
Construction Permits	0	0	1,754,572	1,754,572	12.20
Parks and Open Space	138,000	4,583,367	2,848,297	7,431,664	33.97
Parking	0	0	93,033	93,033	0.00
Infrastructure Project Management	0	0	7,611,994	7,611,994	46.29
Stormwater Management	0	0	15,941,556	15,941,556	78.29
Transportation	0	176,850	13,675,241	13,852,091	60.92
Urban Forestry	18,000	119,254	2,311,242	2,430,496	11.50
Wastewater Collection and Treatment	0	0	25,586,678	25,586,678	123.42
Public Works Department Admin.	0	1,802,508	0	1,802,508	7.65
Subtotal	156,000	6,681,979	79,758,851	86,440,830	417.15
Culture and Recreation Services					
Athletics	0	125,168	0	125,168	1.00
Central Business Functions					
Fleet and Radio Communication Svcs.	0	0	13,863,531	13,863,531	30.20
TOTAL	$156,000	$6,807,147	$93,622,382	$100,429,529	448.35

Division Financial Summary

Administration	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Personnel-FTE	16.00	17.00	17.00	17.00	17.00
Personnel Services	$1,845,706	$2,099,582	$2,165,433	$2,165,433	$2,463,826
Materials and Services	3,271,494	3,256,106	4,082,064	4,086,062	4,283,916
TOTAL EXPENDITURES	$5,117,200	$5,355,688	$6,247,497	$6,251,495	$6,747,742
FUND SUMMARY					
General	$1,303,386	$1,469,782	$1,712,246	$1,716,244	$1,802,508
Road	135,836	217,815	180,626	180,626	214,210
Wastewater Utility	1,572,860	1,583,292	1,883,157	1,883,157	2,043,601
Stormwater Utility	1,885,443	1,835,516	2,202,766	2,202,766	2,391,295
Professional Services	219,675	249,283	268,702	268,702	296,128
TOTAL	$5,117,200	$5,355,688	$6,247,497	$6,251,495	$6,747,742
Airport					
Personnel-FTE	38.50	39.50	41.50	41.50	42.50
Personnel Services	$4,030,649	$4,437,661	$4,725,991	$4,725,991	$5,033,745
Materials and Services	3,260,845	3,656,154	4,014,907	4,014,907	4,816,047
Capital Outlay	$157,723	$162,277	$35,000	$35,000	$35,000
TOTAL EXPENDITURES	$7,449,217	$8,256,092	$8,775,898	$8,775,898	$9,884,792
FUND SUMMARY					
Municipal Airport	$7,449,217	$8,256,092	$8,766,299	$8,766,299	$9,874,839
Professional Services	0	0	9,599	9,599	9,953
TOTAL	$7,449,217	$8,256,092	$8,775,898	$8,775,898	$9,884,792
Engineering					
Personnel-FTE	76.00	77.00	77.00	77.00	80.00
Personnel Services	$8,403,919	$8,754,898	$9,900,540	$10,065,540	$10,717,234
Materials and Services	1,986,749	2,017,199	2,711,184	3,573,363	2,827,023
Capital Outlay	106,512	108,138	100,000	100,000	80,000
TOTAL EXPENDITURES	$10,497,179	$10,880,236	$12,711,724	$13,738,903	$13,624,257
FUND SUMMARY					
General	$51,691	$51,086	$67,763	$69,763	$66,437
Road	2,009,094	2,330,108	2,364,853	3,248,110	2,442,262
Construction and Rental Housing	309,376	291,210	358,371	358,371	376,916
Systems Dev. Cap. Proj.	283,650	320,629	417,027	417,027	427,409
Wastewater Utility	1,043,994	1,223,543	1,601,513	1,592,613	1,741,692
Stormwater Utility	1,552,794	1,720,834	2,114,997	2,100,819	2,233,138
Fleet Services	10,902	10,522	21,111	21,111	21,204
Professional Services	5,235,678	4,932,304	5,766,089	5,931,089	6,315,199
TOTAL	$10,497,179	$10,880,236	$12,711,724	$13,738,903	$13,624,257

Maintenance	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Personnel-FTE	130.25	131.25	134.25	134.25	134.75
Personnel Services	$12,797,913	$13,704,692	$15,487,048	$15,487,048	$15,731,527
Materials and Services	10,900,027	11,186,646	13,192,854	12,464,806	15,651,303
Capital Outlay	4,064,010	3,322,306	9,137,184	10,893,000	4,520,471
TOTAL EXPENDITURES	$27,761,950	$28,213,644	$37,817,086	$38,844,854	$35,903,301
FUND SUMMARY					
General	$108,137	$179,221	$139,638	$140,123	$145,779
Road	7,606,684	8,026,984	10,121,711	9,716,954	10,228,161
Construction and Rental Housing	121,287	127,526	122,703	122,703	128,661
Municipal Airport	50,774	55,096	56,484	56,484	61,399
Parking Services	61,509	62,117	90,061	90,061	93,033
Wastewater Utility	4,601,207	4,667,697	5,321,638	5,324,827	5,458,550
Stormwater Utility	4,447,839	4,771,811	5,425,114	5,498,965	5,780,145
Fleet Services	10,598,004	10,215,326	16,380,646	17,735,646	13,842,327
Professional Services	166,509	107,867	159,091	159,091	165,246
TOTAL	$27,761,950	$28,213,644	$37,817,086	$38,844,854	$35,903,301

Parks and Open Space					
Personnel-FTE	79.10	79.10	87.10	87.10	89.60
Personnel Services	$7,761,255	$8,030,404	$9,496,011	$9,494,511	$10,435,981
Materials and Services	4,663,915	4,172,051	6,046,929	6,664,840	6,693,116
Capital Outlay	0	12,071	0	50,000	0
TOTAL EXPENDITURES	$12,425,169	$12,214,527	$15,542,940	$16,209,351	$17,129,097
FUND SUMMARY					
General	$4,490,455	$4,741,388	$4,572,504	$4,791,488	$4,792,423
Road	1,997,841	1,445,170	2,027,283	2,069,704	2,028,478
Library, Parks and Recreation	0	0	0	0	0
Parks and Rec Local Option Levy	0	0	2,000,000	2,000,000	2,798,297
Systems Dev. Cap. Proj.	90,247	113,802	89,794	89,794	50,000
Wastewater Utility	9,422	13,171	13,177	13,177	13,467
Stormwater Utility	5,430,178	5,359,686	6,296,537	6,616,543	6,620,964
Professional Services	407,027	541,310	543,645	628,645	825,468
TOTAL	$12,425,169	$12,214,527	$15,542,940	$16,209,351	$17,129,097

Wastewater	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
Personnel-FTE	83.50	84.50	84.50	84.50	84.50
Personnel Services	$8,762,440	$9,369,979	$9,890,271	$9,890,271	$10,438,304
Materials and Services	3,949,964	3,916,491	4,570,574	4,427,040	5,413,436
Capital Outlay	1,742,198	1,271,231	2,187,806	2,726,106	1,288,600
TOTAL EXPENDITURES	$14,454,600	$14,557,702	$16,648,651	$17,043,417	$17,140,340
FUND SUMMARY					
Wastewater Utility	$13,994,710	$14,106,819	$16,113,492	$16,504,452	$16,548,179
Stormwater Utility	459,890	450,882	535,159	538,965	592,161
TOTAL	$14,454,600	$14,557,702	$16,648,651	$17,043,417	$17,140,340

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Capital Budget

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
- Surface lots (4)
- Garages (1)
- Structures (6)

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 (10,208)
- Streets maintained (578 centerline miles of dedicated right-of-way)
- Traffic signals (431)
- Traffic signs (20,040)
- Street name signs (9,966)

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; FY20 is the first year of the current CIP. The FY20–25 CIP 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
- Adopted 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 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 and posted on the City's website.

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ⓘ Indicates opportunities for public input.

Capital Budget Overview

The FY20 Adopted Capital Budget includes $61.9 million for new projects. Funded projects listed in the first year of the FY20–25 Capital Improvement Program provide the basis for the FY20 Capital Budget.

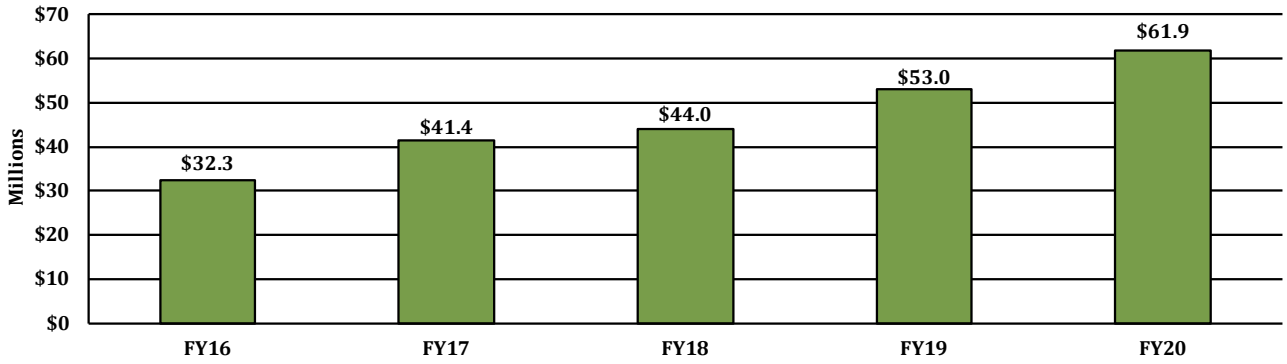
A few of the larger capital projects budgeted for FY20 are:

Airport Taxiway Alpha – $9.6 million
Rehabilitate Taxiway Alpha pavements as identified in the Airport Pavement Management Program and through design work completed in FY17.

Echo Hollow Pool Renovation and Expansion – $7.4 million
This is a bond-funded project for the renovation and expansion of Echo Hollow Pool as outlined in the Parks and Recreation System Plan. The work will enhance amenities for the community and provide the significant investment needed to address the deficiencies identified in the Facility Condition Assessment. Additional ongoing costs are anticipated, due to Facility charges from the increased footprint, as well as program costs net of additional revenue.

Striker Field – $3.0 million
Development of neighborhood park in Willakenzie Park planning area including play area, trees, paths, and park furniture. A public process will identify priority improvements.

City of Eugene Adopted Capital Budget
All Funds, All Sources
FY16 – FY20



*Figures do not include capital carryover from prior years.

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.

FY20 Capital Funding	
General Government	
General Fund Transfer	$3,369,000
2018 Parks and Recreation Bond	9,890,500
2017 Street Bond	9,915,000
Other	
Donations	55,000
Grants	500,000
Miscellaneous	645,083
System Development Charges (SDC)	11,651,500
User Fees/Fees for Services	100,000
Municipal Airport	
Grants	9,519,000
User Fees	2,093,500
Parking Services	
User Fees	1,000,000
Stormwater Utility	
Wetlands Mitigation Bank Credits	200,000
User Fees	2,050,000
Transportation	
General Fund Transfer	30,000
Grants	2,955,000
Local Motor Vehicle Fuel Tax	3,100,000
Road Fund Transfer	1,920,000
Wastewater User Fees	100,000
Stormwater User Fees	600,000
Wastewater Utility	
User Fees	2,205,000
Total Capital Funding - All Sources	**$61,898,583**

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.

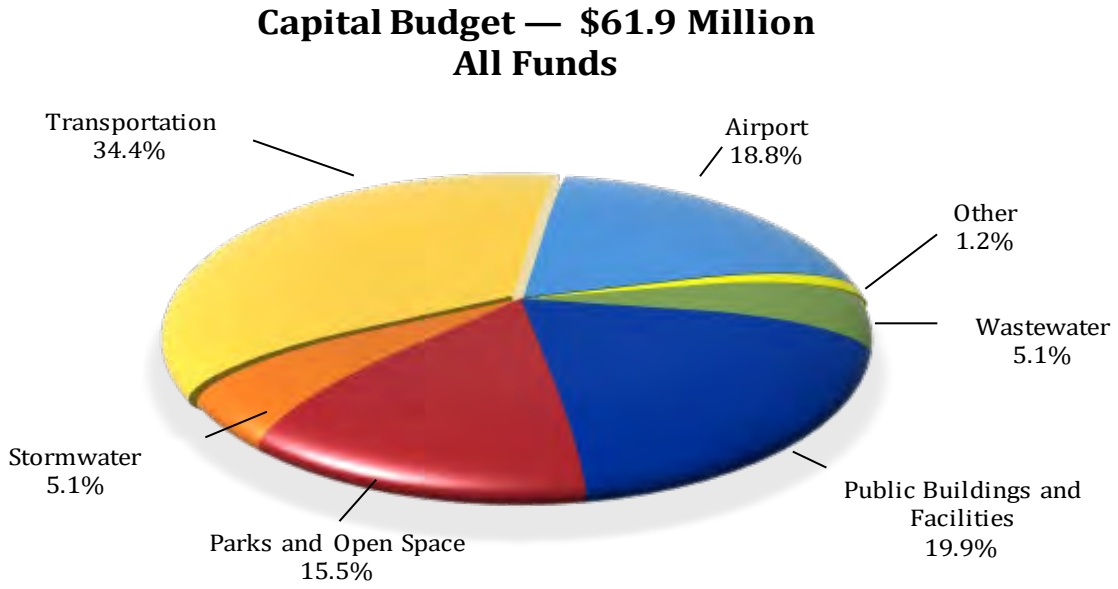
3. **Public Buildings and Facilities –** Provides for the preservation and maintenance of such public facilities as community centers, swimming pools, fire stations, government offices, parking structures and the public library.

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 FY20 Adopted Capital Budget for new projects by project area:



*Other refers to $757,453 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 FY20 Adopted Capital Budget is based on the first year of the FY20-25 CIP as adopted by the City Council on March 11, 2019, with some changes as noted in the following table.

CIP to Adopted Capital Budget Reconciliation

First Year of FY20-25 Adopted CIP	$59,071,000
Changes via FY20 Capital Budget	
Airport	4,062,500
Parks and Open Space	150,918
Public Buildings and Facilities	(490,835)
Stormwater	0
Transportation	(895,000)
Wastewater	0
	2,827,583
FY20 Adopted Capital Budget for New Projects	**$61,898,583**

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 FY20 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	$28,700 per mile
Transportation System Operations and Maintenance	$27,100 per mile
Wastewater System Operations and Maintenance	$11,600 per mile
Wetlands	$ 1,400 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 $2.58 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 $1.16 per square foot per month.

FY20 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.

Budget Committee/City Council Changes – changes to next fiscal year's capital appropriations as approved by the Budget Committee and adopted by the City Council. The Budget Committee and City Council approved changes to the FY20 Proposed Capital Budget by increasing the amount of funds for Striker Field. However, funding for other projects was reduced by comparable amounts, resulting in no net changes across reporting funds between the Proposed and Adopted Capital Budget.

The table below summarizes these components of the FY20 Adopted Capital Budget by fund:

Proposed Through Adopted FY20 Capital Budget

Fund Name	Fund	FY19 Budget 12/31/18	FY20 Proposed Cap. Budget	FY20 Estimated Carryover	FY20 Adopted Cap. Budget
Comm. Develop. Block Grant	170	$868,972	$704,645	$868,972	$1,573,617
Library, Parks and Rec. Fund	180	845,568	55,918	794,507	850,425
General Capital Projects Fund*	310	35,072,627	13,312,308	27,572,783	40,885,091
Sys. Develop. Capital Projects	330	24,891,501	11,851,500	21,734,593	33,586,093
Transportation Capital Fund	340	52,778,885	17,955,000	41,129,767	59,084,767
Municipal Airport Fund	510	15,430,097	11,612,500	11,407,448	23,019,948
Parking Services Fund*	520	2,097,389	1,000,000	1,617,987	2,617,987
Wastewater Utility Fund	530	6,270,915	2,140,000	5,252,395	7,392,395
Stormwater Utility Fund	539	8,015,567	2,915,000	5,734,614	8,649,614
Facilities Services Fund	615	750,406	351,712	664,022	1,015,734
Total		**$147,021,927**	**$61,898,583**	**$116,777,088**	**$178,675,671**

*The FY19 12/31/2018 budget for these funds reflects the corrections made to the Capital Budget on FY19 Supplemental Budget 2.

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.

Eugene Airport Terminal Building

The primary capital projects in FY20 will be:

- Taxiway Alpha Rehabilitation;
- Airport Jet Bridge; and
- Taxiway "Golf" Ramp Construction.

Other Airport projects in the FY20 Adopted Capital Budget include smaller capital improvement projects and funding for a terminal planning study.

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
Airport Improvement Projects	510	User Fees	$250,000
Airport Jet Bridge	510	User Fees	1,000,000
Airport Taxiway Alpha Rehabilitation	510	Grants	9,000,000
	510	User Fees	562,500
Airport Taxiway "Golf" Ramp Construction	510	Grants	519,000
	510	User Fees	31,000
Airport Terminal Planning Study	510	User Fees	250,000
Total Airport			**$11,612,500**
Funding Recap		**Funding Source**	**Amount**
		Grants	$9,519,000
		User Fees	2,093,500
Total			**$11,612,500**

*Please see Fund Descriptions at the end of the Capital Budget section.

CIP to Adopted Capital Budget Reconciliation

First Year of FY20-25 Adopted CIP - Airport	$7,550,000
Changes via FY20 Capital Budget	
Airport Taxiway Alpha Rehabilitation	$4,062,500
FY20 Adopted Capital Budget - Airport	$11,612,500

ADOPTED FY20 AIRPORT PROJECTS*

New Capital Facilities	$250,000
• **Airport Terminal Planning Study** The Airport Master Plan identified the need for expanded terminal facilities. The Advanced Planning Study will begin conceptual design and layout, as well as projected costs of expansion of airline ticket offices and new Concourse C.	250,000

Preservation and Maintenance	$10,112,500
• **Taxiway Alpha Rehabilitation** Rehabilitate Taxiway Alpha pavements as identified in the Airport Pavement Management Program and through design work completed in FY17.	9,562,500
• **Taxiway "Golf" Ramp Construction** The project area will be finalized in the 2018 Master Plan Update that will prioritize airfield reconstruction projects. Currently, the area next to the terminal servicing larger commercial aircraft referred to as Taxiway "Golf" will be reconfigured into a larger terminal ramp area for commercial aircraft. This will reduce pilot confusion and increase safety around the terminal building. Project maintenance will be paid for with user fees generated by the airport.	550,000

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	$1,000,000
• **Airport Jet Bridge** This project adds a sixth jet bridge to Concourse A. The new installation will include all the necessary electrical, terminal modifications, lighting, signage and striping.	1,000,000

TOTAL FY20 AIRPORT PROJECTS	$11,612,500

*Does not include Capital Carryover projects. For additional information on the individual capital projects, please see the FY20-25 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 July 2018, the City Council adopted Picture, Plan, Play, A Vision and Implementation Plan for Eugene's Parks and Recreation System. This document provides a 30-year vision for Eugene's parks and open spaces, as well as a 10-year implementation plan. It is based on a multi-year, award-winning community engagement effort that heard from over 12,000 individuals.

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). Just over one year into the implementation of the levy, significant achievements have been made in the operations, maintenance, and safety of the park system while numerous capital projects funded by the bond measure are underway.

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 of $3.15 million annually is in place through FY23. 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 Systems Development Charges (SDCs). Park SDCs paid by new residential and commercial 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.

Funding Summary

Parks and Open Space Projects	Fund*	Funding Source	Amount
Amazon Park Running Trail Renovation	310	2018 Parks & Rec Bond	$525,000
Berkeley Park Renovation	310	2018 Parks & Rec Bond	350,000
Capital Bond Costs	310	2018 Parks & Rec Bond	250,000
Delta Ponds Loop Trail Construction	310	2018 Parks & Rec Bond	384,000
	330	SDCs	416,000
Habitat Restoration	310	2018 Parks & Rec Bond	77,000
Hendricks Park Interest Project	180	Miscellaneous	627
Lindholm Memorial Interest Project	180	Miscellaneous	291
Park and Path Lighting	310	2018 Parks & Rec Bond	1,778,000
Park Irrigation Improvements	310	2018 Parks & Rec Bond	20,000
Parks Donation Projects	180	Donations	55,000
Parks Land Acquisition	330	SDCs	500,000
Restroom Improvements	310	2018 Parks & Rec Bond	450,000
Santa Clara Community Park Development	330	SDCs	225,000
Site Renovations and Rehabilitation	330	SDCs	800,000
	310	General Fund Transfer	371,000
Sports Complex Phase 1	310	2018 Parks & Rec Bond	25,000
Street Tree Stocking & Planting Program	539	User Fees	30,000
Striker Field	330	SDCs	2,700,000
	310	2018 Parks & Rec Bond	267,000
Suzanne Arlie Park Ridgeline Trail Extension	310	2018 Parks & Rec Bond	24,000
	330	SDCs	26,000
Tugman Park Renovation	310	2018 Parks & Rec Bond	250,000
University Park Renovation	310	2018 Parks & Rec Bond	75,000
Total Parks and Open Space			**$9,598,918**
Funding Recap		**Funding Source**	**Amount**
		2018 Parks & Rec Bond	$4,475,000
		Donations	55,000
		SDCs	4,667,000
		General Fund Transfer	371,000
		Miscellaneous	918
		User Fees	30,000
			$9,598,918

*Please see Fund Descriptions at the end of the Capital Budget section.

CIP to Adopted Capital Budget Reconciliation

First Year of FY20-25 Adopted CIP - Parks and Open Space	$9,448,000
Changes via FY20 Capital Budget	
Capital Bond Costs	$250,000
Downtown Riverfront Park	(2,000,000)
Hendricks Park Interest Project	627
Lindholm Memorial Interest Project	291
Park and Path Lighting	(267,000)
Site Renovation and Rehabilitation	(100,000)
Striker Field	2,267,000
	150,918
FY20 Adopted Capital Budget - Parks and Open Space	$9,598,918

ADOPTED FY20 PARKS AND OPEN SPACE PROJECTS*

Functional and Safety Improvements **$2,303,000**

- **Amazon Park Running Trail Renovation** **525,000**
  Improve drainage, replace lights and rebuild running trail in Amazon Park. No additional operating costs are anticipated from this project.

- **Park and Path Lighting** **1,778,000**
  Installation of new Light Emitting Diode (LED) lighting systems in parks and along bike paths in the following locations: Alton Baker Park, West Bank Path, Amazon Park Path, South Bank Path, Maurie Jacobs Park, Fern Ridge Path, Washington Jefferson Park and select neighborhood parks.

Land Acquisition **$500,000**

- **Parkland Acquisition** **500,000**
  Ongoing acquisition of neighborhood, community and natural area parks as the sites are identified.

New Capital Facilities **$4,067,000**

- **Delta Ponds Loop Trail Construction** **800,000**
  This project entails the construction of a bridge over Dedrick Slough to complete a barrier-free loop trail. No additional operating costs are expected.

- **Santa Clara Community Park Phase 1** **225,000**
  Phase 1 of community park development to serve the River Road/Santa Clara planning area. Phase one to include play areas, park paths, park furniture and open play areas. A public process will identify priority improvements. Operating costs secured through FY23 with the Parks and Recreation Operating Levy.

- **Sports Complex Phase 1** **25,000**
  This project includes the construction of four lighted, rectangular fields, restrooms, parking and support facilities. The Golden Gardens Community Park is the planned location.

- **Striker Field** **2,967,000**
  Development of neighborhood park in Willakenzie park planning area including play area, trees, paths, and park furniture. A public process will identify priority improvements.

- **Suzanne Arlie Park Ridgeline Trail Extension** **50,000**
  Construct a two-mile, shared-use Ridgeline Trail extension through Suzanne Arlie Park and improve access to the park. Ongoing maintenance funding has been secured until 2023 through the Parks and Recreation Operating Levy.

Preservation and Maintenance **$1,476,918**

- **Capital Bond Costs** **250,000**
  Funding to cover the costs associated with the 2018 Parks and Recreation Bond for the life of the bond. Any unspent capital bond funds will be repurposed for capital projects.

- **Hendricks Park Interest Project** **627**
  Provides funding for projects at Hendricks Parks.

- **Lindholm Memorial Interest Project** **291**
  Provides funding for projects eligible under the Lindholm Trust.

- **Parks Donation Projects** **55,000**
  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 the Hays Tree Garden, as well as improvements in the Owen Rose Garden and development of the RiverPlay Discovery Village playground.

- **Site Renovations and Rehabilitation** **1,171,000**
  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, possibly including, but not limited to, lighting systems, irrigation systems, paved pathways, parking lots, children's play equipment, tennis courts, and landscape renovation.

Restoration	$77,000

- **Habitat Restoration** — **77,000**
  Large scale removal of invasive weeds and replanting with native plants to restore habitats and reduce risk of wildfire at Coryell, S. Eugene Meadows, Arlie, Amazon Headwaters, Wild Iris Ridge, West Eugene Wetlands, Skinner Butte and Whilamut Natural Area.

Site and Facility Improvements	$1,145,000

- **Berkeley Park Renovation** — **350,000**
  Neighborhood park renovation including playground, landscape, park furniture, park paths, and path connection to Fern Ridge Path. A public process will help prioritize improvements. No additional operating costs anticipated.

- **Park Irrigation Improvements** — **20,000**
  Repair and replace critical infrastructure that is in most urgent need of repair, including modernizing irrigation to a more efficient, water-saving system.

- **Park Restroom Improvements** — **450,000**
  Repair and replace critical infrastructure that is in most urgent need of repair, including roofs and plumbing in aging restrooms. There is a potential for new restroom facilities if additional operating and maintenance funds become available.

- **Tugman Park Renovation** — **250,000**
  This project is a large neighborhood park renovation including playground renovation in FY20 to be followed by restrooms, shelters, park paths, park furniture, lighting and field renovations in 2023. No additional ongoing operating costs are expected.

- **University Park Renovation** — **75,000**
  This project entails a neighborhood park renovation including playground, park shelter, park furniture and basketball court upgrades, as well as a wading pool area repurposing. A public process will help prioritize improvements. No additional ongoing operating costs are expected as a result of this project.

Upgrades and Capacity Enhancements	$30,000

- **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 FY20 PARKS AND OPEN SPACE PROJECTS	$9,598,918

* Does not include Capital Carryover projects. For additional information on the individual capital projects, please see the FY20-25 Adopted CIP.

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;
- Picture. Plan. Play. Parks and Recreation System 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; and
- 2018 Parks and Recreation Bond

Inadequate funding for preservation programs in the last several decades has resulted in a backlog of rehabilitation projects, primarily related to General Fund assets and to Eugene's street systems:

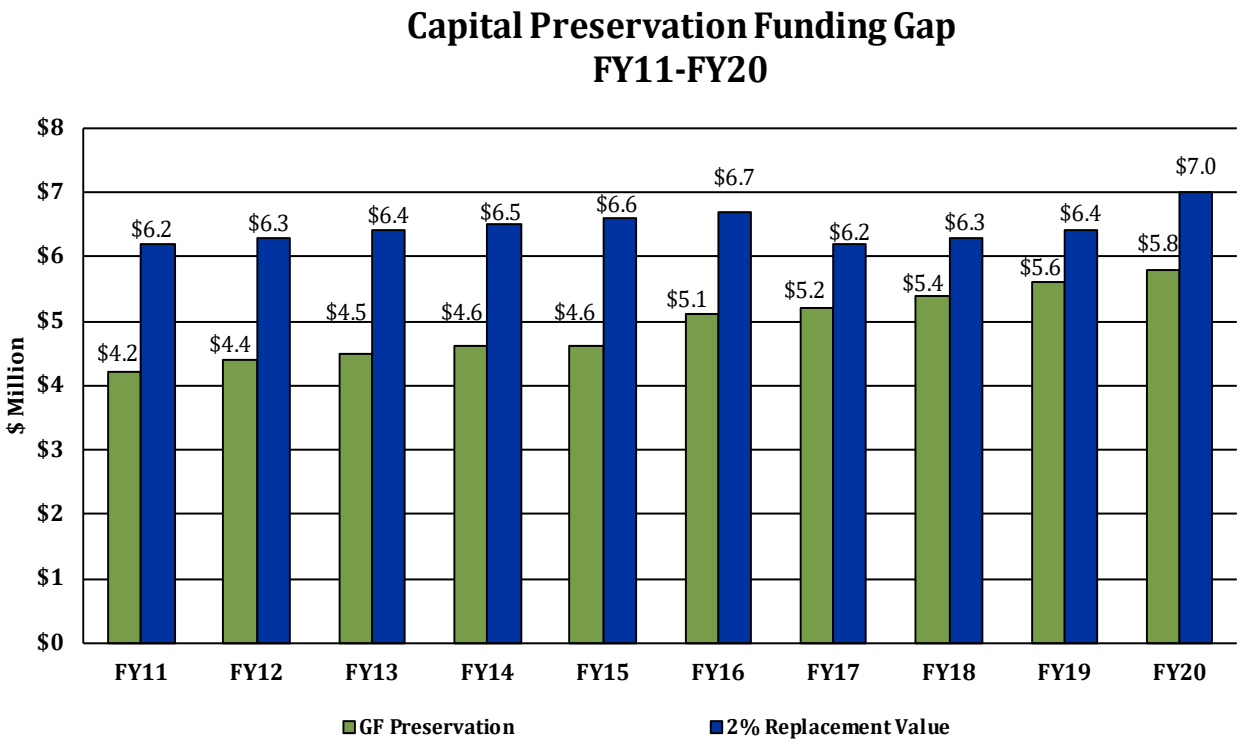
- Operating budget for ongoing building maintenance funded through the Facilities Services Fund. The primary revenue source supporting these expenditures is the internal service fund facility rates charged to various funds for departments that occupy the buildings. The FY20 funding associated with this component is $2,333,841.
- Capital budget for facilities preservation and maintenance, which is funded through the annual transfer from the General Fund to the General Capital Projects Fund. Facilities capital projects that are funded as part of the capital budget allocation, generally fall into one of four categories of facility preservation shown below. For FY20, the specific capital projects within these ongoing programs have been included in the Adopted Capital Budget to increase transparency on the use of capital funds and enhance connections between important policy initiatives and the capital budget.

    - ***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 FY20, the General Capital Projects Fund includes General Fund support of $3,369,300. The funding built into the FY20 Adopted Budget for facility capital preservation projects is $2,628,000. The remainder of the FY20 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 2019. 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 FY20 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 $1.2 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. In FY20, over $5.0 million from the 2018 Parks and Recreation Bond, as well as $2.8 million from Parks Systems Development Charges (SDCs), will be used for the Echo Hollow Pool Renovation and Expansion and the Campbell Community Center Renovation.

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 FY20 Adopted Capital Budget.

Funding Summary

Public Buildings and Facilities Projects	Fund*	Funding Source	Amount
Alton Baker Park Shelters 1 and 2 Roof Replacement	310	General Fund Transfer	$250,000
Annual Exterior Preservation and Maintenance	310	General Fund Transfer	110,000
Annual Flooring and Interior Upgrades	310	General Fund Transfer	110,000
Atrium Improvements	615	Miscellaneous	351,712
Campbell Community Center Renovation and Expansion	310	2018 Parks & Rec Bond	385,000
	330	SDCs	115,000
Capital Planning	310	General Fund Transfer	535,000
Echo Hollow Pool Renovation and Expansion	310	2018 Parks & Rec Bond	4,630,500
	330	SDCs	2,719,500
Fire Station 2 Membrane Roof Replacement	310	General Fund Transfer	220,000
General Site and Facility Improvements	310	General Fund Transfer	340,000
Hazardous Remediation	310	General Fund Transfer	30,000
Hilyard Community Center Siding Replacement	310	General Fund Transfer	100,000
Hult Center HVAC Equipment Replacement	310	General Fund Transfer	40,000
HVAC R-22 Replacement	310	General Fund Transfer	433,000
Library Elevators Refurbishment	310	General Fund Transfer	235,000
Library Light Replacement	310	General Fund Transfer	30,000
Library Lighting Controls Upgrade Study	310	General Fund Transfer	20,000
Library Membrane Roof Repairs	310	General Fund Transfer	50,000
Parking Lot and Pavement Maintenance	310	General Fund Transfer	30,000
Parking Structure Deferred Maintenance	520	Parking Fees	1,000,000
Police Headquarters HVAC Equipment Replacement	310	General Fund Transfer	40,000
Police/Fire Training Building Siding Repair	310	General Fund Transfer	300,000
Roosevelt Yard Site Renovation and Rehabilitation	530	Wastewater User Fees	35,000
	539	Stormwater User Fees	35,000
	340	Miscellaneous	35,000
Small Re-roofing Projects	310	General Fund Transfer	125,000
Other – Housing Development Acquisition	170	Grants	500,000
	310	Miscellaneous	257,453
Total Public Buildings and Facilities			**$13,062,165**

Funding Recap	Funding	Amount
	General Fund Transfer	$2,998,000
	2018 Parks & Rec Bond	5,015,500
	User Fees	70,000
	SDCs	2,834,500
	Parking Fees	1,000,000
	Miscellaneous	644,165
	Grants	500,000
		$13,062,165

*Please see Fund Descriptions at the end of the Capital Budget section.

CIP to Adopted Capital Budget Reconciliation

First Year of FY20-FY25 Adopted CIP - Public Buildings and Facilities	$13,553,000
Changes via FY20 Capital Budget	
Atrium Building Improvements	$151,712
Contingency Projects	(298,000)
HVAC R-22 Replacement	(502,000)
Parking Garage Commercial Space Maintenance	(100,000)
Other - Housing Development Acquisition	257,453
	(490,835)
FY20 Adopted Capital Budget - Public Buildings and Facilities	$13,062,165

ADOPTED FY20 PUBLIC BUILDINGS AND FACILITIES PROJECTS*

Land Acquisition	$757,453

- **Housing Development Acquisition** **757,583**
  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	$3,763,000

- **Alton Baker Park Shelters 1 and 2 Roof Replacement** **250,000**
  These roofs are at the end of their service life and due for replacement.

- **Annual Exterior Preservation and Maintenance** **110,000**
  Ongoing renewal of exterior envelope elements such as paint, siding, masonry, roofing, etc., as needed to preserve and maintain building exteriors.

- **Annual Flooring and Interior Upgrades** **500,000**
  Ongoing renewal of flooring and other interior finishes for facility spaces that are at the end of their service life.

- **Capital Planning** **535,000**
  This is ongoing funding for capital projects planning. Efforts include facility condition assessments and reports, maintaining the facility condition eComet database, document management, general support of the organization for project investigation and space planning needs, and Climate Recovery Ordinance implementation (greenhouse gas and fossil fuel reduction).

- **Fire Station 2 Membrane Roof Replacement** **220,000**
  The membrane roof is at the end of its service life and due for replacement.

- **Hazardous Remediation** **30,000**
  This project represents funds reserved for testing and remediation of asbestos and other environmental hazards that may be needed during building maintenance.

- **Hilyard Community Center Siding Replacement** **100,000**
  The building's exterior siding is aged, damaged, and failing from water intrusion. Design for a new rain-screen siding system is in progress and funds are budgeted for replacement.

- **Hult Center HVAC Equipment Replacement** **40,000**
  Based on the Hult Center HVAC Retro-Commissioning Study and Report completed in 2018, follow-up work and equipment replacement will be

needed for this system. Additional funding in future years will be needed to address these issues.

- **HVAC R-22 Replacement** **433,000**
  Funds are budgeted to replace heating, ventilation, and air conditioning (HVAC) equipment that uses R-22 refrigerant for cooling, which will be phased out starting January 1, 2020. This has a significant impact on equipment maintenance, prioritizing the need for replacement. In addition, the affected systems are at or beyond the end of their expected service life.

- **Library Elevators Refurbishment** **235,000**
  Three main elevators at the Eugene Public Library are in need of functional improvements and upgrades to keep them running smoothly. Planning is in progress and funds budgeted for refurbishments over the next few years.

- **Library Light Replacement** **30,000**
  This is an ongoing effort to replace and upgrade lighting at the Eugene Public Library for better performance and energy efficiency.

- **Library Lighting Controls Upgrade Study** **20,000**
  The current lighting controls at the Eugene Public Library are outdated and in need of functional improvements. Funds are budgeted to study needs and system upgrade options.

- **Library Membrane Roof Repairs** **50,000**
  The membrane roof at the Eugene Public Library is showing wear in critical areas. Funds are budgeted for a limited amount of patching to help prolong the life of the roof. Future funding will be needed for full replacement when the roofing system reaches the end of its service life.

- **Parking Lot and Pavement Maintenance** **30,000**
  Crack sealing and slurry coating for areas of parking lots and other pavement areas in need of limited repairs. The parking areas include those at Fire Stations 13 and 15, the Police/Fire Training Campus and Police Services Building.

- **Parking Structure Deferred Maintenance** **1,000,000**
  The 2016 Parking Structure Condition Assessment identified over $10 million of deferred maintenance needs. The projects range from replacing deck coatings and expansion joints to repairing masonry wall cracks and stairs. The program is prioritizing projects over the forecast horizon based on available resources. Similar projects may be bundled across multiple parking structures to reduce contractor expenses. The program's goal is to address high priority projects.

- **Police Headquarters HVAC Equipment Replacement** **40,000**
  Based on the Police Headquarters HVAC Retro-Commissioning Study and Report completed in 2018, follow-up work and equipment replacement will be needed for this system. Additional funding in future years will be needed to address these issues.

- **Police/Fire Training Building Siding Repair** **300,000**
  Portions of the building have cementitious exterior siding panels that have degraded and are causing leaks. Investigation and design work for repair or replacement is in progress, with additional funds budgeted for construction.

- **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.

- **Small Re-roofing Projects** **125,000**
  Re-roofing of small buildings or limited areas of roofs at the end or beyond their expected service life that are due for replacement. The buildings include Morse Farm picnic shelter, Hendricks Park storage buildings (3), River House canoe storage building, Maurie Jacobs Park restroom, Alton Baker maintenance machine storage building, Morse Farm garage, Amazon Pool concessions building, Hilyard Community Center covered walkway, Shelton McMurphey Johnson House (limited area), and the Laurelwood Clubhouse (limited area).

Site and Facility Improvements **$8,541,712**

- **Atrium Building Improvements** **351,712**
  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).

- **Campbell Community Center** **500,000**
  This is primarily a bond-funded project for the renovation and expansion of the Campbell Community Center as outlined in the Parks and Recreation System Plan. The project will enhance amenities for the community and provide a significant investment needed to address the deficiencies identified in the Facility Condition Assessment.

- **Echo Hollow Pool Renovation and Expansion** **7,350,000**
  This is a bond-funded project for the renovation and expansion of Echo Hollow Pool as outlined in the Parks and Recreation System Plan. The work will enhance amenities for the community and provide the significant investment needed to address the deficiencies identified in the Facility Condition Assessment.

- **General Site and Facilities Improvements** **340,000**
  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 FY20 PUBLIC BUILDING AND FACILITIES PROJECTS	$13,062,165

* Does not include Capital Carryover projects. For additional information on the individual capital projects please see the FY20-25 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.

Stormwater projects are derived primarily from the adopted City of Eugene Stormwater Basin Master Plans Volumes 1-V11 (2002) and an up-to-date capital projects list that prioritizes public safety, regulatory and maintenance needs.

Funding

Stormwater preservation and maintenance projects include system rehabilitation water quality improvements, stream restoration and associated property acquisition and drywell elimination projects. 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	310	2018 Parks & Rec Bond	400,000
	330	SDCs	200,000
	539	User Fees	300,000
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
	330	SDCs	100,000
Wetland Mitigation Bank Projects	539	Mitigation Credits	200,000
Total Stormwater			**$3,150,000**
Funding Recap		**Funding Source**	**Amount**
		Mitigation Credits	$200,000
		SDCs	500,000
		2018 Parks & Rec Bond	400,000
		User Fees	2,050,000
			$3,150,000

*Please see Fund Descriptions at the end of the Capital Budget section.

CIP to Adopted Capital Budget Reconciliation

First Year of FY20-25 Adopted CIP - Stormwater	$3,150,000
Changes via FY20 Capital Budget	
No Changes	0
FY20 Adopted Capital Budget - Stormwater	$3,150,000

ADOPTED FY20 STORMWATER PROJECTS*

Preservation and Maintenance	$2,950,000

- **A3 Channel Water Quality Improvements** **400,000**
  This project will construct large water quality structures to treat stormwater drainage going to the Seneca outfall to the A3 Channel.

- **Amazon Creek Restoration: 24th Avenue to 19th Avenue** **900,000**
  This project will remove the concrete channel between 20th and 24th Avenue and restore and naturalize the creek by laying back the banks and adding vegetation to improve water quality and flow capacity. The project will remove the concrete drop structure at 24th Avenue and implement improvements to the concrete structure between 19th and 20th Avenues. The habitat improvements will serve as an educational resource to nearby schools.

- **Drywell Elimination Program** **500,000**
  Many underground injection control facilities (UIC's), or drywells, located in the River Road, Santa Clara and Willakenzie basins are failing, which causes street flooding. The Oregon Department of Environmental Quality (DEQ) ground water protection and monitoring requirements for operating drywells have increased. The combination of failing drywells and increased regulatory requirements resulted in the City's Drywell Elimination Program removing UIC's and replacing them with connected piped systems combined with treatment and infiltration systems, such as rain gardens, pervious pavements and hydrodynamic separators.

- **Stormwater System Rehabilitation** **850,000**
  Rehabilitate, reconstruct and install stormwater systems to fix various problems, such as deterioration due to age, poor materials, localized flooding, and/or system limitations. Where feasible, natural systems are used to address existing problems in conformance with the Comprehensive Stormwater Management Plan and Stormwater Basin Master Plans.

- **Stream Restoration and Stabilization** **100,000**
  Projects within this program repair streambanks, restore habitat, add capacity and help streams adjust to increased runoff volumes, while limiting negative impacts associated with downcutting, sedimentation and erosion. Where appropriate, City staff uses bioengineering techniques to stabilize streambanks and improve habitat and water quality functions.

- **Water Quality Facilities** **200,000**
  Projects within this program are designed to improve water quality by installing vegetated planters, rain gardens and structural water quality facilities to address pollutants of concern. Past examples include: vegetated rain gardens on West 18th Avenue, Amazon Parkway and Harris Street; and

Willamette River structural water quality facilities on Maynard and Irvington off of River Road.

Restoration	$200,000
• **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.	200,000

TOTAL FY20 STORMWATER PROJECTS	$3,150,000

* Does not include Capital Carryover projects. For additional information on the individual capital projects please see the FY20-25 Adopted CIP.

Overview

The majority of projects in the Transportation section are derived from the Eugene 2035 Transportation System Plan adopted in 2017. 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; and
- Pavement Management Program.

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 people driving, biking, walking and/or taking the bus. 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 2019 construction season, the Public Works Department will oversee major overlays or reconstruction of the following City streets:

E 3rd Avenue (High – Pearl)
W 5th Avenue (Chambers – Grant)
W 11th Avenue (Bertelsen to Tyinn)
E 19th Avenue (Hilyard – Agate)
W 19th Avenue (Tyler – Jefferson)
Alder Street (24th – 27th)
Balfour Street (Terresa – North End)
Barger Drive (Primrose – 100' east of Altimont)
Bedford Way (Oakway – Fair Oaks)
Brookside Drive (Brae Burn – 999 Brookside)
Brookside Drive (Brae Burn – Montara)
Jerry Street (Richard – Royal)
Lariat Drive (Oakway - Lariat)
Lariat Meadows Drive (Lariat – East End)
Lariat Mesa (Lariat – East End)
Lawrence Street (36 Lawrence – 6th)
Louis Street (Hawthorne – 715 Louis)
Mill Street (2nd – 4th)
Montreal Avenue (Calgary – Balfour)
Olive Street (5th – 6th)
Quebec Street (Calgary – Elanco)
Richard Avenue (Fairfield – Hwy 99)
Sundance Street (Sundial – East End)

Calgary Street (Holly – Elanco)
Charnelton Street (4th – 6th)
Elanco Avenue (Norkenzie – East of north cul-de-sac)
Sundance Street (North End – Sundance)
Terresa Avenue (Montreal – Gilham)
Villard Street (Franklin – 200' north of 15th)

Funding

The City of Eugene transportation system is a public asset with an estimated replacement value of $500 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 $14.2 million annually to fully fund and stabilize the transportation system.

On November 7, 2017, Eugene voters approved a new five-year bond measure to repair streets throughout the City. The bond measure authorized the issuance of $51.2 million in General Obligation Bonds for the purpose of funding major street preservation projects, along with an annual average of $1 million for bicycle and pedestrian projects. Construction of 2017 bond financed projects began in the summer of 2019, and the first year of the property tax levy will occur in FY20.

The proceeds of the bond measure, 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 $68.4 million at the end of 2018.

The FY20 Adopted Capital Budget provides $21.3 million for transportation projects.

Funding Summary

Transportation Projects	Fund*	Funding Source	Amount
3rd Avenue, 5th Avenue, Charnelton, Lawrence, Mill and Olive Paving	340	2017 Street Bond	$1,897,000
8th Avenue Complete Streets and Streetscape	330	SDCs	250,000
	340	Grants	2,025,000
19th Avenue Paving: Hilyard to Agate	340	2017 Street Bond	1,528,000
19th Avenue: Tyler to Jefferson Paving	340	Local Motor Vehicle Fuel Tax	655,000
2020 Slurry Seals and Local Street Repairs	340	Local Motor Vehicle Fuel Tax	300,000
Active Transportation Projects	340	2017 Street Bond	1,000,000
Alder Street: 24th Avenue to 27th Avenue Paving	340	2017 Street Bond	309,000
Balfour, Calgary, Elanco, Terresa, Quebec and Montreal Paving	340	2017 Street Bond	1,160,000
Barger Drive: East of Altimont to Primrose Street Paving	330	SDCs	500,000
Brookside Drive and Sundance Street Paving	340	2017 Street Bond	1,036,000
Capital Bond Costs	340	2017 Street Bond	225,000
Coburg Road: County Farm Road to North Game Farm Road Paving	340	Local Motor Vehicle Fuel Tax	1,078,000
Downtown Active Transportation Network: River to Amazon Path	330	SDCs	150,000
Downtown Riverfront Park	330	SDCs	1,500,000
Fair Oaks, Bedford and Lariat Paving	340	2017 Street Bond	1,274,000
Jerry Street, Louis Street and Richard Avenue Paving	340	Local Motor Vehicle Fuel Tax	710,000
Maxwell/Prairie Sidewalks	340	Grants	130,000
	330	SDCs	50,000
Neighborhood Transportation Livability	340	General Fund Transfer	30,000
		Road Fund Transfer	70,000
Pavement Preservation Program	539	Stormwater User Fees	600,000
	530	Wastewater User Fees	100,000
Railroad Quiet Zone	340	Road Fund Transfer	1,300,000
South Bank Shared Use Path Repair and Realignment	340	Grants	800,000
	330	SDCs	100,000
Traffic Controller Signal Replacement	340	Road Fund Transfer	50,000
Traffic Operations Improvement Program	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
Villard Street Paving	340	Local Motor Vehicle Fuel Tax	357,000
West 11th Paving: Bertelsen to Tyinn	340	2017 Street Bond	1,486,000
Total Transportation			**$21,320,000**

Funding Recap	Funding Source	Amount
	General Fund Transfer	$30,000
	Grants	2,955,000
	Local Motor Vehicle Fuel Tax	3,100,000
	Road Fund Transfer	1,920,000
	SDCs	2,700,000
	2017 Street Bond	9,915,000
	Stormwater User Fees	600,000
	Wastewater User Fees	100,000
		$21,320,000

*Please see Fund Descriptions at the end of the Capital Budget section.

CIP to Adopted Capital Budget Reconciliation

First Year of FY20-25 Adopted CIP - Transportation	$22,215,000
Changes via FY20 Capital Budget	
Capital Bond Costs	$225,000
Downtown Active Transportation Network: River to Amazon Path Connection	(1,310,000)
3rd Avenue, 5th Avenue, Charnelton, Lawrence, Mill and Olive Paving	190,000
	(895,000)
FY20 Adopted Capital Budget - Transportation	$21,320,000

ADOPTED FY20 TRANSPORTATION PROJECTS*

Functional and Safety Improvements	**$5,455,000**
• **8th Avenue Complete Streets and Streetscape** This project will convert 8th Avenue from one-way to two-way from Willamette Street to High Street and construct changes to improve safety and connectivity for people walking and biking. The work will require signal modifications, signing and striping to convert traffic flow from one-way to two-way from Willamette Street to High Street. Additional project elements include sidewalk improvements, lighting, transit stop and stormwater improvements. These changes will be coordinated with the paving project within the same project limits.	**2,275,000**
• **Maxwell/Prairie Sidewalks** Sidewalks will be extended on the south side of Maxwell Road from the bridge over the Union Pacific Railroad, west to Prairie Road, where an existing pedestrian crossing is available for people to access Prairie Road. Sidewalks will also be added to Prairie Road from Maxwell Road to OR-99 and improved crossings will be developed at OR-99. This project also	**180,000**

includes constructing ADA-compliant sidewalk ramps, pedestrian signal improvements, six-foot wide sidewalks and crosswalks.

- **Railroad Quiet Zone** **1,300,000**
  Safety improvements and related changes to ten railroad crossings in the downtown and Whiteaker neighborhood to obtain a regulatory quiet zone designation from the Federal Railroad Administration. The quiet zone will silence the train horns through the heart of the city and eliminate about 70 percent of the overall train horn noise in Eugene. Funding for the project is budgeted over three years: $1.0 million in FY18, $5.0 million in FY19, including $3.7 million in Urban Renewal Funds, and $1.3 million in FY20. Construction is anticipated to take place in FY20 and FY21.

- **South Bank Shared Use Path Repair and Realignment** **900,000**
  This project will rebuild almost 3,000 feet of shared-use path along the Willamette River. The current asphalt pavement will be replaced with a 12 foot-wide, concrete path with lighting and path amenities, which may include permanent walk/bike counters, enhanced wayfinding and plantings appropriate for the Willamette River Greenway. This project will be coordinated with the path lighting project funded by the 2018 Parks and Recreation Bond.

- **Traffic Calming / Neighborhood Livability** **100,000**
  This program is an expansion of the traffic calming program to address multiple transportation issues that affect neighborhood livability on local streets. Neighborhood traffic calming projects include: speed humps; speed cushions; diverters; mini traffic circles; street lights, bike and pedestrian improvements; transit facilities; and other street enhancements. The program addresses neighborhood livability issues, which are prioritized with the assistance of neighborhood organizations.

- **Traffic Operations Improvement Program** **250,000**
  This program is designed to enhance safety and transportation system management improvements, including adding turn lanes and bicycle lanes, pedestrian crossings, median islands, safety devices, and other restriping and channelization modifications.

- **Traffic Signal Controller Replacement** **50,000**
  This work includes bringing traffic signal controllers up to current technology, while allowing consolidation of remote signal monitoring and controls for signals that currently have remote communications 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 existing traffic signal system to improve efficiency, reduce delay, improve air quality, and facilitate multi-modal traffic flow. Project locations are based on a priority rating system that considers traffic volumes, delays, accidents, standard signal warrants and other traffic and development-dependent factors.

- **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.

Preservation and Maintenance $15,715,000

- **3rd Avenue, 5th Avenue, Charnelton, Lawrence, Mill and Olive Paving 1,897,000**
  This project will rehabilitate several street segments in Ward 7: 3rd Avenue from Pearl Street to High Street, Mill Street from 2nd Avenue to 3rd Avenue, 5th Avenue from Grant Street to Chambers Street, Charnelton Street from 4th Avenue to 6th Avenue, Olive Street from 5th Avenue to 6th Avenue, and Lawrence Street from 36 Lawrence Street to 6th Avenue.

- **19th Avenue Paving: Hilyard to Agate 1,528,000**
  This project will rehabilitate 19th Avenue from Hilyard Street to Agate Street and is in Ward 3.

- **19th Avenue: Tyler to Jefferson Paving 655,000**
  This project will rehabilitate 19th Avenue from Tyler Street to Jefferson Street and is in Ward 1.

- **2020 Slurry Seals and Local Street Repairs 300,000**
  This project is to preserve local streets with a slurry seal treatment in order to avoid more costly rehabilitation treatments. The project locations rotate each year by ward.

- **Active Transportation Projects 1,000,000**
  As part of the 2017 Street Bond, $1 million annually is allocated to active transportation improvements. Specific projects will be identified from the 2035 Transportation System Plan, in consultation with the Active Transportation Committee and in consideration of the City's goals to increase safety on City streets.

- **Alder Street: 24th Avenue to 27 th Avenue Paving 309,000**
  This project will rehabilitate Alder Street from 24th Avenue to 27 th Avenue and is in Ward 3.

- **Balfour, Calgary, Elanco, Terresa, Quebec, and Montreal Paving 1,160,000**
  This project will rehabilitate several street segments in Ward 5 including: Balfour Street from the north end to Terresa Avenue, Calgary Street from Holly Avenue to Elanco Avenue, Elanco Avenue from Norkenzie Road to the end of the northerly cul-de-sac, Terresa Avenue from Montreal Avenue to Gilham Road, Quebec Street from Calgary Street to Elanco Street, and Montreal Avenue from Calgary Street to Balfour Street.

- **Barger Drive from East of Altimont to Primrose Street Paving 500,000**
  This Ward 6 project will rehabilitate Barger Drive from Primrose Street to 100 feet east of Altimont Street.

- **Brookside Drive and Sundance Street Paving 1,036,000**
  This project will rehabilitate Brookside Drive from Brae Burn Drive (North) to 999 Brookside Drive, Brookside Drive from Brae Burn Drive (South) to Montara Way, Sundance Street from Sundial Road to the East End, and the Sundance Street Cul-de-sac.

- **Capital Bond Costs 225,000**
  Funding to cover the costs associated with the 2017 Street Bond for the life of the bond. Any unspent capital bond funds will be repurposed for capital projects.

- **Coburg Road: County Farm Road to North Game Farm Road Paving 1,078,000**
  This project will rehabilitate Coburg Road from County Farm Road to North Game Farm Road. The work will include evaluation of the existing roadway structure and may include a variety of rehabilitation or reconstruction techniques.

- **Downtown Riverfront Park 1,500,000**
  The Downtown Riverfront Park development will be along the former EWEB redevelopment site and will include riparian enhancement, shared-use path and lighting, river viewing and more. Transportation funds will contribute to rebuilding the Ruth Bascom Riverfront Path through the Downtown Riverfront Park.

- **Fair Oaks, Bedford and Lariat Paving 1,274,000**
  This project will rehabilitate several street segments in Ward 4 including: Fair Oaks Drive from Fairway Loop to Oakway Road, Bedford Way from Fair Oaks Drive to Oakway Road, Lariat Drive from Oakway Road to Lariat Drive, Lariat Meadows Drive from Lariat Drive to the east end and Lariat Mesa from Lariat Drive to the east end.

- **Jerry Street, Louis Street, and Richard Avenue Paving** **710,000**
  This project will rehabilitate several street segments in Ward 7: Jerry Street from Richard Avenue to Royal Avenue, Louis Street from Hawthorne Avenue to Driveway 715 and Richard Avenue from Fairfield Avenue to Highway 99.

- **Pavement Preservation Program** **700,000**
  Preserve existing improved streets City-wide, through overlays and surface treatments, as well as reconstruction projects for roadways deteriorated to a point where investment in capital preservation and preventative maintenance are not cost-effective.

- **Villard Street Paving** **357,000**
  This project will rehabilitate Villard Street from Franklin Boulevard to 203 feet north of 15th Avenue. The work is expected to include evaluation of the existing roadway structure and may include a variety of rehabilitation or reconstruction techniques.

- **West 11th Paving: Bertelsen to Tyinn** **1,486,000**
  This project will rehabilitate West 11 th Avenue from Bertelsen Road to Tyinn Street. The work is expected to include evaluation of the existing roadway structure and may include a variety of rehabilitation or reconstruction techniques including sidewalk ramp upgrades.

Upgrades and Capacity Enhancements	**$150,000**

- **Downtown Active Transportation Network: River to Amazon Path Connection** **150,000**
  This project is the third and final phase of the community's vision to provide a safe, connected network of bicycle facilities extending from the ridgeline to the river for people of all ages and abilities. The project will examine the existing High Street and Pearl Street north and south bikeway couplet and make changes that provide a safe and networked bicycle system connecting the Amazon Path to Downtown and the Riverfront shared-use path system. The project may include changes to traffic signals, striping and signage, vehicle lanes and parking, as well as physically separating people biking from vehicle travel lanes through painted buffers and vertical elements.

TOTAL FY20 TRANSPORTATION PROJECTS	**$21,320,000**

* Does not include Capital Carryover projects. For additional information on the individual capital projects please see the FY20-25 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
Pump Station Rehabilitation	530	Wastewater User Fees	$200,000
Wastewater Extension 19th Avenue: Agate to Fairmount	530	Wastewater User Fees	300,000
Wastewater Rehabilitation:	330	SDCs	200,000
Trainsong South	530	Wastewater User Fees	1,255,000
Services for New Development	330	SDCs	200,000
West Irwin Pump Station	330	SDCs	750,000
Replacement	530	Wastewater User Fees	250,000
Total Wastewater			**$3,155,000**
Funding Recap		**Funding Source**	**Amount**
		SDCs	$950,000
		User Fees	2,205,000
			$3,155,000

*Please see Fund Descriptions at the end of the Capital Budget section.

CIP to Adopted Capital Budget Reconciliation

First Year of FY20-25 Adopted CIP - Wastewater	$3,155,000
Changes via FY20 Capital Budget	
No Changes	0
FY20 Adopted Capital Budget - Wastewater	$3,155,000

ADOPTED FY20 WASTEWATER PROJECTS*

Functional and Safety Improvements — $1,000,000

- **West Irwin Pump Station Replacement — 1,000,000**
  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.

New Capital Facilities — $200,000

- **Services for New Development — 200,000**
  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.

Preservation and Maintenance — $1,955,000

- **Pump Station Rehabilitation — 200,000**
  Provides service to aging pump stations in the local system to maximize efficient operation and minimize costs and operational problems.

- **Wastewater Extension 19th Avenue: Agate to Fairmount — 300,000**
  This project in the Fairmount neighborhood will replace community sewers, which were privately owned and poorly maintained. The project will extend the wastewater collection system by building sewer mains, laterals and manholes so that each adjacent property currently served by a community sewer will instead have direct access to the wastewater main.

- **Wastewater Rehabilitation Trainsong South — 1,455,000**
  This project will rehabilitate the wastewater collection system in the south end of the Trainsong neighborhood. All non-plastic wastewater pipes in the right-of-way will be lined with cured in-place pipe. All deteriorated manholes will be sealed. The project need was identified by ongoing wastewater flow monitoring, which discovered a high amount of inflow and infiltration during wet weather. Once rehabilitated, the collection system will have increased capacity.

TOTAL FY20 WASTEWATER PROJECTS — $3,155,000

* Does not include Capital Carryover projects. For additional information on the individual capital projects please see the FY20-25 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: General Fund transfer (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. 2018 Parks and Recreation Bond funds are used for specific projects approved by voters.

Fund 330 Systems Development Capital Projects Fund

Funding: Systems 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 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

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 FY20 Balance Available accounts have increased 44.9% from the FY19 Adopted Budget. The following funds had notable changes in Balance Available:

Library Local Option Levy Fund Balance Available decreased due to funds being placed in Reserves for future spending.

Parks and Recreation Local Option Levy Fund was new in FY19 and is the result of the May 2018 passage of the Parks and Recreation Local Option Levy (Ballot Measure 20-288). The increase in Balance Available covers three and a half months of operational expenses.

Road Fund Balance Available increased primarily due to grant revenue received in anticipation of future projects.

Telecom Registration/Licensing Fund Balance Available decreased due to an increase in equipment replacement spending.

Construction and Rental Housing fund Balance Available increased due to lower projected personnel costs in FY19 as a result of vacancy savings and completion of limited duration work.

Solid Waste and Recycling Fund Balance Available decreased due to an interfund transfer to support the General Fund and an anticipated increase in public outreach activity.

General Capital Projects Fund Balance Available increased due to the sale of bonds from the 2018 Parks and Recreation Bond (Ballot Measure 20-289) and the sale of the former Eugene City Hall site to Lane County.

Transportation Capital Projects Fund Balance Available increased due to a large payment from the Oregon Department of Transportation in FY19 for the jurisdictional transfer of a section of Highway 99.

Parking Services Fund Balance Available decreased due to increased expenditures for implementing more efficient and cost-effective equipment, increased staffing levels and service transaction fees.

Wastewater Utility Fund Balance Available increased due to a Wastewater rate increase.

Stormwater Utility Fund Balance Available increased due to grant revenue carryforward for future projects.

Ambulance Transport Fund Balance Available decreased due expenditures outpacing revenue and the loss of a limited duration transfer from the General Fund.

Information Systems and Services Fund Balance Available increased due to reduction in the fund's contingency budget, a decrease in Central Service Allocation charges to the fund and a projected increase in interest earnings.

Risk and Benefits Fund Balance Available increased due to positive claims experience and due to additional savings for a future Emergency Operations Center.

Professional Services Fund Balance Available increased due to the increase of professional service rates after intentionally being held flat in order to spend down both Reserves and Balance Available. The increase started in FY19 and will continue as the fund moves toward full-cost recovery over the next few years.

Fund	FY17 Adopted Budget	FY18 Adopted Budget	FY19 Adopted Budget	FY19* Budget 12/31/2018	FY20 Adopted Budget
Special Assessment Management	$1,130,505	$1,085,177	$1,061,261	$1,069,342	$1,040,022
Library Local Option Levy	0	0	0	554,992	0
Parks and Recreation Local Option Levy	0	0	547,000	547,000	821,152
Public Safety Communications	831,835	1,587,238	1,504,690	2,010,253	1,516,667
Road	2,096,415	2,564,336	662,401	1,185,823	1,226,698
Telecom Registration/Licensing	3,163,089	1,586,956	3,323,804	3,352,472	2,788,016
Construction and Rental Housing	4,839,853	4,315,568	4,217,091	4,689,207	5,460,019
Solid Waste and Recycling	591,811	622,641	512,167	483,382	376,189
Community Development	0	0	250,000	265,275	300,000
Library, Parks and Recreation	640,199	1,042,464	1,083,723	965,044	1,067,831
General Capital Projects	1,299,941	3,348,017	4,378,821	13,444,512	17,667,586
Systems Development Cap. Proj.	15,016,851	15,802,565	11,140,070	11,186,254	10,312,069
Transportation Capital Projects	1,442,872	860,303	1,286,845	1,475,986	1,771,989
Special Assessments Cap. Proj.	1,111,696	1,221,312	1,306,886	1,326,538	1,424,929
Municipal Airport	4,819,959	5,123,314	7,383,198	7,182,223	8,525,657
Parking Services	906,667	518,643	1,158,129	832,937	432,673
Wastewater Utility	603,693	347,072	163,586	1,201,608	1,815,771
Stormwater Utility	2,234,751	3,258,531	4,901,102	6,932,334	6,956,758
Ambulance Transport	884,664	3,805	648,091	369,654	0
Information Systems and Services	1,728,198	2,265,603	1,053,359	2,059,622	1,915,435
Fleet Services	448,034	1,370,946	729,562	768,463	936,366
Facilities Services	2,175,929	2,015,803	2,128,806	2,038,903	2,363,022
Risk and Benefits	4,328,404	7,087,098	8,414,780	11,467,437	15,029,906
Professional Services	1,146,210	1,082,377	22,693	753,977	100,426
Total	$51,441,576	$57,109,769	$57,878,065	$76,163,238	$83,849,181

*The FY19 12/31 budgeted amount reflects the correction to Balance Available made to the Muncipal Airport Fund on FY19 Supplemental Budget 2.

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	FY17 Adopted Budget	FY18 Adopted Budget	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
General	$32,000	$12,000	$12,000	$12,000	$12,000
Total	$32,000	$12,000	$12,000	$12,000	$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. The City does not borrow externally on a short-term basis to support operations. General Obligation (G.O.) bonds that are secured by property taxes must be approved by the voters. Full faith and credit obligations are backed by the City's General Fund and may be repaid from another revenue source such as rental charges; these bonds do not require voter approval.

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

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

The City's G.O. and full faith and credit debt is rated "Aa1" by Moody's Investors Service. The limited tax debt (pension obligation bonds) is part of a pooled issuance which have a Moody's ratings of "Aa3". The City has held a double-A rating on its debt since 1957.

Outstanding Indebtedness

The City's indebtedness as of July 1, 2018, is listed below:

	Interest Rates on Outstanding Bonds	Original Amount	Maturity Date	Outstanding Principal
Voter Approved G.O. Bonds:				
Parks, Athletic Fields and Open Space LOC *	variable	$3,000,000	6/1/2019	$0
Street Bonds, Series 2012 LOC *	variable	5,000,000	6/1/2019	0
Refunding, Series 2011 **	2.000% to 3.000%	10,975,000	6/1/2022	2,740,000
Refunding, Series 2016 ***	2.000% to 5.000%	10,125,000	6/1/2026	5,955,000
				8,695,000
Self-Supporting General Fund Secured Debt:				
Improvement, Series 2011	7.050%	580,000	12/1/2026	183,334
Pension Obligation, Series 2002	6.850% to 7.410%	68,015,710	6/1/2028	49,816,316
				49,999,650
Notes Payable:				
HUD 108	0.280% to 3.700%	7,895,000	8/1/2030	5,484,000
Total Outstanding Debt as of July 1, 2018				$64,178,650

* Parks, Athletic Fields and Open Space LOC, and the Street Bonds, Series 2012 LOC had a zero outstanding balance.

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

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

Legal Debt Limits

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

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

Statutory Debt Limitation Calculation
As of July 1, 2018

	General Obligation Debt	Assessment Debt
Real Market Value	$28,880,944,665	$28,880,944,665
Debt Capacity: 3% of Real Market Value	866,428,340	866,428,340
Outstanding Debt	(8,695,000)	(183,334)
Debt reserve	817,737	1,194
Net Debt Subject to 3% Limitation	(7,877,263)	(182,140)
Marginal Capacity	$858,551,077	$866,246,200
Statutory Debt Capacity Percent	99%	100%

* Totals may not tie due to rounding.

Overlapping Debt

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

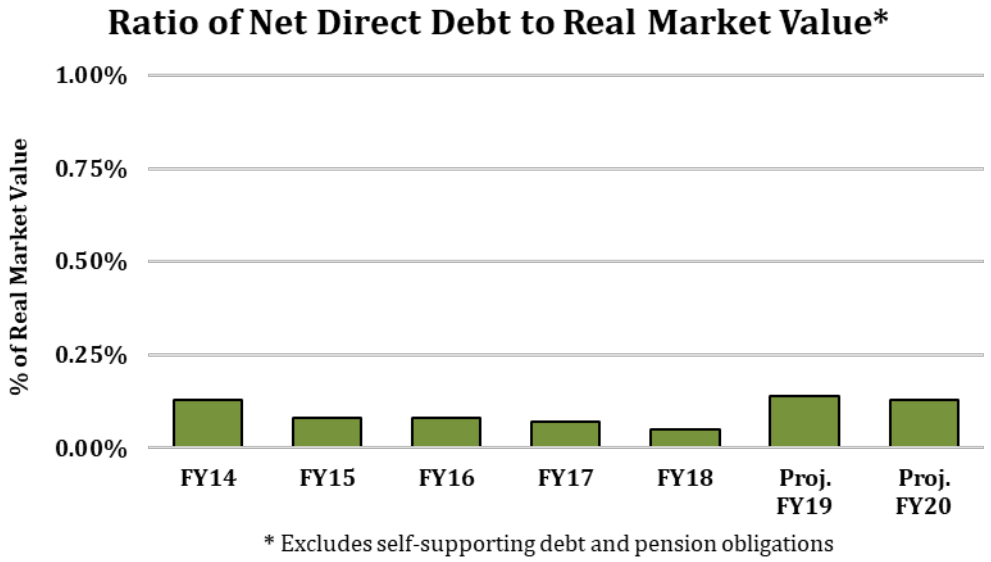
Overlapping Debt* as of July 1, 2018

Overlapping District	Gross Property Tax Backed Debt	Percent Overlapping	Net Overlapping Property Tax Backed Debt
Lane Community College	$51,772,932	46.73%	$27,831,719
Lane County	35,978,634	47.46%	11,250,346
Lane Education Service District	3,081,821	47.52%	3,081,821
School District 4J (Eugene)	236,650,382	79.53%	236,650,382
School District 52 (Bethel)	39,514,899	77.02%	39,514,889
School District 69 (Junction City)	612,894	4.35%	612,894
River Road Park and Recreation District	573	0.07%	363
Total Net Direct Overlapping Debt			$318,942,414

*Gross Property Tax-Backed Debt includes general obligation and limited-tax general obligation debt. Percent overlapping is the percent of district property value that overlaps with the City of Eugene. Net property overlapping tax-backed debt excludes debt that is considered self-supporting.
Source: Oregon State Treasury Debt Management Information System

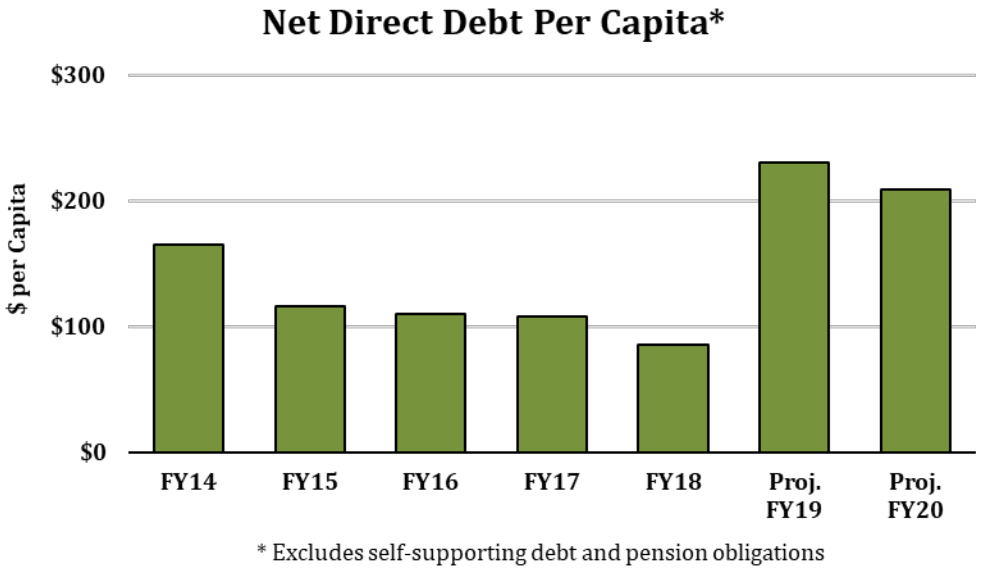
Debt to Real Market Value

The ratio of debt to real market value is projected to be 0.13% by the end of FY20. The City has an adopted policy limiting net direct debt to no more than 1.0% of real market value.



Debt Per Capita

The net direct debt per capita is projected to be $209 by June 2020.



Debt Service Budget – All Funds

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

Debt Payments	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 12/31/2018 Budget	FY20 Adopted
Community Development	$364,339	$364,649	$373,395	$373,395	$371,249
G.O. Debt Service	13,225,048	13,631,267	13,687,225	14,268,132	13,904,043
Special Assessment Bond	39,681	22,359	225,000	225,000	180,000
Facilities Services	211,730	211,165	0	0	0
Risk and Benefits	6,364,373	6,674,373	6,999,400	6,999,400	7,339,400
Total	$20,205,170	$20,903,812	$21,285,020	$21,865,927	$21,794,692

Interfund Loan Interest	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 12/31/2018 Budget	FY20 Adopted
Telecom Registration/Licensing *	$0	$0	$42,000	$42,000	$42,000
Parking Services **	0	0	26,250	26,250	26,250
Total	$0	$0	$68,250	$68,250	$68,250

Debt Issuance Costs	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 12/31/2018 Budget	FY20 Adopted
General Capital Projects ***	$0	$0	$30,000	$30,000	$0
Transportation Capital Projects ***	0	0	380,000	380,000	0
Total	$0	$0	$410,000	$410,000	$0

* In FY18, the Telecom Registration/Licensing Fund received a 10-year, $1.2 million loan for replacement of Eugene Police Department radios from the Fleet Fund.

** In FY19, the Parking Services Fund received an interfund loan from the Facilities Services Fund for capital improvements.

*** The City records the annual banking fees associated with maintaining these debt instruments as operating expenditures. The costs associated with issuing new debt are budgeted and recorded as debt issuance costs.

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, 2019, the City had issued $25,740,000 of debt under this authorization, leaving $1,750,000 authorized but unissued.

In November 2017, voters approved $51,200,000 of G.O. bonds to fix streets and fund bicycle and pedestrian projects. As of June 30, 2019, $2,550,000 of this debt has been issued, leaving $48,650,000 unissued. The property tax levy for this authorization will begin in FY20. The City will issue debt to fund these projects as spending occurs in the form of a short-term line of credit repaid from the property tax levies within the same fiscal year.

In May 2018, voters approved $39,350,000 of G.O. bonds for capital costs related to parks and recreation facilities. A first series of bonds under this authorization were issued in February 2019. This series totaled $28,650,000, leaving $10,700,000 authorized but unissued. The bonds were issued as 20-year bonds, with tax levies from FY19 through FY38. The remaining bonds are expected to be issued in the next two to three years.

Projected Debt Activity

The chart below sets out principal and interest payments on outstanding debt as well as projected new issuance during FY20.

FUND/BOND OR LOAN ISSUE	Outstanding Principal Balance 7/1/2019	New Issuance	Principal Payments	Interest	Outstanding Principal Balance 6/30/2020
COMMUNITY DEVELOPMENT FUND					
HUD 108 Loan	$5,280,000	$0	$204,000	$167,249	$5,076,000
GENERAL OBLIGATION DEBT SERVICE FUND					
G.O. Street Bonds LOC 2017 *	2,250,000	9,915,000	9,915,000	50,000	2,250,000
G.O. Refunding, Series 2011	2,085,000	0	680,000	43,475	1,405,000
G.O. PROS Bonds, Series 2016	3,805,000	0	715,000	116,400	3,090,000
G.O. Parks and Rec, Series 2019A	23,620,000	0	0	861,932	23,620,000
G.O. Parks and Rec, Series 2019B	4,230,000	0	1,410,000	112,236	2,820,000
TOTAL G.O. DEBT SERVICE FUND	35,990,000	9,915,000	12,720,000	1,184,043	33,185,000
ASSESSMENT BOND FUND					
Limited Tax, Series 2011 **	154,274	0	50,000	20,000	104,274
RISK AND BENEFITS FUND					
Pension Obligations, Series 2002	48,751,424	0	3,016,500	4,322,900	45,734,924
TOTAL ALL FUNDS	$90,175,698	$9,915,000	$15,990,500	$5,694,192	$84,100,198

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

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 $3,369,300 to the General Capital Projects Fund for general capital projects, $1,550,000 to the Fleet Services Fund for scheduled replacement of vehicles, and $30,000 to the Transportation Capital Projects Fund for traffic calming projects.

Road Fund – Transfer of $1,920,000 to the Transportation Capital Projects Fund for transportation capital projects.

Solid Waste and Recycling Fund – Transfer of $100,000 to the General Fund to provide financial stability.

Special Assessment Bond Debt 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.

Ambulance Transport Fund – Transfer of $411,746 to the General Fund to support dispatch costs.

Interfund Transfer by Fund

Fund	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
General	$5,580,280	$6,571,055	$5,865,300	$7,665,300	$4,949,300
Special Assessment Management	8,000	9,000	9,000	9,000	10,000
Public Safety Communications	160,000	131,000	180,000	180,000	225,000
Road	965,000	2,024,000	3,230,000	3,230,000	2,947,000
Telecom Registration/Licensing	479,000	487,000	476,000	476,000	3,000
Construction and Rental Housing	884,000	919,000	984,000	984,000	1,024,000
Solid Waste and Recycling	52,000	73,000	108,000	108,000	221,000
Community Development	105,000	93,000	127,000	127,000	176,000
Special Assessment Bond Debt	0	0	10,000	10,000	10,000
Systems Development Cap. Proj.	41,000	44,000	58,000	139,605	57,000
Special Assessments Cap. Proj.	0	0	20,000	20,000	20,000
Municipal Airport	603,000	605,000	632,000	632,000	744,000
Parking Services	1,064,425	1,087,350	1,119,350	1,119,350	1,185,350
Wastewater Utility	1,718,000	1,785,000	1,865,000	1,865,000	1,820,000
Stormwater Utility	1,154,000	1,111,000	1,351,000	1,390,645	1,202,000
Ambulance Transport	899,998	979,757	1,189,673	1,189,673	1,321,746
Information Systems and Services	339,000	402,000	364,000	364,000	279,000
Fleet Services	406,000	794,000	380,000	380,000	460,000
Facilities Services	421,000	477,000	507,000	507,000	654,000
Risk and Benefits	156,000	584,459	236,000	236,000	281,000
Professional Services	888,000	920,000	684,000	684,000	753,000
Total	$15,923,703	$19,096,621	$19,395,323	$21,316,573	$18,342,396

Interfund Transfers to Other Funds:	FY20 Adopted
From General Fund	
To General Capital Projects Fund	$3,369,300
To Fleet Services Fund	1,550,000
To Transportation Capital Projects Fund	30,000
Subtotal	4,949,300
From Special Assessment Management Fund	
To General Fund*	10,000
Subtotal	10,000
From Public Safety Communications Fund	
To General Fund*	225,000
Subtotal	225,000
From Road Fund	
To General Fund*	1,027,000
To Transportation Capital Projects Fund	1,920,000
Subtotal	2,947,000
From Telecom Registration/Licensing Fund	
To General Fund*	3,000
Subtotal	3,000
From Construction and Rental Housing Fund	
To General Fund*	1,024,000
Subtotal	1,024,000
From Solid Waste and Recycling Fund	
To General Fund*	121,000
To General Fund	100,000
Subtotal	221,000
From Community Development Fund	
To General Fund*	176,000
Subtotal	176,000
From Special Assessment Management Bond Debt Fund	
To Special Assessment Management Fund	10,000
Subtotal	10,000
From Systems Development Capital Projects Fund	
To General Fund*	57,000
Subtotal	57,000
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:	FY20 Adopted
From Municipal Airport Fund	
To General Fund*	$744,000
Subtotal	744,000
From Parking Services Fund	
To General Fund*	347,000
To General Fund	838,350
Subtotal	1,185,350
From Wastewater Utility Fund	
To General Fund*	1,820,000
Subtotal	1,820,000
From Stormwater Utility Fund	
To General Fund*	1,202,000
Subtotal	1,202,000
From Ambulance Transport Fund	
To General Fund*	910,000
To General Fund	411,746
Subtotal	1,321,746
From Information Systems and Services Fund	
To General Fund*	279,000
Subtotal	279,000
From Fleet Services Fund	
To General Fund*	460,000
Subtotal	460,000
From Facilities Services Fund	
To General Fund*	654,000
Subtotal	654,000
From Risk and Benefits Fund	
To General Fund*	281,000
Subtotal	281,000
From Professional Services Fund	
To General Fund*	753,000
Subtotal	753,000
TOTAL INTERFUND TRANSFERS TO OTHER FUNDS	**$18,342,396**

*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 FY20 Adopted Budget, overall Reserves have increased by 24.3% over the FY19 Adopted Budget. The majority of the increase to Reserves is within the General Fund. For more information on General Fund reserves see the General Fund (Main Subfund) portion of the Budget Summary section.

The following other funds also had notable changes in Reserves:

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.

A decrease in the Telecom Registration/Licensing Fund Reserves is due to an increase in equipment replacement spending.

An increase in the General Capital Projects Fund Reserves is due to an increase in the 2006 PROS Bond Fund. Project funds have been put in Reserve pending identification and approval of a new project.

An increase in the Municipal Airport Fund Reserves is due to replenishing the Reserves after the terminal expansion project was completed.

Fund	FY17* Adopted Budget	FY18* Adopted Budget	FY19* Adopted Budget	FY19** Budget 12/31/2018	FY20* Adopted Budget
General	$12,193,023	$24,958,133	$25,859,204	$20,736,817	$35,577,432
Special Assessment Management	50,000	50,000	50,000	50,000	50,000
Library Local Option Levy	168,000	376,372	1,341,670	1,341,670	2,111,152
Public Safety Communications	908,520	0	0	0	0
Telecom Registration/Licensing	302,847	592,847	496,847	496,847	168,847
Community Development	984,224	1,186,658	1,191,572	1,205,861	1,257,861
Library, Parks and Recreation	2,459,461	2,761,895	3,153,764	3,517,000	3,677,149
Special Assessment Bond Debt	58,521	62,538	61,995	68,524	96,794
General Capital Projects	26,560	26,560	26,560	26,560	1,776,560
Municipal Airport	1,387,902	139,025	3,835,436	3,835,436	6,358,213
Fleet Services	14,629,159	17,157,656	14,761,688	13,733,754	14,141,609
Information Systems and Services	1,364,919	1,617,024	1,686,947	1,686,947	2,315,610
Facilities Services	536,500	412,000	300,000	221,552	200,000
Risk and Benefits	6,813,473	6,961,697	7,121,362	7,442,436	6,779,890
Professional Services	1,576,066	388,512	319,250	319,250	307,100
Total	$43,459,175	$56,690,917	$60,206,295	$54,682,654	$74,818,217

* Includes Reserve for Encumbrance (RFE).
**The FY19 12/31 budgeted amount reflects the correction to reserves made to the Muncipal Airport Fund on FY19 Supplemental Budget 2.

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	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
General	$340,679	$345,371	$700,000	$700,000	$700,000
Special Assessment Management	0	0	30,000	30,000	30,000
Telecom Registration/Licensing	0	0	120,000	120,000	120,000
Construction and Rental Housing	755,104	737,411	1,050,000	1,050,000	1,020,000
Community Development	2,283,165	1,516,157	8,795,847	8,407,064	8,909,961
Library, Parks and Recreation	60,000	0	102,844	103,545	108,900
Parking Services	0	0	0	0	150,000
Wastewater Utility	25,575,411	26,177,657	27,845,000	27,845,000	28,636,000
Stormwater Utility	300	350	15,000	15,000	15,000
Facilities Services	0	0	750,000	750,000	0
Total	$29,014,658	$29,976,946	$39,408,691	$39,020,609	$39,689,861

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 ten 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.

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 Schedul 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	FY17 Adopted Budget	FY18 Adopted Budget	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget
General	$23,930,000	$25,330,000	$25,990,000	$25,990,000	$27,160,000
Total	$23,930,000	$25,330,000	$25,990,000	$25,990,000	$27,160,000

This section summarizes 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.

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.

Non-Departmental Budget

Expenditure Summary Table

Fund	Debt Service	Contingency	Transfers	Unappropriated Ending Fund Balancing (UEFB)	Reserves	Balance Available	Special Payments	TOTAL
General	$0	$12,000	$4,949,300	$27,160,000	$35,577,432	$0	$700,000	**$68,398,732**
Special Assessment Management	0	0	10,000	0	50,000	1,040,022	30,000	**1,130,022**
Library Local Option Levy	0	0	0	0	2,111,152	0	0	**2,111,152**
Parks and Recreation Local Option Levy	0	0	0	0	0	821,152	0	**821,152**
Public Safety Communications	0	0	225,000	0	0	1,516,667	0	**1,741,667**
Road	0	0	2,947,000	0	0	1,226,698	0	**4,173,698**
Telecom Registration / Licensing	42,000	0	3,000	0	168,847	2,788,016	120,000	**3,121,863**
Construction and Rental Housing	0	0	1,024,000	0	0	5,460,019	1,020,000	**7,504,019**
Solid Waste and Recycling	0	0	221,000	0	0	376,189	0	**597,189**
Community Development	371,249	0	176,000	0	1,257,861	300,000	8,909,961	**11,015,071**
Library, Parks and Recreation	0	0	0	0	3,677,149	1,067,831	108,900	**4,853,880**
General Obligation Debt Service	13,904,043	0	0	0	0	0	0	**13,904,043**
Special Assessment Bond Debt	180,000	0	10,000	0	96,794	0	0	**286,794**
General Capital Projects	0	0	0	0	1,776,560	17,667,586	0	**19,444,146**
Systems Development Capital Projects	0	0	57,000	0	0	10,312,069	0	**10,369,069**
Transportation Capital Projects	0	0	0	0	0	1,771,989	0	**1,771,989**
Special Assessments Capital Projects	0	0	20,000	0	0	1,424,929	0	**1,444,929**
Municipal Airport	0	0	744,000	0	6,358,213	8,525,657	0	**15,627,870**
Parking Services	26,250	0	1,185,350	0	0	432,673	150,000	**1,794,273**
Wastewater Utility	0	0	1,820,000	0	0	1,815,771	28,636,000	**32,271,771**
Stormwater Utility	0	0	1,202,000	0	0	6,956,758	15,000	**8,173,758**
Ambulance Transport	0	0	1,321,746	0	0	0	0	**1,321,746**
Fleet Services	0	0	460,000	0	14,141,609	936,366	0	**15,537,975**
Information Systems and Services	0	0	279,000	0	2,315,610	1,915,435	0	**4,510,045**
Facilities Services	0	0	654,000	0	200,000	2,363,022	0	**3,217,022**
Risk and Benefits	7,339,400	0	281,000	0	6,779,890	15,029,906	0	**29,430,196**
Professional Services	0	0	753,000	0	307,100	100,426	0	**1,160,526**
TOTAL	**$21,862,942**	**$12,000**	**$18,342,396**	**$27,160,000**	**$74,818,217**	**$83,849,181**	**$39,689,861**	**$265,734,597**

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COUNCIL RESOLUTION NO. 5271

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, 2019, AND ENDING JUNE 30, 2020

PASSED: 6:0

REJECTED:

OPPOSED:

ABSENT: Taylor, Evans

CONSIDERED: June 24, 2019

RESOLUTION NO. 5271

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, 2019, AND ENDING JUNE 30, 2020

The City Council of the City of Eugene finds that Adopting the Budget and Making Appropriations is necessary under ORS 294.305 to 294.565.

NOW, THEREFORE,

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF 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, 2019 and ending June 30, 2020, as set forth in attached Exhibit A is 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 $13,891,211 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, 2019 and ending June 30, 2020; 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	$13,891,211

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 2019-2020, 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 B is hereby adopted, and any fund numbers and fund titles in conflict herewith are hereby repealed.

The foregoing Resolution adopted this 24th day of June, 2019.

Beth Forrest

City Recorder

EXHIBIT A

City of Eugene
Expenditure Appropriations by Fund

General Fund	$
Department Operating	
Central Services	27,401,970
Fire and Emergency Medical Services	32,885,929
Library, Recreation and Cultural Services	33,051,134
Planning and Development	8,213,562
Police	57,418,869
Public Works	6,807,147
Total Department Operating	165,778,611
Non-Departmental	
Interfund Transfers	4,949,300
Special Payments	700,000
Contingency	12,000
Reserve*	35,577,432
Unappropriated Ending Fund Balance*	27,160,000
Total Non-Departmental	68,398,732
Total General Fund	**234,177,343**
Special Assessment Management Fund	
Department Operating	
Central Services	109,440
Total Department Operating	109,440
Non-Departmental	
Interfund Transfers	10,000
Special Payments	30,000
Reserve*	50,000
Balance Available*	1,040,022
Total Non-Departmental	1,130,022
Total Special Assessment Management Fund	**1,239,462**
Library Local Option Levy Fund	
Department Operating	
Library, Recreation and Cultural Services	2,477,510
Total Department Operating	2,477,510
Non-Departmental	
Reserve*	2,111,152
Total Non-Departmental	2,111,152
Total Library Local Option Levy Fund	**4,588,662**

Parks and Recreation Local Option Levy Fund	$
Department Operating	
Central Services	100,000
Library, Recreation and Cultural Services	50,000
Police	431,689
Public Works	2,798,297
Total Department Operating	3,379,986
Non-Departmental	
Balance Available*	821,152
Total Non-Departmental	821,152
Total Parks and Recreation Local Option Levy Fund	**4,201,138**

Road Fund	
Department Operating	
Public Works	14,913,111
Total Department Operating	14,913,111
Non-Departmental	
Interfund Transfers	2,947,000
Balance Available*	1,226,698
Total Non-Departmental	4,173,698
Total Road Fund	**19,086,809**

Public Safety Communications Fund	
Department Operating	
Police	2,381,042
Total Department Operating	2,381,042
Non-Departmental	
Interfund Transfers	225,000
Balance Available*	1,516,667
Total Non-Departmental	1,741,667
Total Public Safety Communications Fund	**4,122,709**

Telecommunications Registration/Licensing Fund	$
Department Operating	
Central Services	4,577,239
Total Department Operating	4,577,239
Non-Departmental	
Debt Service	42,000
Interfund Transfers	3,000
Special Payments	120,000
Reserve*	168,847
Balance Available*	2,788,016
Total Non-Departmental	3,121,863
Total Telecommunications Registration/Licensing Fund	**7,699,102**

Construction and Rental Housing Fund	
Department Operating	
Fire and Emergency Medical Services	357,432
Planning and Development	8,703,376
Public Works	505,577
Total Department Operating	9,566,385
Non-Departmental	
Interfund Transfers	1,024,000
Special Payments	1,020,000
Balance Available*	5,460,019
Total Non-Departmental	7,504,019
Total Construction and Rental Housing Fund	**17,070,404**

Solid Waste and Recycling Fund	
Department Operating	
Planning and Development	1,199,548
Total Department Operating	1,199,548
Non-Departmental	
Interfund Transfers	221,000
Balance Available*	376,189
Total Non-Departmental	597,189
Total Solid Waste and Recycling Fund	**1,796,737**

Community Development Fund	$
Department Operating	
Planning and Development	3,586,275
Total Department Operating	3,586,275
Total Capital Projects	1,573,617
Non-Departmental	
Debt Service	371,249
Interfund Transfers	176,000
Special Payments	8,909,961
Reserve*	1,257,861
Balance Available*	300,000
Total Non-Departmental	11,015,071
Total Community Development Fund	**16,174,963**

Library, Parks and Recreation Fund	
Department Operating	
Library, Recreation and Cultural Services	385,500
Total Department Operating	385,500
Total Capital Projects	850,425
Non-Departmental	
Special Payments	108,900
Reserve*	3,677,149
Balance Available*	1,067,831
Total Non-Departmental	4,853,880
Total Library, Parks and Recreation Fund	**6,089,805**

General Obligation Debt Service Fund	
Non-Departmental	
Debt Service	13,904,043
Total Non-Departmental	13,904,043
Total General Obligation Debt Service Fund	**13,904,043**

Special Assessment Bond Debt Fund	
Non-Departmental	
Debt Service	180,000
Interfund Transfers	10,000
Reserve*	96,794
Total Non-Departmental	286,794
Total Special Assessment Bond Debt Fund	**286,794**

General Capital Projects Fund	$
Department Operating	
Library, Recreation and Cultural Services	20,000
Total Department Operating	20,000
Total Capital Projects	40,885,091
Non-Departmental	
Debt Service	-
Reserve*	1,776,560
Balance Available*	17,667,586
Total Non-Departmental	19,444,146
Total General Capital Projects Fund	**60,349,237**

Systems Development Capital Projects Fund	
Department Operating	
Planning and Development	181,493
Public Works	477,409
Total Department Operating	658,902
Total Capital Projects	33,586,093
Non-Departmental	
Interfund Transfers	57,000
Balance Available*	10,312,069
Total Non-Departmental	10,369,069
Total Systems Development Capital Projects Fund	**44,614,064**

Transportation Capital Projects Fund	
Total Capital Projects	59,084,767
Non-Departmental	
Debt Service	-
Balance Available*	1,771,989
Total Non-Departmental	1,771,989
Total Transportation Capital Projects Fund	**60,856,756**

Special Assessments Capital Projects Fund	
Non-Departmental	
Interfund Transfers	20,000
Balance Available*	1,424,929
Total Non-Departmental	1,444,929
Total Special Assessments Capital Projects Fund	**1,444,929**

Municipal Airport Fund	$
Department Operating	
Fire and Emergency Medical Services	1,291,890
Police	1,114,114
Public Works	9,936,238
Total Department Operating	12,342,242
Total Capital Projects	23,019,948
Non-Departmental	
Interfund Transfers	744,000
Reserve*	6,358,213
Balance Available*	8,525,657
Total Non-Departmental	15,627,870
Total Municipal Airport Fund	**50,990,060**

Parking Services Fund	
Department Operating	
Central Services	399,788
Planning and Development	6,376,876
Public Works	93,033
Total Department Operating	6,869,697
Total Capital Projects	2,617,987
Non-Departmental	
Debt Service	26,250
Interfund Transfers	1,185,350
Special Payments	150,000
Balance Available*	432,673
Total Non-Departmental	1,794,273
Total Parking Services Fund	**11,281,957**

Wastewater Utility Fund	
Department Operating	
Public Works	25,805,489
Total Department Operating	25,805,489
Total Capital Projects	7,392,395
Non-Departmental	
Interfund Transfers	1,820,000
Special Payments	28,636,000
Balance Available*	1,815,771
Total Non-Departmental	32,271,771
Total Wastewater Utility Fund	**65,469,655**

Stormwater Utility Fund	$
Department Operating	
Public Works	17,617,703
Total Department Operating	17,617,703
Total Capital Projects	8,649,614
Non-Departmental	
Interfund Transfers	1,202,000
Special Payments	15,000
Balance Available*	6,956,758
Total Non-Departmental	8,173,758
Total Stormwater Utility Fund	**34,441,075**

Ambulance Transport Fund	
Department Operating	
Fire and Emergency Medical Services	10,552,524
Total Department Operating	10,552,524
Non-Departmental	
Interfund Transfers	1,321,746
Balance Available*	-
Total Non-Departmental	1,321,746
Total Ambulance Transport Fund	**11,874,270**

Fleet Services Fund	
Department Operating	
Public Works	13,863,531
Total Department Operating	13,863,531
Non-Departmental	
Interfund Transfers	460,000
Reserve*	14,141,609
Balance Available*	936,366
Total Non-Departmental	15,537,975
Total Fleet Services Fund	**29,401,506**

Information Systems and Services Fund	$
Department Operating	
Central Services	8,349,084
Total Department Operating	8,349,084
Non-Departmental	
Interfund Transfers	279,000
Reserve*	2,315,610
Balance Available*	1,915,435
Total Non-Departmental	4,510,045
Total Information Systems and Services Fund	**12,859,129**

Facilities Services Fund	
Department Operating	
Central Services	10,525,244
Planning and Development	544,723
Total Department Operating	11,069,967
Total Capital Projects	1,015,734
Non-Departmental	
Interfund Transfers	654,000
Special Payments	-
Reserve*	200,000
Balance Available*	2,363,022
Total Non-Departmental	3,217,022
Total Facilities Services Fund	**15,302,723**

Risk and Benefits Fund	
Department Operating	
Central Services	40,426,779
Total Department Operating	40,426,779
Non-Departmental	
Debt Service	7,339,400
Interfund Transfers	281,000
Reserve*	6,779,890
Balance Available*	15,029,906
Total Non-Departmental	29,430,196
Total Risk and Benefits Fund	**69,856,975**

Professional Services Fund	$
Department Operating	
Public Works	7,611,994
Total Department Operating	7,611,994
Non-Departmental	
Interfund Transfers	753,000
Reserve*	307,100
Balance Available*	100,426
Total Non-Departmental	1,160,526
Total Professional Services Fund	**8,772,520**
Total Resolution	**807,952,827**

* 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
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 - 326)	General Capital Projects Reporting Fund
	311	General Capital Projects Fund
	314	Housing Capital Projects Fund
	319	Public Art Fund
	323	City Hall Complex Fund
	324	2006 PROS Bond Projects Fund
	325	2019 Parks and Recreation Bond Series A Fund
	326	2019 Parks and Recreation Bond Series B 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 - 345)	Transportation Capital Projects Reporting Fund
	341	Road General Capital Fund
	342	Pavement Preservation Program 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. 5270

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: 6:0

REJECTED:

OPPOSED:

ABSENT: Taylor, Evans

CONSIDERED: June 24, 2019

RESOLUTION NO. 5270

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 24th day of June, 2019.

Beth Forrest

City Recorder

COUNCIL RESOLUTION NO. 5269

A RESOLUTION ELECTING TO RECEIVE STATE REVENUE SHARING FUNDS PURSUANT TO SECTION 221.770 OF OREGON REVISED STATUTES

PASSED: 6:0

REJECTED:

OPPOSED:

ABSENT: Taylor, Evans

CONSIDERED: June 24, 2019

RESOLUTION NO. 5269

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, 2019, and ending June 30, 2020, 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 24th day of June, 2019.

Beth Forrest

City Recorder

FY20 Budget Committee Meeting Notice

UPDATED 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 2019-2020 (FY20) 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. The schedule and presentations for upcoming meetings have been revised based on feedback from the Budget Committee. Please note that the meeting originally scheduled for Wednesday, May 29, has been canceled.

City Manager's FY20 Proposed Budget Presentation.
This presentation consists of the City of Eugene budget as well as the Unfunded Needs Assessment..
Wednesday, April 24, 2019 • 5:30 p.m.*

Budget Committee Public Comment and Deliberation on FY20 Proposed URA Budget .
This meeting includes presentations on the Urban Renewal Agency (URA) budget, URA 101 and the Technical Assistance Collaborative (TAC) Report: Transforming Our Community's Response to Homelessness.
Wednesday, May 8, 2019 • 5:30 p.m.*

Budget Committee Public Comment and Deliberation on FY20 Proposed Budget.
This meeting includes a presentation on proposed updates to the Service Profiles program.
Wednesday, May 15, 2019 • 5:30 p.m.*

Budget Committee Public Hearing, Deliberation and Action on FY20 Proposed Budget
Wednesday, May 22, 2019 • 5:30 p.m.*

*All the above meetings will be held in the Eugene Downtown Public Library
Bascom-Tykeson Room, 100 West 10th Avenue.

City Council Public Hearing and Action on FY20 Budget
Lane County Public Service Building Harris Hall, 125 East 8th Avenue
Monday, June 24, 2019 • 7:30 p.m.

How You Can Get Involved
Members of the public are encouraged to express their views on the FY20 Proposed Budget. Public testimony will be taken at **5:30 pm at the May 8** Budget Committee meeting, at **5:30 p.m. at the May 15** Budget Committee meeting, and at **5:30 p.m. at the May 22** 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 FY20 Proposed Budget is available on the City of Eugene website at www.eugene-or.gov/budget starting on Friday, April 12, 2019. Hard copies of the FY20 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 12, 2019. 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.

The original meeting notice was published on Friday, April 12, 2019 and this revision was published on Monday, May 6, 2019 on the City of Eugene's website. The original notice and this updated version may be viewed at https://www.eugene-or.gov/DocumentCenter/View/45921.

Published on May 9, 2019 in the Eugene Weekly newspaper.

FY20 Budget Committee Meeting Notice

Updated 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 2019-2020 (FY20) 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. The schedule and presentations for upcoming meetings have been revised based on feedback from the Budget Committee. Please note that the meeting originally scheduled for Wednesday, May 29, has been canceled.

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Monday, June 24, 2019 • 7:30 p.m.
Lane County Public Service Building
Harris Hall, 125 East 8th Avenue

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The original meeting notice was published on Friday, April 12, 2019 and this revision was published on Monday, May 6, 2019 on the City of Eugene's website. The original notice and this updated version may be viewed at https://www.eugene-or.gov/DocumentCenter/View/45921.

Published on May 7, 2019 in the Eugene Register-Guard newspaper and posted for over ten days on the City of Eugene website per ORS 294.426(5)(b).

FY20 City Council Public Hearing and Financial Summary Notice

Notice of the City of Eugene
Public Hearing on the Recommended FY20 Budget
Monday, June 24, 2019, 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 2019/2020 (FY20) Budget for the City of Eugene. The fiscal year begins July 1, 2019 and ends June 30, 2020. 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 FY20 Budget.

The total budget recommended by the Eugene Budget Committee for FY20 is $808.0 million. This includes $116,777,088 in capital carryover and $13,257,406 in prior year encumbrances, as authorized by the Budget Committee.

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 $1,950,000. These uses include police protection, fire protection, planning, zoning and subdivision control.

The FY20 budget was prepared using a basis of accounting consistent with the preceding fiscal year.

City of Eugene
2019-20 Recommended Budget Summary - All Funds

	FY18 Last Year's Actual	FY19 This Year's Budget as of 12/31/2018	CORRECTED* FY19 Budget 12/31/2018	FY20 Next Year's Rec'm Budget
Resources				
Beginning Fund Balance	$225,938,721	$258,678,674	$246,577,265	$329,829,680
Revenues				
Property Taxes	$119,317,003	$121,850,556	$121,850,556	$126,551,650
Other Taxes	20,323,070	20,115,000	20,115,000	20,389,000
Licenses and Permits	19,177,516	19,146,016	19,146,016	19,918,348
Intergovernmental	31,780,817	59,476,781	59,476,781	41,672,927
Rental	3,166,025	2,932,979	2,932,979	3,228,289
Charges for Services	204,097,123	216,779,769	216,779,769	221,481,550
Fines and Forfeitures	3,225,077	3,279,275	3,279,275	3,114,200
Miscellaneous Revenues	9,411,720	13,263,448	13,263,448	10,656,387
Interfund Transfers	19,096,621	21,316,573	21,316,573	18,342,396
Other Financing Sources	12,286,946	25,310,773	25,310,773	12,768,400
Current Resources other than Property Taxes	322,564,914	381,620,614	381,620,614	351,571,497
Total Revenues	$441,881,918	$503,471,170	$503,471,170	$478,123,147
Total Resources	$667,820,639	$762,149,844	$750,048,435	$807,952,827
REQUIREMENTS				
Departmental Operating				
Personnel Services	$186,865,770	$209,733,624	$209,733,624	$213,296,157
Materials and Services	124,067,024	150,088,154	149,788,154	143,440,831
Capital Outlay	5,928,796	16,056,684	16,056,684	6,805,571
Total Departmental Operating	$316,861,590	$375,878,462	$375,578,462	$363,542,559
Capital	$34,404,405	$146,742,131	$147,021,927	$178,675,671
Non-Departmental				
Debt Service	$20,903,812	$22,344,177	22,344,177	$21,862,942
Interfund Transfers	19,096,621	21,316,573	21,316,573	18,342,396
Special Payments	29,976,946	39,020,609	39,020,609	39,689,861
Contingency/Reserves**	0	46,857,481	54,694,654	74,830,217
Ending Fund Balance** (FY18) or UEFB/Balance Available** (FY19, FY20)	246,577,265	109,990,411	90,072,033	111,009,181
Total Non-Departmental	$316,554,644	$239,529,251	$227,448,046	$265,734,597
Total Requirements	$667,820,639	$762,149,844	$750,048,435	$807,952,827
Number of Budgeted FTE	1,489.79	1,513.34	1,513.34	1,530.39

* In FY19, the City transitioned to a new budget system, which contributed to errors on FY19 Supplemental Budget 1. The publication errors resulted in misstated Beginning Working Capital in five funds, misstated Reserves in the Municipal Airport Fund and incorrect categorization of Capital spending in the Planning and Development Department. Additional safeguards have been implemented to ensure accurate calculations in the future. The CORRECTED FY19 Budget, 12/31/2018 financial information here reflects the corrections being made on FY19 Supplemental Budget 2.

**Funds that are not appropriated for spending. Total FY18 budgeted reserves and contingencies as of June 30, 2018 were $46,573,625.

City of Eugene
Operating Budget Summary by Department

The City of Eugene Budget Committee recommended a department operating budget in the amount of $363,542,559 for Fiscal Year 2019-2020 (FY20). This is a 3.4% increase from the FY19 adopted operating budget and a 3.2% decrease from the corrected FY19 operating budget, December 31, 2018.

Department	FY18 Last Year's Actual	FY19 This Year's Budget as of 12/31/2018	CORRECTED* FY19 Budget 12/31/2018	FY20 Next Year's Rec'm Budget
Central Services	$83,970,551	$102,370,250	$102,370,250	$91,889,544
Fire and EMS	$42,868,988	$44,173,414	$44,173,414	$45,087,775
Library, Recreation and Cultural Services	$33,995,753	$35,186,512	$35,186,512	$35,984,144

Equity in Contracting (FY20)	0.00	125,000
Early Literacy (FY20)	0.00	100,000
Fuel Reduction in Wildland Urban Interface Areas (FY20)*	0.00	100,000
Animal Services Contract (FY20)	0.00	90,000
Fire IT Solutions (FY20)	0.00	90,000
Nuisance Code Revisions (FY20)	0.00	70,000
Spay and Neuter Clinic Relocation and Tenant Improvements (revenue-backed) (FY20)	0.00	40,000
Total	0.00	$1,981,000

*See corresponding Other Funds proposed changes for additional changes.

FY20 Proposed Budget Changes - Other Funds

	FTE	Amount
Road Fund (Fund 131)		
Public Works Maintenance and Parks and Open Space Senior Financial Analyst (cost-neutral)*	0.25	$32,000
Telecom Registration/Licensing Fund (Fund 135)		
Discontinue Annual Transfer from the Telecom Fund (cost-neutral)*	0.00	0
Construction and Rental Housing Fund (Fund 150)		
Permitting Systems Redevelopment Funding	0.00	500,000
Permit Review Manager	1.00	153,000
Land Use Lead Position Expansion	0.40	51,000
Code Compliance Staffing Support*	0.30	33,000
Solid Waste and Recycling Fund (Fund 155)		
Expanded Contract Administration*	0.10	13,000
Community Development Fund (Fund 170)		
Housing Projects Environmental Review Support	0.00	110,000
Municipal Airport Fund (Fund 510)		
Increased Police Officer Staffing for New Service to Chicago	2.00	345,000
Airport Police Officer (cost-neutral)	1.00	164,000
Airport Worker	1.00	100,000
Parking Services Fund (Fund 520)		
Expanded Contract Administration*	0.10	13,000
Wastewater Utility Fund (Fund 530)		
Public Works Maintenance and Parks and Open Space Senior Financial Analyst (cost-neutral)*	0.25	32,000
Stormwater Utility Fund (Fund 539)		
Public Works Maintenance and Parks and Open Space Senior Financial Analyst (cost-neutral)*	0.25	32,000
Fleet Services Fund (Fund 600)		
Fleet Supervisor (cost-neutral)	1.00	129,000
Fleet Building Maintenance	0.00	75,000
Facilities Services Fund (Fund 615)		
Atrium Building Analysis, Contracting and Support	0.20	17,000
Risk and Benefits Fund (Fund 620)		
Fuel Reduction in Wildland Urban Interface Areas*	0.00	100,000
Professional Services Fund (Fund 630)		
Landscape Design and Landscape Architect Positions	4.00	514,000
Total	11.85	$2,413,000

*See corresponding General Fund proposed changes for additional changes.

The following financial stability strategies were included in the Proposed Budget to mitigate future uncertainties.

Financial Stability Strategy	FTE	Amount
Internal Service Fund Rate Charges	0.00	($445,000)
Pension Bond Rate Reduction	0.00	(335,000)
Airport Staff Funding Change	0.00	(300,000)
Central Services Allocation Change	0.00	(215,000)
Community Events Funding Change	0.00	(105,000)
Solid Waste and Recycling Fund Transfer	0.00	(100,000)
Total	0.00	($1,500,000)

The Budget Committee recommended to the Eugene City Council the FY20 Budget for the City of Eugene that consists of the City Manager's Proposed FY20 Budget, including the property tax levies and/or rates contained therein, 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 an additional $2,267,000 to the Striker Field Park project to fully the fund the project with a total budget of $3,500,682. Funds to come from the following sources:
  - o Systems Development Capital (SDC) Projects Fund (Fund 330): Reduce the Downtown Riverfront Park project allocation by $2,000,000;
  - o General Capital Projects Fund (Fund 310): The remaining $267,000 shall be sourced from the voter-approved 2018 Parks and Recreation Bond funds.

- Move to recommend that the City Council allocate an additional $45,000 in one-time funding to the Human Services Commission FY20 Proposed Budget allocation to offset the expected reduction in Community Development Block Grant funding. Funds to come from Local Marijuana Tax revenue.
- Move to recommend that the City Council allocate $130,000 in ongoing funding for the purpose of funding 1.0 FTE Multicultural Liaison position, included in the April 2019 Unfunded Needs Assessment as item #99. Funds to come from Reserve for Revenue Shortfall in FY20 with the position becoming part of the base budget in the out years, beginning in FY21.
- Move to recommend that the City Council allocate $120,000 in ongoing funding to improve and address downtown sanitation services. Funding for the ongoing costs to come from Local Marijuana Tax revenues.
- Move to recommend that the City Council direct the City Manager to determine the start-up and ongoing costs for revolving loan programs to assist residents in Eugene, such as with paying their security deposits, emergency rental assistance

Planning and Development	$21,284,521	$29,527,083	$29,227,083	$28,805,853
Police	$55,263,890	$63,757,285	$63,757,285	$61,345,714
Public Works	$79,477,887	$100,863,918	$100,863,918	$100,429,529
Total Operating	$316,861,590	$375,878,462	$375,578,462	$363,542,559

* See footnote 1 to the 2019-20 Recommended Budget Summary - All Funds, for additional information on the CORRECTED FY19 Budget, 12/31/2018.

The following is a summary of the Full Time Equivalents (FTE) by department.

Department FTE	FY18 Last Year's	FY19 This Year's Budget	FY20 Next Year's
Central Services	223.55	225.65	229.65
Fire and EMS	206.00	206.00	206.00
Library, Recreation and Cultural Services	196.08	196.58	196.83
Planning and Development	107.65	113.60	116.40
Police	328.16	330.16	333.16
Public Works	428.35	441.35	448.35
Total Budgeted FTE	1,489.79	1,513.34	1,530.39

Changes made in FY19 since the adopted budget include an increase of 0.6 FTE for a Senior Planner in the Construction Permit and Rental Housing Fund.

The FY20 Proposed Budget as presented to the Budget Committee on April 24, 2019 included 16.05 additional FTE as compared to the FY19 Authorized Budget as of 12/31/2018. Additionally, the Budget Committee passed a motion to add 1.0 FTE for a Multicultural Liaison position, bringing the total FTE increase to 17.05. The additional FTE by department include the following:

Public Works, 7.0 FTE
- •2.0 FTE Landscape Architect
- •2.0 FTE Landscape Designer
- •1.0 FTE Fleet Supervisor
- •1.0 FTE Senior Financial Analyst
- •1.0 FTE Airport Worker 2

Planning and Development, 2.8 FTE
- • 1.0 FTE Permit Review Manager
- • 1.0 FTE Code Compliance
- • 0.4 FTE Land Use/Zoning Senior Planner
- • 0.2 FTE Management Analyst
- • 0.2 FTE Contract Program Coordinator

Central Services, 4.0 FTE
- • 1.0 FTE Multicultural Liaison
- • 1.0 FTE Assistant City Attorney
- • 1.0 FTE Human Resources Analyst
- • 1.0 FTE Corporate Software Manager

(Revenue-backed position added in FY19 after December 31st)

Police, 3.0 FTE
- • 3.0 FTE Airport Police Officer

Library, Recreation and Cultural Services, 0.25 FTE
- • 0.25 FTE Recreation Program Assistant

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, Parks and Rec Bond and Local Option Levy, 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, Parks and Rec Bond and Local Option Levy, the 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 Bond and 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 FY20 Proposed Budget as presented to the Budget Committee on April 24, 2019 does not require action to fill a General Fund gap. The budget does include $1.5 million of financial stability strategies to mitigate future uncertainties. It included the following changes to prior year service levels:

FY20 Proposed Budget Changes - General Fund

Main Subfund (Subfund 011)		
Proposed Ongoing Funding Changes	FTE	Amount
Discontinue Annual Transfer from the Telecom Fund (cost-neutral)*	0.00	$0
City Attorney's Office Billing Adjustment (cost-neutral)	0.00	260,000
Assistant City Attorney	1.00	170,000
Human Resources Analyst	1.00	130,000
Code Compliance Staffing Support (revenue-backed*)	0.70	73,000
Spay and Neuter Clinic Annual Lease Costs (revenue-backed)	0.00	39,000
Public Works Maintenance and Parks and Open Space Senior Financial Analyst (cost-neutral)*	0.25	32,000
Spay and Neuter Clinic Materials (revenue-backed)	0.00	30,000
Youth and Family Recreation Program Staffing (cost-neutral)	0.25	26,000
Total	3.20	$760,000
Proposed Limited Duration Funding (End Date)	FTE	Amount
Riverfront Urban Renewal Project Support (revenue-backed) (FY22)	0.00	$320,000
CAHOOTS Hours Increase (FY20)	0.00	281,000
Downtown Wayfinding Project (FY20)	0.00	250,000
Housing Tools and Strategies (FY20)	0.00	215,000
Community Events Partnership (FY20)	0.00	150,000
Municipal Court Security (FY20)	0.00	150,000
and down payment or mortgage assistance, and to place these programs on the 2020 Unfunded Needs Assessment.		

The FY20 Recommended Budget advertised in this Notice reflects all of the recommended changes made by the Eugene Budget Committee.

For additional information on the FY20 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.eugene-or.gov/budgetcommittee.

Capital Budget

The City of Eugene Budget Committee recommended a capital budget in the amount of $178,675,671 for FY20. This is a 21.5% increase from the corrected FY19 Capital Budget, December 31, 2018. The capital budget is presented by fund and includes multi-year projects that continue from prior years, as well as new capital projects.

Funds	FY18 Last Year's Actual	FY19 This Year's Budget As Of 12/31/2018	CORRECTED* FY19 Budget 12/31/2018	FY20 Next Year's Rec'm Budget
Community Development	$1,899,999	$868,972	$868,972	$1,573,617
Facilities Services	$0	750,406	750,406	1,015,734
General Capital Projects*	$129,695	35,092,831	35,072,627	40,885,091
Library, Parks and Recreation	$4,774,162	845,568	845,568	850,425
Municipal Airport	$2,374,786	15,430,097	15,430,097	23,019,948
Parking Services*	$14,040,943	1,797,389	2,097,389	2,617,987
Stormwater Utility	$7,408,207	8,015,567	8,015,567	8,649,614
Systems Development Capital Projects	$129,822	24,891,501	24,891,501	33,586,093
Telecom Registration/Licensing	$1,721,726	0	0	0
Transportation Capital Projects	$1,750,145	52,778,885	52,778,885	59,084,767
Wastewater Utility	$174,920	6,270,915	6,270,915	7,392,395
Total Capital Projects	$34,404,405	$146,742,131	$147,021,927	$178,675,671

*See footnote 1 to the 2019-20 Recommended Budget Summary - All Funds, for additional information on the CORRECTED FY19 Budget, 12/31/2018.

Major new capital projects included in the FY20 Recommended Budget include Taxiway Alpha Phase II ($9.6 million) at the Eugene Airport, the Echo Hollow Pool renovation ($7.4 million) as part of the Parks and Recreation Bond approved by voters, Striker Field ($3 million), 8th Avenue Complete Streets and Streetscape ($2.3 million), parks lighting projects ($1.8 million) as part of the Parks and Recreation Bond approved by voters and the Downtown Riverfront Park ($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 FY20 Recommended Budget includes nearly $117 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 FY20 totals $265,734,597, which is a 16.8% increase from the corrected FY19 Budget 12/31/2018.

Debt Outstanding

The estimated outstanding debt as of June 30, 2019 for the FY20 Recommended Budget totals $87,906,457, which is a 37% increase from the July 1, 2018 amount.

DEBT OUTSTANDING

	Debt Outstanding July 1, 2019	Debt Authorized Not Incurred July 1, 2019
Bonds	$82,626,457	$61,850,000
Other Long-Term Debt	5,280,000	0
Total Long-Term Indebtedness	$87,906,457	$61,850,000

AD VALOREM PROPERTY TAXES - ALL FUNDS

	FY18 Actual	FY19 Estimate	FY20 Budget
Total Property Taxes Required to Balance Budget	$117,410,919	$121,026,000	$124,887,650
Plus Estimated Property Taxes Not To Be Received, Discounts Allowed, Other Uncollected Amounts	2,026,311	6,368,933	6,569,917
Total Estimated Tax Levy – All Funds	$119,437,230	$127,394,933	$131,457,567

CERTIFIED TAX LEVIES BY TYPE
ALL FUNDS

	FY18 Rate or Amount	FY19 Rate or Amount	FY20 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	$3,150,000	$3,150,000
Levy for Payment of Bonded Debt	$13,794,001	$14,157,202	$13,891,211

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	$13,891,211

How You Can Participate

Get a copy of the budget. Paper copies of the FY20 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 FY20 Proposed Budget document and amendments to the FY20 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 FY20 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 17, 2019, 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 17, 2019.

No. 138217 - June 17, 2019

EO-0000138217-01

Published on June 17, 2019 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
2019–2020

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	July 11, 2019

Contact person	Title	Daytime telephone number	Contact person e-mail address
Doug Lauderbach	Senior Accountant	(541) 682-5026	DLauderbach@eugene-or.gov

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		341,784.00
5b. Levy for bonded indebtedness from bonds approved by voters **after** October 6, 2001 ... 5b		13,549,427.00
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b) ... 5c		13,891,211.00

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	ORS Authority**	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 ORS authority for putting these assessments on the roll must be completed if you have an entry in Part IV.**

150-504-073-7 (Rev. 11-18)

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.

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 2019-2020 Form LB-50

Urban Renewal Agency

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.

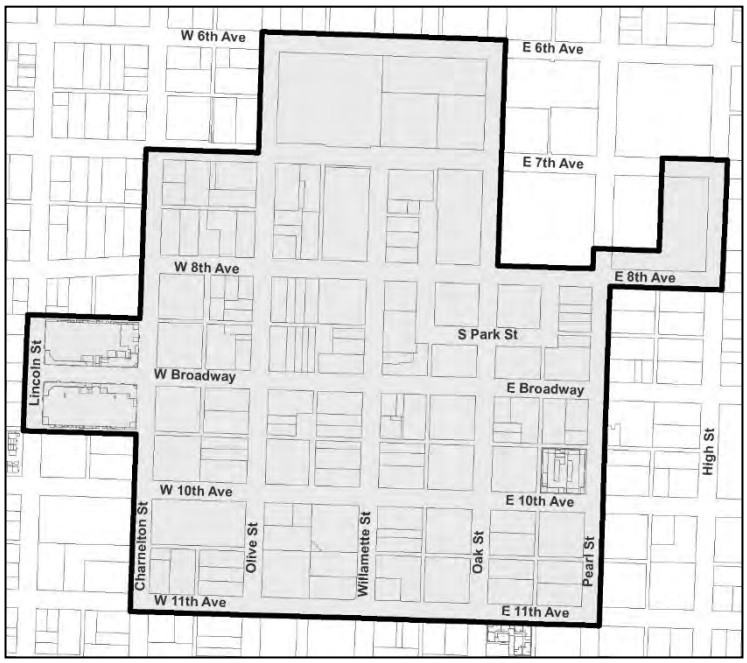
In June 1998, the City Council chose one of the options provided by Measure 50 legislation that allowed for a citywide special levy as well as dividing the taxes collected within the District. The Council limited expenditures of new funds to completing existing projects and construction of a new Downtown 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)**
  The City is working in partnership with Eugene Water & Electric Board (EWEB) and Lane Council of Governments (LCOG) to construct a high-speed telecommunications network in the downtown area. Known as EUGNet, the municipally owned fiber network has created a competitive landscape for telecommunications.

  The fiber network includes fiber-optic cables that connect individual buildings to a central interconnect site, the Willamette Internet Exchange (WIX). The City, EWEB, and LCOG identified a low-cost method to connect buildings by running fiberoptic cables through existing electrical conduit. EWEB owns the fiber strands, and private Internet Service Providers (ISPs) lease the strands and provide telecommunications services to businesses inside connected buildings. LCOG owns and operates the WIX.

  The WIX now offers a large-capacity backhaul connection to major peering points in Portland and San Jose, California. This expanded connection offers high-volume backhaul capacity to ISPs connected to the WIX, at a relatively low price. It has enabled local ISPs to offer faster and lower cost service to their customers beyond the downtown area.

  This project is providing telecommunications infrastructure to support the needs of the growing technology sector and other businesses in the downtown area. The new infrastructure has helped existing businesses expand and has attracted new businesses to downtown. In addition, the

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

fiber network's assets have enabled other communities and organizations to access higher speed telecommunications at lower costs. For example, Eugene School District 4J has telecommunications service that is 10 times faster and half the price of its previous contract. As of mid-2019, 70 buildings are connected to EUGNet. Construction of the network is expected to be completed in 2019.

- **Farmers' Market (not to exceed $4.5 million[1] of tax increment funds)**
  The Lane County Farmers' Market currently operates twice a 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 years, the Farmers' Market has expressed a need and market demand for expanding its offerings and potentially operating year-round.

Lane County Farmers' Market

  The Agency and City purchased the Butterfly Lot in January 2019 to serve as the location of the Town Square, a project connecting the future City Hall to the Park Blocks and providing a site for a new City Hall and Farmers' Market on the current Butterfly Lot. This project builds on the legacy of the Park Blocks as the original 'public square' of Eugene, supporting mutual goals of providing a permanent location for a year-round public Farmers' Market, and continuing the momentum of downtown revitalization. In coordination with the development of City Hall, improvements to the south half of the Butterfly Lot will make that location more attractive and functional for the Farmers' Market and accessible, safe, and inviting for the public. Project scoping began in 2018 and will continue into 2019 along with public involvement. The concept design and a public involvement process began in 2019, building off the 2016 Project for Public Spaces (PPS) outreach work. Following this, and estimated for the fall, City Council will review the concept design with the opportunity to move forward with capital improvements. (See "Project Engagement and Approval Process.") Urban Renewal funds cannot be used to pay for construction of a new City Hall building on the Butterfly Lot.

- **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.

[1] *Includes $500,000 of unspent Downtown District funds approved in the 2010 Plan amendment.*

On a direct path to the Willamette River from downtown, the Park Blocks are also a key part of the Willamette to Willamette Initiative.

West Park Block

Improving these spaces and increasing the opportunities for desired activities downtown requires a focused, strategic investment in the amenities, character, and public identity of the Park Blocks, as well as the other key public open spaces downtown. The first step of this project was asking the community about their hopes and vision for our Town Square and assessing the needs of our growing downtown neighborhood. Project for Public Spaces presented results of that work to Council in February 2017, which will help inform plans to implement the community vision. Throughout the summer of 2017, staff implemented some of PPS "lighter, quicker, cheaper" improvements in the Park Blocks using non-urban renewal funds. The concept design and a public involvement process began in 2019, building off the 2016 PPS outreach work. Following this, and estimated for the fall, City Council will review the concept design with the opportunity to move forward with budgeting and capital improvements. (See diagram in "Project Engagement and Approval Process.")

Improvements in other downtown public spaces are needed for a thriving, safe and welcoming downtown through the removal of blighted conditions, improved amenities and attractiveness of these spaces, as well as their impact on existing and desired adjacent uses. These downtown spaces 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.

  LCC and the City are collaborating to create a financially sustainable redevelopment plan. LCC has accepted a letter of interest from the Urban Renewal Agency to purchase the building for $500,000. If Urban Renewal funds are identified for this purpose, the approval process below will be utilized prior to the expenditure. Redevelopment of this large three-story structure with a full basement may include housing or activities that advance the Regional Prosperity Economic Development Plan. The City is still assessing LCC's building and its potential uses. Next steps include hiring a consultant to perform a historic evaluation of the building.

Project Engagement and Approval Process

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.

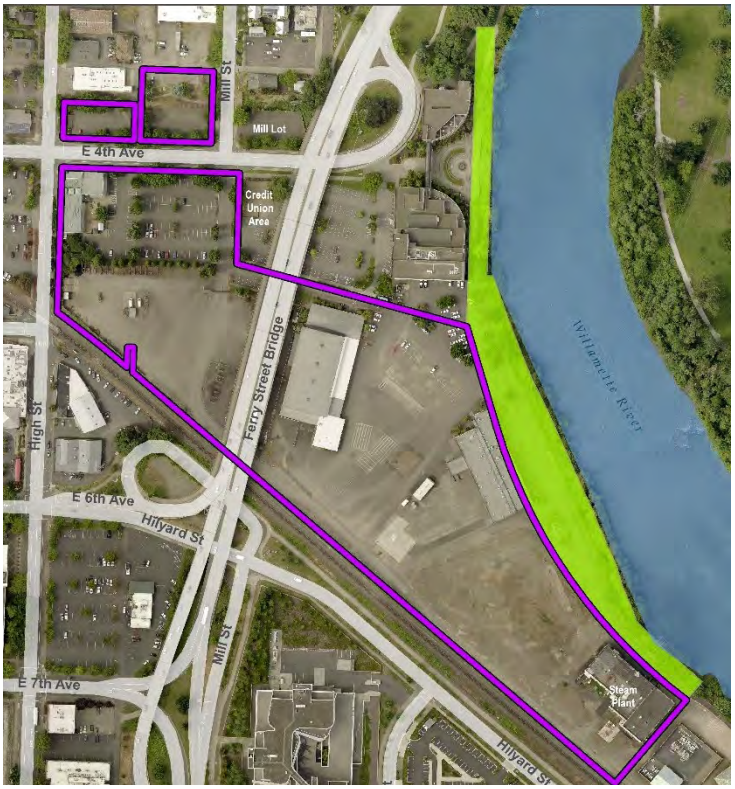
In FY18, the Agency Board amended the boundary again to add an additional 1.86 acres, bringing the total area up to approximately 245 acres. The current boundary of the district is shown in the map below. The boundary was expanded to: a) include two railroad quiet zone crossings to make them eligible 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 for the 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 Redevelopment
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 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)

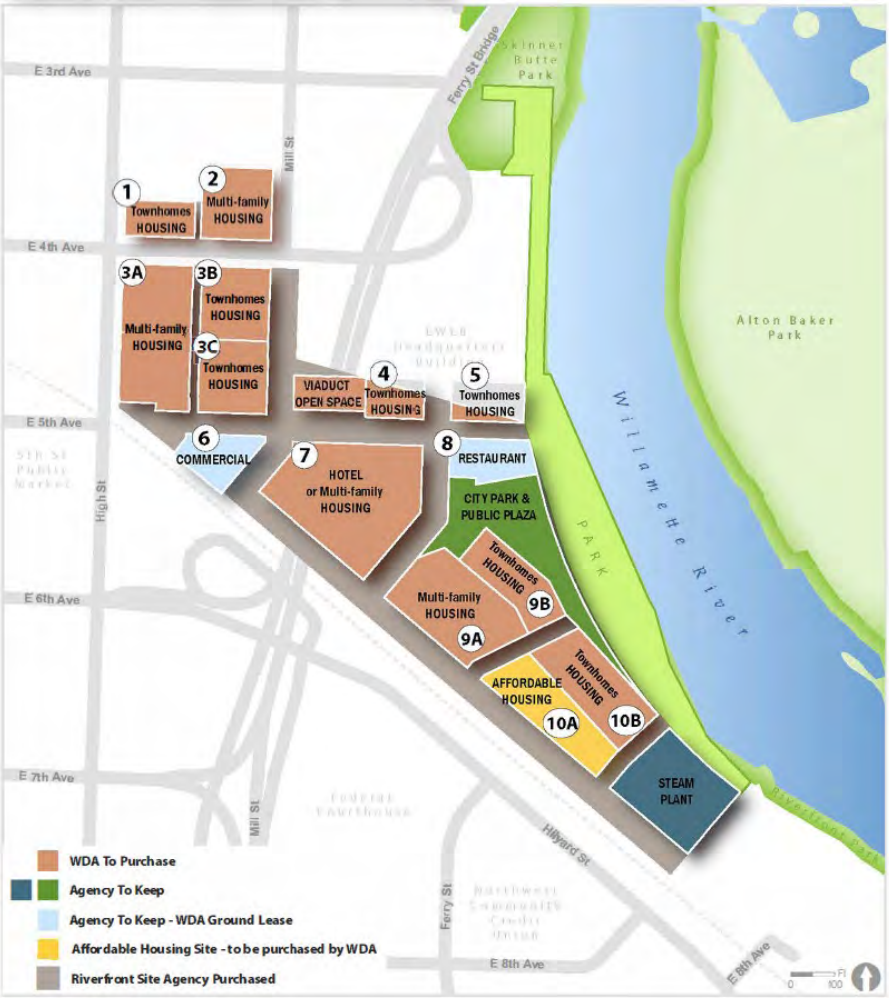
City Council, acting as the Agency Board, approved the property purchase terms and conditions in 2016. The property was purchased for $5.75 million, funded by the Riverfront Urban Renewal District.

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.

On January 31, 2018, Williams/ Dame & Associates (WDA) presented a concept plan to the Agency Board. The public had multiple opportunities to engage, ask questions, and provide comment on the proposal with WDA and the Downtown Riverfront including an open house, a public hearing, and River Guides review. On July 9 and July 23, 2018, the Agency Board voted to approve the proposed terms and concept and begin additional processes to work towards the site's

redevelopment including the sale of Parcel 10A to WDA for development of no fewer than 75 affordable housing units.

On January 24, 2019, the Agency signed a Disposition and Development Agreement (DDA) with WDA. Along with the DDA, the City and WDA signed a Memorandum of Understanding (MOU) to describe the actions that the City expects to take related to the riverfront property. Over the next year, the City will be working with WDA to move the concept plan forward.



Downtown Riverfront Redevelopment Site and Riverfront Park

The City retained Walker Macy as the design consultant for the Riverfront Park in January of 2018 and purchased the three-acre park parcel the following December. With the concept plan completed in September 2018, the Riverfront Park has moved into the design development phase of planning work and has two construction phases. The first phase concentrates on riparian enhancements along the river bank (summer 2019); the second phase includes construction of the upland elements. Construction of the new park is expected to be completed in 2021.

In April 2018, the Agency Board approved a process and criteria to select a developer for redevelopment of the Steam Plant. In August, the City invited a local team led by Mark Miksis, of deChase Miksis, and Mark Frohnmayer, of Arcimoto, to prepare a full proposal for the redevelopment of the Steam Plant. The team is in the process of assessing the building's potential, bringing in architects, engineers and other experts and beginning to explore a financing strategy.

Steam Plant

Following public engagement, the Riverfront Urban Renewal District advisory committee, River Guides, evaluated the proposal using the Agency Board-approved criteria and made a recommendation to the Agency Director and Board. The Agency Board reviewed the proposal on April 24, 2019 and authorized the Agency Director to move forward and negotiate deal points with the team. There will be a subsequent work session in early fall on the deal points. The project will likely have a financing gap that will require outside investment, but it is currently not known whether they will request assistance from the Agency.

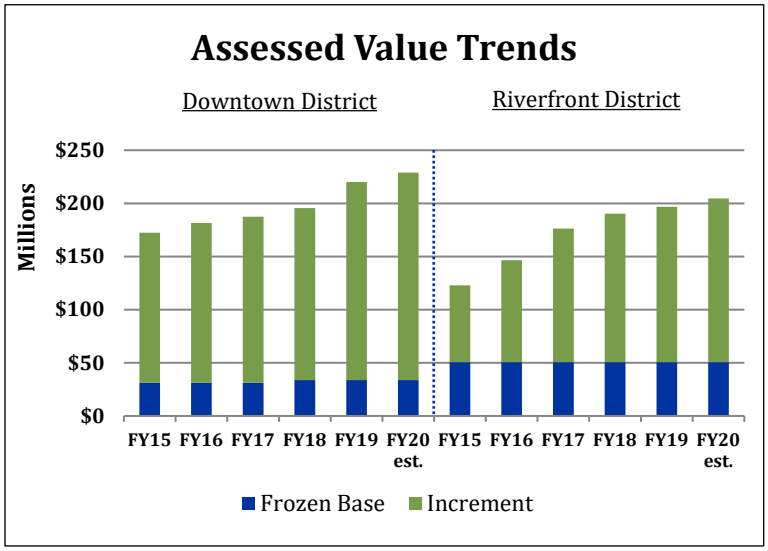
The Railroad Quiet Zone received Agency Board approval for Riverfront Urban Renewal funds on February 26, 2018. The FY19 Adopted Budget had $3.7 million of Riverfront Urban Renewal funds for the three eastern crossings. The unspent funds will be carried forward each year until completion. Design is underway, and all ten of the crossing improvements are scheduled for construction in 2020.

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 period.

The five-year history of assessed value in the two districts is shown in the chart and graph, along with estimates for the upcoming year. For FY20, 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
6/30/15	$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	33,736,746	186,437,327	220,174,073	50,609,448	146,132,012	196,741,460
6/30/20 Estimate	33,736,746	195,200,000	228,936,746	50,609,448	154,000,000	204,609,448

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 FY19, the tax rate used for the Downtown District tax increment calculation was $13.8578 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 FY19, the effective Riverfront District rate was $16.4140 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 FY20, 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 95% 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*
6/30/15	$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	2,262,557	2,259,049	2,314,936	2,227,753
6/30/19 Estimate	2,605,602	2,508,000	2,416,926	2,323,000
6/30/20 Budget	2,705,000	2,603,000	2,530,000	2,433,000

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. Because of Oregon's property tax laws, 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 FY19 tax year, the Lane County Assessor divided that tax rate into three pieces: $6.8571 goes to the City of Eugene, $0.0834 goes to the Downtown Urban Renewal District and $0.0653 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 on the following page is for the typical Eugene home that the Lane County Assessor calculated for FY19. 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 FY19

	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	$993.36	$967.51	$14.50	$11.36	$967.51	($25.86)
Eugene School District 4J LOL	313.79	313.79	0.00	0.00	313.79	0.00
Lane Community College	129.51	126.79	1.53	1.19	126.79	(2.72)
Lane Education Service District	46.69	45.73	0.54	0.42	45.73	(0.96)
Total	**$1,483.36**	**$1,453.82**	**$16.57**	**$12.97**	**$1,453.82**	**($29.54)**
General Government Taxes						
City of Eugene	$1,465.58	$1,434.47	$17.45	$13.66	$1,434.47	($31.11)
City of Eugene Library LOL	37.63	37.63	0.00	0.00	37.63	0.00
City of Eugene Parks & Rec LOL	42.05	42.05	0.00	0.00	42.05	0.00
Lane County	267.62	261.95	3.18	2.49	261.95	(5.67)
Lane County 4-H/Extension LOL	3.14	3.14	0.00	0.00	3.14	0.00
Lane County Public Safety LOL	79.49	79.49	0.00	0.00	79.49	0.00
Eugene UR Downtown District	0.00	0.00	0.00	0.00	37.49	**37.49**
Eugene UR Riverfront District	0.00	0.00	0.00	0.00	35.10	**35.10**
Total	**$1,895.52**	**$1,858.74**	**$20.63**	**$16.15**	**$1,931.33**	**$35.81**
Bonded Debt Taxes						
City of Eugene Bond I	$2.56	$2.03	$0.29	$0.23	$2.03	($0.52)
City of Eugene Bond II	166.90	165.35	0.00	1.55	165.35	(1.55)
Eugene School District 4J Bond II	330.13	326.37	0.00	3.77	326.37	(3.77)
Lane Community College Bond II	47.24	46.80	0.00	0.44	46.80	(0.44)
Total	**$546.82**	**$540.54**	**$0.29**	**$5.98**	**$540.54**	**($6.28)**
Total Taxes	**$3,925.69**	**$3,853.10**	**$37.49**	**$35.10**	**$3,925.69**	**$0.00**

Source: Lane County Assessment & Taxation, Table 4e, Detail of Urban Renewal Plan Areas by Taxing District, Tax Year 2018-19.
Note: Calculations based on assessed value of $209,195 for the typical Eugene home per Lane County Assessment & Taxation annual media release October 2018.

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 FY20 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
6/30/15	$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	0.1792	0.1677	0.3469	73
6/30/20 Estimate	0.1850	0.1750	0.3600	78

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 FY19, the City's urban renewal districts diverted approximately $1,760,000 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, the state would have had additional funds that it could choose to direct to the state-wide education budget.

Lane County Assessment & Taxation prepared an analysis of FY19 property tax revenue to Eugene School District 4J, comparing revenues with the existence of urban renewal districts vs. no urban renewal districts. The comparison shows that for the permanent tax rate, 4J loses about $1.4 million annually from the existence of urban renewal districts, after accounting for compression. The revenue loss from the permanent tax rate is put into the state funding formula and shared among all districts in the state. As a result, the loss to 4J from the existence of the urban renewal districts is about $40,000. On the other hand, the local option levy is estimated to benefit by about $590,000 per year from the existence of urban renewal. This is because a portion of school taxes are redirected into the Measure 5 general government category, which leaves more room for collection of the local option levy in the education category. The levy revenue is a direct benefit to 4J and is not shared among other districts in the state. Therefore, the benefit to 4J from having urban renewal districts is about $550,000, representing the net of the $40,000 loss in the permanent tax rate (after considering the statewide school funding formula) and the $590,000 gain in local option levy taxes. 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 FY19, 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 following chart.

The Riverfront District, as a standard rate plan, can collect division of tax revenues from all the items on the tax bill, except for any urban renewal special levy or local option taxes. 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 FY19
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	$840,000	$660,000	$1,500,000
Eugene School District 4J	Local Option Levy	0	0	0
Lane Community College	Permanent Rate	110,000	80,000	190,000
Lane Education Service District	Permanent Rate	40,000	30,000	70,000
Total		**$990,000**	**$770,000**	**$1,760,000**
General Government Taxes				
City of Eugene	Permanent Rate	$1,240,000	$970,000	$2,210,000
City of Eugene	Library LOL	0	0	0
City of Eugene	Parks & Rec LOL	0	0	0
Lane County	Permanent Rate	225,000	180,000	405,000
Lane County	4-H/Extension LOL	0	0	0
Lane County	Public Safety LOL	0	0	0
Total		**$1,465,000**	**$1,150,000**	**$2,615,000**
Bonded Debt Taxes				
City of Eugene	Bonded Debt	$20,000	$125,000	$145,000
Eugene School District 4J	Bonded Debt	0	220,000	220,000
Lane Community College	Bonded Debt	0	30,000	30,000
Total		**$20,000**	**$375,000**	**$395,000**
Total Taxes		**$2,475,000**	**$2,295,000**	**$4,770,000**

Source: Lane County Assessment & Taxation, Table 4e, Detail of Urban Renewal Plan Areas by Taxing District, Tax Year 2018-19.

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 2019. The amount expected to be spent represents the FY19 and FY20 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 2019

$ in millions	Amount Spent FY99-FY18	Expected to be Spent in FY19-FY27	Total Spent or Committed	Total Maximum Indebtedness
Total Maximum Indebtedness Limit				$66.0
Less: Library Expenditures	$25.4	$0.0	$25.4	
Less: Beam Project	2.0	0.0	2.0	
Less: Other Projects	1.8	0.0	1.8	
Less: Lane Community College Downtown Campus	8.0	0.0	8.0	
Less: Broadway Place Garages Debt	4.8	0.0	4.8	
Less: Farmers' Market	0.0	1.4	1.4	
Less: High-Speed Fiber	0.8	2.2	3.0	
Less: Project Delivery Administration*	4.6	3.7	8.3	
Less: Amount Spent or Committed	$47.4	$7.3	$54.7	
Uncommitted Amount**				$11.3

**See "Expenditure Summary" for an explanation of what is included in this category.*
*** 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 2019. The amount expected to be spent represents the FY19 and FY20 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 2019

$ in millions	Amount Spent FY04-FY18	Expected to be spent in FY19-FY24	Total Spent or Committed	Total Maximum Indebtedness
Total Maximum Indebtedness Limit				$34.8
Less: Downtown Riverfront Property Purchase	$5.9	$0.0	$5.9	
Less: Downtown Riverfront Infrastructure	0.0	5.2	5.2	
Less: Downtown Riverfront Park & Plaza	0.0	10.2	10.2	
Less: Railroad Quiet Zone	0.2	3.7	3.9	
Less: Other Projects	1.2	0.3	1.5	
Less: Project Delivery Administration*	2.9	3.2	6.1	
Less: Amount Spent or Committed	$10.2	$22.6	$32.8	
Uncommitted Amount				$2.0

**See "Expenditure Summary" for an explanation of what is included in this category.*

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 $2.3 million of outstanding loans under the DRLP, and the FY20 budget includes $3.1 million for additional loans. 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 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 $1 million is included in the FY20 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 $162,000 in FY20. River Loans will also generate future principal and interest payments as loans are disbursed and repaid. No revenues are budgeted from River Loan repayments in FY20.

- ***Sale of Property:*** The Agency may purchase property for redevelopment and resale. These activities occur infrequently but can be significant when they are recorded. In the Riverfront District, a property sale in FY19 resulted in revenues of $3.2 million. No property sale revenue is budgeted in FY20.

- ***Interest Income:*** Investment earnings on cash balances are estimated to be $352,000 in FY20.

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:*** Eligible expenses include a) program administration, such as project management, financial services, River Loans administration, debt issuance, legal services; b) reporting (budgets, financials); and c) assistance to businesses interested in locating within the District. Many of the activities, including staff and some of the materials and services costs, are provided through an intergovernmental contract between the City and the Agency. 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 enhancements within designated districts such as infrastructure, public open spaces, public plazas, public parking garages, land acquisition, renovation and façade upgrades, and environmental restorations. The work requires close collaboration with state, federal, and other public agencies, and often includes complex real estate and development processes involving private developers. All the work takes place in an intricate regulatory and financial environment that necessitates legal counsel, consulting services, and staff intensive time.

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 FY20 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 FY20 Budget for the Eugene Urban Renewal Agency that consists of the City Manager's FY20 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 with the following amendment:
    - Move to recommend that the Urban Renewal Agency Board allocate $8 million of Riverfront Urban Renewal funds for the Park and $4 million for the Plaza. Funds to come from Riverfront Urban Renewal funds.

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 can 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 1090 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, 2019, and ending June 30, 2020.

Summary of Changes to the Urban Renewal Agency FY20 Proposed Budget

Fund / Department	FY20 Proposed Budget	Misc. Actions	Encumbrances Reserve/Carryover	Capital Carryover	Budget Comm. Recommend.	URA Board Action	FY20 Adopted Budget
		<---------- Budget Committee Actions ---------->					
A. Downtown General Fund							
Planning and Development	2,173,414				2,173,414		2,173,414
Special Payments	3,060,476				3,060,476		3,060,476
Balance Available	87,000				87,000		87,000
Total	**$ 5,320,890**	-	-	-	**$ 5,320,890**	-	**$ 5,320,890**
B. Downtown Debt Service Fund							
Interfund Transfers	2,173,414				2,173,414		2,173,414
Balance Available	3,437,762				3,437,762		3,437,762
Total	**$ 5,611,176**	-	-	-	**$ 5,611,176**	-	**$ 5,611,176**
C. Downtown Capital Projects Fund							
Capital Projects				149,285	149,285		149,285
Balance Available	59,006				59,006		59,006
Total	**$ 59,006**	-	-	**$ 149,285**	**$ 208,291**	-	**$ 208,291**
D. Riverfront General Fund							
Planning and Development	704,098				704,098		704,098
Interfund Transfers	2,500,000				2,500,000		2,500,000
Balance Available	562,983				562,983		562,983
Total	**$ 3,767,081**	-	-	-	**$ 3,767,081**	-	**$ 3,767,081**
E. Riverfront Capital Projects Fund							
Capital Projects	3,100,000	12,000,000 a		4,055,563	19,155,563		19,155,563
Interfund Transfers	3,203,333				3,203,333		3,203,333
Balance Available	116,740				116,740		116,740
Total	**$ 6,420,073**	**12,000,000**	-	**$ 4,055,563**	**$ 22,475,636**	-	**$ 22,475,636**
F. Riverfront Program Revenue Fund							
Special Payments	1,000,000				1,000,000		1,000,000
Interfund Transfers		1,800,000 b			1,800,000		1,800,000
Balance Available	5,537,612	(1,800,000) b			3,737,612		3,737,612
Total	**$ 6,537,612**	-	-	-	**$ 6,537,612**	-	**$ 6,537,612**
TOTAL URBAN RENEWAL AGENCY BUDGET	**$ 27,715,838**	**12,000,000**	-	**$ 4,204,848**	**$ 43,920,686**	-	**$ 43,920,686**

a) Allocate $8 million of Riverfront Urban Renewal funds for the Park and $4 million for the Plaza. Funding is $10.2 million from tax increment funds and $1.8 million from program revenue funds.

b) $1.8 million of program revenue funds transferred to the capital projects fund for the Park and Plaza.

This section sets out significant changes in the Urban Renewal Agency's FY20 Adopted Budget versus the FY19 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 FY20 Adopted Budget includes the following significant changes, by district:

Downtown District: Budget decreased by $1,246,868, or 14.2%, from the FY19 Adopted Budget to the FY20 Adopted Budget. Significant changes in expenditures are outlined in the table below.

Downtown District	Amount
Downtown Revitalization Loan Program	$689,295
Capital Carryover	($350,715)
Interfund Transfer of Tax Increment Revenue	($792,724)
High-Speed Fiber	($855,938)

- **Downtown Revitalization Loan Program** – This is a revolving loan program, thus the amount of program revenue available varies from year-to-year as loan repayments are returned to the loan pool and subsequently loaned out for new projects.

- **Capital Carryover** – Capital carryover represents unspent budget authority for capital projects carried over from prior years. This amount can vary from year-to-year as previously budgeted capital project dollars are spent.

- **Interfund Transfer of Tax Increment Revenue** – Tax increment revenue for the Downtown District is received in the Downtown Debt Service Fund and some of it is then transferred to the Downtown General Fund to pay for eligible expenses. A decrease in this interfund transfer reflects a decrease in budgeted district operating expenditures, which includes high-speed fiber implementation.

- **High-Speed Fiber** – The Downtown District FY20 Adopted Budget includes funding for expansion of the Willamette Internet Exchange (WIX) to occur in FY20. The remainder of the network is expected to be completed in FY19, which is reflected by a decrease in budgeted expenditures.

Riverfront District: Budget increased by $15,763,834, or 125.1%, from the FY19 Adopted Budget to the FY20 Adopted Budget. Significant changes in expenditures are outlined in the following table.

Riverfront District	Amount
Downtown Riverfront Park and Plaza	$12,000,000
Interfund Transfer of Program Revenue	$5,003,333
Downtown Riverfront Redevelopment	$3,000,000
Capital Carryover	$2,881,496
Riverfront Urban Renewal Project Support *	$320,000
Downtown Wayfinding Project	$100,000
High-Speed Fiber	($200,000)
Interfund Transfer of Tax Increment Revenue	($1,200,000)
Riverfront Renewal Loan Program	($2,231,430)
Railroad Quiet Zone	($3,700,000)

** See corresponding General Fund changes in Budget Message section.*

- **Downtown Riverfront Park and Plaza** – The FY20 Adopted Budget includes $12 million for the Downtown Riverfront Park and Plaza. This will be funded from $10.2 million of future tax increment revenues and $1.8 million of program revenues.

- **Interfund Transfer of Program Revenue** –The Riverfront Capital Projects Fund received a payment for the sale of property to the University of Oregon in FY19. This is program revenue (rather than tax increment) and, thus, will be transferred to the Riverfront Program Revenue Fund in FY20. Also, the park and plaza will be partially supported by a transfer of program revenue to the Riverfront Capital Projects Fund.

- **Downtown Riverfront Redevelopment** – The FY20 Adopted Budget includes capital funding to continue preliminary site infrastructure work on the Downtown Riverfront Redevelopment before bids are opened in March 2020, at which time City Council will be asked to act on the next step of the Local Improvement District (LID) that was initiated in July 2018.

- **Capital Carryover** – Capital carryover represents unspent budget authority for capital projects carried over from prior years. This amount can vary from year-to-year as previously budgeted capital project dollars are spent over multiple years.

- **Riverfront Urban Renewal Project Support** – Provides additional funding to support district projects, primarily the Downtown Riverfront Redevelopment. The FY20 Adopted Budget includes new limited duration funding for project support in the City's General Fund, which is backed by Riverfront urban renewal funds.

- **Downtown Wayfinding Project** – Provides funding to enhance Eugene's pedestrian wayfinding program for the part of downtown that is within the Riverfront District, through signage that communicates clear and consistent information to assist the traveling public.

- **High-Speed Fiber** – The Riverfront District FY20 Adopted Budget does not include funding for high-speed fiber because the budgeted work within the Riverfront District is expected to be completed in FY19. This is reflected by a decrease in budgeted expenditures.

- **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. A decrease in this interfund transfer reflects a decrease in budgeted district capital expenditures and the use of existing tax increment funds within the Riverfront Capital Projects Fund.

- **Riverfront Renewal Loan Program** –The FY20 Adopted Budget includes $1 million for the loan pool, and remaining program revenue is held in Balance Available.

- **Railroad Quiet Zone** – The FY19 Adopted Budget included capital funding for the three easternmost crossings of the railroad quiet zone. No additional Urban Renewal Agency funding is included in the FY20 Adopted Budget, but any unspent appropriation from FY19 will be included in the capital carryover as the project progresses.

Significant Changes in Funding Sources

The FY20 Adopted Budget includes the following significant changes in funding sources:

- ***Downtown Debt Service:*** Decreased by $792,724, or 26.7%, due to a decrease in the interfund transfer of tax increment revenue to the Downtown General Fund, which includes high-speed fiber implementation.

- ***Downtown Capital Projects:*** Decreased by $350,715, or 70.1%, because the capital carryover was reduced.

- ***Riverfront General Fund:*** Decreased by $1,289,565, or 28.7%, primarily due to a decrease of $1.2 million in a transfer to the Riverfront Capital Projects Fund. There was also a decrease of $200,000 for high-speed fiber and an increase of $320,000 to support district projects.

- ***Riverfront Capital Projects:*** Increased by $17,484,829, or 358.7%, primarily due to an inter-fund transfer of program revenue of $3,203,333, plus capital funding of $3 million for the Downtown Riverfront Redevelopment and $100,000 for the Downtown Wayfinding Project. In addition, funding of $12 million was added for the park and plaza, consisting of $10.2 million of future tax increment revenues and $1.8 million of program revenues.

- ***Riverfront Program Revenue:*** Decreased by $431,430 or 13.4% due to a decrease in the funding budgeted for the Riverfront Renewal Loan Program of $2,231,430, which appears as "Special Payments" in the fund schedule, offset by an increase in program revenue transfers to the Capital Fund to pay for $1.8 million of park and plaza expenditures.

Change by District

	FY19 Adopted Budget	FY20 Adopted Budget	$ Change	% Change
Downtown District				
Total Expenditures	$8,803,457	$7,556,589	($1,246,868)	-14.2%
Riverfront District				
Total Expenditures	$12,599,160	$28,362,994	$15,763,834	125.1%
Urban Renewal Agency				
TOTAL EXPENDITURES	$21,402,617	$35,919,583	$14,516,966	67.8%

Change by Funding Source

Downtown General	$5,337,319	$5,233,890	($103,429)	-1.9%
Downtown Debt Service	2,966,138	2,173,414	(792,724)	-26.7%
Downtown Capital Projects	500,000	149,285	(350,715)	-70.1%
Riverfront General	4,493,663	3,204,098	(1,289,565)	-28.7%
Riverfront Capital Projects	4,874,067	22,358,896	17,484,829	358.7%
Riverfront Program Revenue	3,231,430	2,800,000	(431,430)	-13.4%
TOTAL FUNDING SOURCES	$21,402,617	$35,919,583	$14,516,966	67.8%

The Agency's FY20 Adopted net budget is $34.2 million, an increase of 84.4% over the FY19 Adopted net budget. 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 budgeted to decrease by $0.8 million, or 23.5%, in FY20. The largest decrease in operating expenses is for the high-speed fiber installation project, with an $0.9 million reduction in the budget in the Downtown District and a $0.2 million reduction in the Riverfront District as that project is approaching completion.

The Capital budget is increasing $13.9 million, or 259%, from FY19 Adopted to FY20 Adopted Budget. This increase is largely due to capital projects for the redevelopment of the Downtown Riverfront, including $8 million for a Riverfront Park, $4 million for the Riverfront Plaza and $3.1 million for infrastructure.

Other budget categories that included significant changes are interfund transfers and special payments. Interfund transfers are increased from $6.7 million to $9.7 million largely due to a transfer from the Riverfront Capital Projects Fund to the Riverfront Program Revenue Fund for the proceeds from the sale of property in FY19 and from the Program Revenue Fund to the Capital Projects Fund of $1.8 million for the Downtown Riverfront Park and Plaza. Special payments are reduced from $5.6 million to $4.1 million due to a reduction in the amount budgeted for loan programs in the Riverfront District.

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.

	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY20 Adopted Budget	% Change FY19 Adopted to FY20 Adopted
Total Budget	**$8,259,580**	**$25,233,857**	**$27,085,030**	**$43,920,686**	**74.1%**
Less Interfund Transfers	(742,716)	(6,666,138)	(7,677,248)	(9,676,747)	45.2%
Net Budget	**7,516,864**	**18,567,719**	**19,407,782**	**34,243,939**	**84.4%**
Resources					
Beginning Working Capital	16,518,416	13,445,719	14,285,782	18,493,939	37.5%
Revenues					
Taxes	4,537,945	4,631,000	4,631,000	5,036,000	8.7%
Intergovernmental	106,774	0	0	0	0.0%
Rental	66,150	0	0	0	0.0%
Charges for Services	54,065	0	0	0	0.0%
Miscellaneous	277,116	241,000	241,000	10,599,000	4297.9%
Interfund Transfers	742,716	6,666,138	7,677,248	9,676,747	45.2%
Principal on Notes/Loans	242,181	250,000	250,000	115,000	-54.0%
Total Revenues	**6,026,947**	**11,788,138**	**12,799,248**	**25,426,747**	**115.7%**
Less Interfund Transfers	(742,716)	(6,666,138)	(7,677,248)	(9,676,747)	45.2%
Net Revenues	5,284,231	5,122,000	5,122,000	15,750,000	207.5%
Net Resources	**21,802,647**	**18,567,719**	**19,407,782**	**34,243,939**	**84.4%**
Requirements					
Department Operating					
Planning and Development	1,173,514	3,759,801	4,190,911	2,877,512	-23.5%
Net Department Operating	**1,173,514**	**3,759,801**	**4,190,911**	**2,877,512**	**-23.5%**
Non-Departmental					
Capital	6,029,855	5,374,067	6,174,413	19,304,848	259.2%
Debt Service	313,496	0	0	0	0.0%
Interfund Transfers	742,716	6,666,138	7,677,248	9,676,747	45.2%
Special Payments*	0	5,602,611	6,156,755	4,060,476	-27.5%
Balance Available	0	3,831,240	2,885,703	8,001,103	108.8%
Total Non-Departmental	**7,086,067**	**21,474,056**	**22,894,119**	**41,043,174**	**91.1%**
Less Interfund Transfers	(742,716)	(6,666,138)	(7,677,248)	(9,676,747)	45.2%
Net Non-Departmental	6,343,351	14,807,918	15,216,871	31,366,427	111.8%
Net Requirements	**$7,516,865**	**$18,567,719**	**$19,407,782**	**$34,243,939**	**84.4%**

*Downtown and Riverfront loan programs.

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			
	FY18 Actual	FY19 Projections	FY20 Adopted		FY18 Actual	FY19 Projections	FY20 Adopted	
Fund Balance, Beginning of Year	**$4,225,334**	**$6,040,253**	**$6,020,943**	**(a)**	**$12,293,082**	**$8,245,529**	**$12,472,996**	**(a)**
Revenues								
Taxes	2,259,639	2,508,000	2,603,000		2,278,307	2,323,000	2,433,000	
Intergovernmental	106,774	0	0		0	0	0	
Rental	0	0	0		66,150	0	0	
Charges for Services	54,065	62,000	0		0	0	0	
Miscellaneous	109,893	161,000	228,000		167,222	3,397,333 **(b)**	10,371,000	**(b)**
Interfund Transfers	742,716	2,502,595 **(c)**	2,173,414	**(c)**	0	3,700,000 **(d)**	7,503,333	**(d)**
Principal on Notes/Loans	242,181	103,000	115,000		0	0	0	
Total	**3,515,268**	**5,336,595**	**5,119,414**		**2,511,679**	**9,420,333**	**20,307,333**	
Operating Expenditures								
Planning and Development **(e)**	**644,137**	**1,602,595**	**2,173,414**		**529,378**	**774,016**	**704,098**	
Capital Projects (f)	**0**	**1,400,000**	**149,285**		**6,029,854 (g)**	**4,774,413 (g)**	**19,155,563**	**(g)**
Non-Departmental Expenditures								
Debt Service	313,496 **(h)**	0	0		0	0	0	
Interfund Transfers	742,716	2,502,595 **(c)**	2,173,414	**(c)**	0	3,700,000 **(d)**	7,503,333	**(d)**
Special Payments	0	0	3,060,476	**(i)**	0	0	1,000,000	**(i)**
Total	**1,056,212**	**2,502,595**	**5,233,890**		**0**	**3,700,000**	**8,503,333**	
Total Expenditures	**1,700,349**	**5,505,190**	**7,556,589**		**6,559,231**	**9,248,429**	**28,362,994**	
Revenues Over (Under) Expenditures (j)	**1,814,919**	**(168,595)**	**(2,437,175)**		**(4,047,552)**	**171,904**	**(8,055,661)**	
Fund Balance, End of Year	**$6,040,253**	**$5,871,658**	**$3,583,768**		**$8,245,530**	**$8,417,433**	**$4,417,335**	

Notes:

(a) Includes adjustments for prior year appropriations for encumbrances and capital projects.

(b) FY19 includes $3.2 million of proceeds from the sale of property. FY20 includes $10.2 million of future tax increment revenues to support the Downtown Riverfront redevelopment project.

(c) Transfer from Downtown Debt Service Fund to Downtown General Fund to support eligible 2016 Plan amendment expenses, the largest being high-speed fiber. Also includes transfers for project delivery administratin.

(d) Transfer from Riverfront General Fund to Riverfront Capital Projects Fund in FY19 is for the Railroad Quiet Zone. In FY20, transfer from the Riverfront Capital Fund to the Riverfront Program Revenue Fund of $3.2 million is to move the proceeds from the sale of property. Other interfund transfers are to support eligible project expenses, the largest being the Downtown Riverfront Park and Plaza.

(e) Increased operating expenditures in FY19 and FY20 to support the Downtown District's 2016 Plan amendment, which includes high-speed fiber, and the redevelopment plan in the Riverfront District.

(f) 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.

(g) Includes capital funding for the Downtown Riverfront property purchase in FY18 ($5.9 million spent) and the Railroad Quiet Zone in FY19 ($3.7 million). FY20 includes Riverfront Park and Plaza ($12 million) and preliminary site infrastructure.

(h) Final payoff of debt associated with Broadway Place Garages and LCC Downtown Campus occurred in FY18.

(i) Program revenue budgeted for loans through Downtown Revitalization Loan Program and River Loans Program.

(j) Annual deficits are the result of the planned spending of revenues accumulated in prior years.

	Resources	Requirements		
		Department Operating	Capital Projects	Non-Departmental
Downtown General Fund	$5,320,890	$2,173,414	$0	$3,147,476
Downtown Debt Service Fund	5,611,176	0	0	5,611,176
Downtown Capital Projects Fund	208,291	0	149,285	59,006
Riverfront General Fund	3,767,081	704,098	0	3,062,983
Riverfront Capital Projects Fund	22,475,636	0	19,155,563	3,320,073
Riverfront Program Revenue Fund	6,537,612	0	0	6,537,612
Total	**$43,920,686**	**$2,877,512**	**$19,304,848**	**$21,738,326**

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Intergovernmental	0	106,774	0	0	0	0
Charges for Services	98	54,065	0	0	62,000	0
Miscellaneous	80,514	60,695	82,000	82,000	90,000	112,000
Interfund Transfers	715,181	742,716	2,966,138	3,077,248	1,602,595	2,173,414
Principal on Notes/Loans	172,558	242,181	250,000	250,000	103,000	115,000
Total Revenues	968,351	1,206,432	3,298,138	3,409,248	1,857,595	2,400,414
Expenditures						
Planning and Development	801,486	644,137	2,966,138	3,077,248	1,602,595	2,173,414
Special Payments	0	0	2,371,181	2,912,476	0	3,060,476
Total Expenditures	801,486	644,137	5,337,319	5,989,724	1,602,595	5,233,890
Excess (deficiency) of revenues over expenditures	**166,865**	**562,295**	**(2,039,181)**	**(2,580,476)**	**255,000**	**(2,833,476)**
Beginning Working Capital (Fund Balance), July 1	1,936,316	2,103,181	2,124,181	2,665,476	2,665,476	2,920,476
Ending Working Capital (Fund Balance), June 30	2,103,181	2,665,476	85,000	85,000	2,920,476	87,000

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	1,936,316	2,103,181	2,124,181	2,665,476	2,665,476	2,920,476
Total Revenues	968,351	1,206,432	3,298,138	3,409,248	1,857,595	2,400,414
Total Resources	2,904,667	3,309,613	5,422,319	6,074,724	4,523,071	5,320,890
Requirements						
Total Expenditures	801,486	644,137	5,337,319	5,989,724	1,602,595	5,233,890
Ending Working Capital (Fund Balance)	2,103,181	2,665,476	85,000	85,000	2,920,476	87,000
Total Requirements	2,904,667	3,309,613	5,422,319	6,074,724	4,523,071	5,320,890

Reserves (Budgeted amounts only)						
Balance Available	23,390	74,000	85,000	85,000	85,000	87,000
Total Reserves	23,390	74,000	85,000	85,000	85,000	87,000

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Taxes	2,169,735	2,259,639	2,256,000	2,256,000	2,508,000	2,603,000
Miscellaneous	67,830	41,933	48,000	48,000	61,000	103,000
Total Revenues	2,237,565	2,301,572	2,304,000	2,304,000	2,569,000	2,706,000
Expenditures						
Debt Service	987,544	313,496	0	0	0	0
Interfund Transfers	715,181	742,716	2,966,138	3,977,248	2,502,595	2,173,414
Total Expenditures	1,702,725	1,056,212	2,966,138	3,977,248	2,502,595	2,173,414
Excess (deficiency) of revenues over expenditures	**534,840**	**1,245,360**	**(662,138)**	**(1,673,248)**	**66,405**	**532,586**
Beginning Working Capital (Fund Balance), July 1	1,058,571	1,593,411	2,514,127	2,838,771	2,838,771	2,905,176
Ending Working Capital (Fund Balance), June 30	1,593,411	2,838,771	1,851,989	1,165,523	2,905,176	3,437,762

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	1,058,571	1,593,411	2,514,127	2,838,771	2,838,771	2,905,176
Total Revenues	2,237,565	2,301,572	2,304,000	2,304,000	2,569,000	2,706,000
Total Resources	3,296,136	3,894,983	4,818,127	5,142,771	5,407,771	5,611,176
Requirements						
Total Expenditures	1,702,725	1,056,212	2,966,138	3,977,248	2,502,595	2,173,414
Ending Working Capital (Fund Balance)	1,593,411	2,838,771	1,851,989	1,165,523	2,905,176	3,437,762
Total Requirements	3,296,136	3,894,983	4,818,127	5,142,771	5,407,771	5,611,176

Reserves (Budgeted amounts only)						
Balance Available	64,970	907,507	1,851,989	1,165,523	1,165,523	3,437,762
Total Reserves	64,970	907,507	1,851,989	1,165,523	1,165,523	3,437,762

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Miscellaneous	5,124	7,264	5,000	5,000	10,000	13,000
Transfers In	0	0	0	900,000	900,000	0
Total Revenues	5,124	7,264	5,000	905,000	910,000	13,000
Expenditures						
Capital	15,972	0	500,000	1,400,000	1,400,000	149,285
Total Expenditures	15,972	0	500,000	1,400,000	1,400,000	149,285
Excess (deficiency) of revenues over expenditures	**(10,848)**	**7,264**	**(495,000)**	**(495,000)**	**(490,000)**	**(136,285)**
Beginning Working Capital (Fund Balance), July 1	539,590	528,742	533,742	536,006	536,006	195,291
Ending Working Capital (Fund Balance), June 30	528,742	536,006	38,742	41,006	46,006	59,006

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	539,590	528,742	533,742	536,006	536,006	195,291
Total Revenues	5,124	7,264	5,000	905,000	910,000	13,000
Total Resources	544,714	536,006	538,742	1,441,006	1,446,006	208,291
Requirements						
Total Expenditures	15,972	0	500,000	1,400,000	1,400,000	149,285
Ending Working Capital (Fund Balance)	528,742	536,006	38,742	41,006	46,006	59,006
Total Requirements	544,714	536,006	538,742	1,441,006	1,446,006	208,291

Reserves (Budgeted amounts only)						
Balance Available	21,251	33,742	38,742	41,006	41,006	59,006
Total Reserves	21,251	33,742	38,742	41,006	41,006	59,006

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Taxes	2,012,032	2,278,307	2,375,000	2,375,000	2,323,000	2,433,000
Miscellaneous	71,663	44,940	50,000	50,000	70,000	33,000
Total Revenues	2,083,694	2,323,247	2,425,000	2,425,000	2,393,000	2,466,000
Expenditures						
Planning and Development	271,351	529,378	793,663	1,113,663	774,016	704,098
Interfund Transfers	6,975,000	0	3,700,000	3,700,000	3,700,000	2,500,000
Total Expenditures	7,246,351	529,378	4,493,663	4,813,663	4,474,016	3,204,098
Excess (deficiency) of revenues over expenditures	**(5,162,657)**	**1,793,869**	**(2,068,663)**	**(2,388,663)**	**(2,081,016)**	**(738,098)**
Beginning Working Capital (Fund Balance), July 1	6,750,885	1,588,228	3,352,863	3,382,097	3,382,097	1,301,081
Ending Working Capital (Fund Balance), June 30	1,588,228	3,382,097	1,284,200	993,434	1,301,081	562,983

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	6,750,885	1,588,228	3,352,863	3,382,097	3,382,097	1,301,081
Total Revenues	2,083,694	2,323,247	2,425,000	2,425,000	2,393,000	2,466,000
Total Resources	8,834,579	3,911,475	5,777,863	5,807,097	5,775,097	3,767,081
Requirements						
Total Expenditures	7,246,351	529,378	4,493,663	4,813,663	4,474,016	3,204,098
Ending Working Capital (Fund Balance)	1,588,228	3,382,097	1,284,200	993,434	1,301,081	562,983
Total Requirements	8,834,579	3,911,475	5,777,863	5,807,097	5,775,097	3,767,081

Reserves (Budgeted amounts only)						
Balance Available	922,654	3,024,465	1,284,200	993,434	993,434	562,983
Total Reserves	922,654	3,024,465	1,284,200	993,434	993,434	562,983

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Miscellaneous	12,702	79,433	8,000	8,000	3,270,333	10,257,000
Interfund Transfers	6,975,000	0	3,700,000	3,700,000	3,700,000	4,300,000
Total Revenues	6,987,702	79,433	3,708,000	3,708,000	6,970,333	14,557,000
Expenditures						
Capital	42,940	6,029,854	4,874,067	4,774,413	4,774,413	19,155,563
Interfund Transfers	0	0	0	0	0	3,203,333
Total Expenditures	42,940	6,029,854	4,874,067	4,774,413	4,774,413	22,358,896
Excess (deficiency) of revenues over expenditures	**6,944,762**	**(5,950,421)**	**(1,166,067)**	**(1,066,413)**	**2,195,920**	**(7,801,896)**
Beginning Working Capital (Fund Balance), July 1	672,812	7,617,574	1,737,376	1,667,153	1,667,153	7,918,636
Ending Working Capital (Fund Balance), June 30	7,617,574	1,667,153	571,309	600,740	3,863,073	116,740

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	672,812	7,617,574	1,737,376	1,667,153	1,667,153	7,918,636
Total Revenues	6,987,702	79,433	3,708,000	3,708,000	6,970,333	14,557,000
Total Resources	7,660,514	7,697,007	5,445,376	5,375,153	8,637,486	22,475,636
Requirements						
Total Expenditures	42,940	6,029,854	4,874,067	4,774,413	4,774,413	22,358,896
Ending Working Capital (Fund Balance)	7,617,574	1,667,153	571,309	600,740	3,863,073	116,740
Total Requirements	7,660,514	7,697,007	5,445,376	5,375,153	8,637,486	22,475,636

Reserves (Budgeted amounts only)						
Balance Available	407,607	520,309	571,309	600,740	600,740	116,740
Total Reserves	407,607	520,309	571,309	600,740	600,740	116,740

	FY17 Actual	FY18 Actual	FY19 Adopted Budget	FY19 Budget 12/31/2018	FY19 Projections	FY20 Adopted Budget
Revenues						
Rental Income	66,150	66,150	0	0	0	0
Miscellaneous	29,212	42,849	48,000	48,000	57,000	81,000
Interfund Transfers	0	0	0	0	0	3,203,333
Total Revenues	95,362	108,999	48,000	48,000	57,000	3,284,333
Expenditures						
Special Payments	0	0	3,231,430	3,244,279	0	1,000,000
Interfund Transfers	0	0	0	0	0	1,800,000
Total Expenditures	0	0	3,231,430	3,244,279	0	2,800,000
Excess (deficiency) of revenues over expenditures	**95,362**	**108,999**	**(3,183,430)**	**(3,196,279)**	**57,000**	**484,333**
Beginning Working Capital (Fund Balance), July 1	2,991,918	3,087,280	3,183,430	3,196,279	3,196,279	3,253,279
Ending Working Capital (Fund Balance), June 30	3,087,280	3,196,279	0	0	3,253,279	3,737,612

Reconciliation of Total Resources and Requirements

Resources						
Beginning Working Capital (Fund Balance)	2,991,918	3,087,280	3,183,430	3,196,279	3,196,279	3,253,279
Total Revenues	95,362	108,999	48,000	48,000	57,000	3,284,333
Total Resources	3,087,280	3,196,279	3,231,430	3,244,279	3,253,279	6,537,612
Requirements						
Total Expenditures	0	0	3,231,430	3,244,279	0	2,800,000
Ending Working Capital (Fund Balance)	3,087,280	3,196,279	0	0	3,253,279	3,737,612
Total Requirements	3,087,280	3,196,279	3,231,430	3,244,279	3,253,279	6,537,612

Reserves (Budgeted amounts only)						
Reserve	2,005,000	0	0	0	0	0
Balance Available	1,918	0	0	0	0	3,737,612
Total Reserves	2,006,918	0	0	0	0	3,737,612

URBAN RENEWAL AGENCY
RESOLUTION NO. 1090

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, 2019 AND ENDING JUNE 30, 2020

PASSED: 6:0

REJECTED:

OPPOSED:

ABSENT: Taylor, Evans

CONSIDERED: June 24, 2019

RESOLUTION NO. 1090

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, 2019 AND ENDING JUNE 30, 2020

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, 2019 and ending June 30, 2020, set forth in attached Exhibit A is hereby adopted.

Section 2. The amounts for the Fiscal Year beginning July 1, 2019 and ending June 30, 2020, 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 2019-2020, 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 24th day of June, 2019.

Beth Forrest

City Recorder

EXHIBIT A

Urban Renewal Agency of the City of Eugene
Expenditure Appropriations by Fund

Downtown General Fund	$
Department Operating	
Planning and Development	2,173,414
Total Department Operating	2,173,414
Non-Departmental	
Special Payments	3,060,476
Balance Available*	87,000
Total Non-Departmental	3,147,476
Total Downtown General Fund	**5,320,890**
Downtown Debt Service Fund	
Non-Departmental	
Interfund Transfers	2,173,414
Balance Available*	3,437,762
Total Non-Departmental	5,611,176
Total Downtown Debt Service Fund	**5,611,176**
Downtown Capital Projects Fund	
Total Capital Projects	149,285
Non-Departmental	
Balance Available*	59,006
Total Non-Departmental	59,006
Total Downtown Capital Projects Fund	**208,291**
Riverfront General Fund	
Department Operating	
Planning and Development	704,098
Total Department Operating	704,098
Non-Departmental	
Interfund Transfers	2,500,000
Balance Available*	562,983
Total Non-Departmental	3,062,983
Total Riverfront General Fund	**3,767,081**

Riverfront Capital Projects Fund	$
Total Capital Projects	19,155,563
Non-Departmental	
Interfund Transfers	3,203,333
Balance Available*	116,740
Total Non-Departmental	3,320,073
Total Riverfront Capital Projects Fund	**22,475,636**
Riverfront Program Revenue Fund	
Non-Departmental	
Special Payments	1,000,000
Interfund Transfers	1,800,000
Balance Available*	3,737,612
Total Non-Departmental	6,537,612
Total Riverfront Program Revenue Fund	**6,537,612**
Total Resolution	**43,920,686**

*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

FY20 URA Board Public Hearing and Financial Summary Notice

Notice of Urban Renewal Agency of the City of Eugene
Public Hearing on the Recommended FY20 Budget
Monday, June 24, 2019, 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 2019/2020 (FY20) Budget for the Urban Renewal Agency (URA) of the City of Eugene. The fiscal year begins on July 1, 2019 and ends on June 30, 2020. 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 FY20 URA Budget.

The total URA budget recommended by the Eugene Budget Committee for FY20 is $43,920,686. This includes $4,204,848 in capital carryover, as authorized by the Budget Committee.

This budget was prepared using a basis of accounting consistent with the preceding fiscal year.

The Budget Committee recommended to the Eugene City Council, acting as the Urban Renewal Agency Board of Directors, the FY20 Budget for the Eugene Urban Renewal Agency that consists of the City Manager's FY20 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 with the following amendment:

• Move to recommend that the Urban Renewal Agency Board allocate $8 million of Riverfront Urban Renewal funds for the Park and $4 million for the Plaza. Funds to come from Riverfront Urban Renewal funds.

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
2019-20 Recommended Budget Summary - All Funds

	FY18 Last Year's Actual	FY19 This Year's Budget as of 12/31/2018	FY20 Next Year's Recommended Budget
RESOURCES			
Beginning Fund Balance	$16,518,416	$14,285,782	$18,493,939
Revenues			
Property Taxes	$4,536,802	$4,631,000	$5,036,000
Other Taxes	1,143	0	0
Intergovernmental	106,774	0	0
Rental	66,150	0	0
Charges for Services	54,065	0	0
Miscellaneous Revenues	277,115	241,000	10,599,000
Interfund Transfers	742,716	7,677,248	9,676,747
Other Financing Sources	242,181	250,000	115,000
Total Revenues	$6,026,946	$12,799,248	$25,426,747
Total Resources	$22,545,362	$27,085,030	$43,920,686
REQUIREMENTS			
Department Operating			
Materials and Services	$1,173,514	$4,190,911	$2,877,512
Total Department Operating	$1,173,514	$4,190,911	$2,877,512
Capital	$6,029,854	$6,174,413	$19,304,848
Non-Departmental			
Debt Service	$313,496	$0	$0
Special Payments	0	6,156,755	4,060,476
Interfund Transfers	742,716	7,677,248	9,676,747
Ending Fund Balance* (FY18) or Balance Available* (FY19, FY20)	14,285,782	2,885,703	8,001,103
Total Non-Departmental	$15,341,994	$16,719,706	$21,738,326
Total Requirements	$22,545,362	$27,085,030	$43,920,686

*Funds that are not appropriated for spending.

Urban Renewal Agency of the City of Eugene
STATEMENT OF INDEBTEDNESS

	Debt Outstanding July 1, 2019	Debt Authorized Not Incurred July 1, 2019
Bonds	$0	$0
Other Long-Term Debt	0	0
Total Indebtedness	$0	$0

ESTIMATED AD VALOREM PROPERTY TAXES-All FUNDS

FY18	FY19	FY20

	Actual	Estimate	Budget
Total Property Taxes Required to Balance Budget	$4,469,782	$4,770,000	$4,975,000
Plus Net Estimated Property Taxes Not to Be Received, Discounts Allowed, Other Uncollected Amounts	107,712	252,528	260,000
Total Estimated Taxes-All Funds	$4,577,494	$5,022,528	$5,235,000

CERTIFIED TAXES BY TYPE-ALL FUNDS

	FY18	FY19	FY20
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 FY20 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 FY20 Proposed Budget document and amendments to the FY20 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 FY20 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 17, 2019 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 Monday, June 17, 2019.

No. 138215 - June 17, 2019

Published on June 17, 2019 in the Eugene Register-Guard newspaper.

FORM UR-50

NOTICE TO ASSESSOR

2019–2020

☐ 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 19 – 20 ad valorem tax increment amounts by plan area for the tax roll of Lane County (County name).

Doug Lauderbach	(541) 682-5026	07/11/2019
(Contact person)	(Telephone number)	(Date submitted)

100 West 10th Ave Ste 400 - Eugene, Oregon 97401	DLauderbach@eugene-or.gov
(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 2019-20, 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. 11-18)

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Unfunded Needs Assessment

AUGUST 2019

2019 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 many 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 make 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 unhoused population. While the City continues to expand and invest in programs and services to address this issue, there are substantial aspects of this service area that are addressed by regional partners such as Lane County and non-profit organizations.

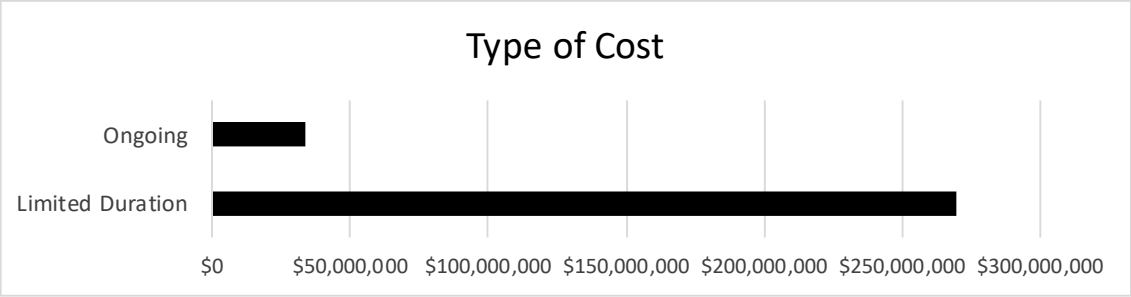
The UNA has been designed to provide stronger connections between selected projects and important policy initiatives and areas of focus as well as increased transparency, enhanced accountability and reduced complexity and redundancy.

The UNA is a snapshot in time and is updated periodically. In the interim, there will be items that get funded, high priority items that emerge that are not contained in this report and items that transform into different approaches to service provision. When the City Council requests a policy discussion on a particular topic, the UNA can be a starting place to compile data about those specific unfunded needs, but staff will also use their most current information to provide the City Council with the required background and a range of options.

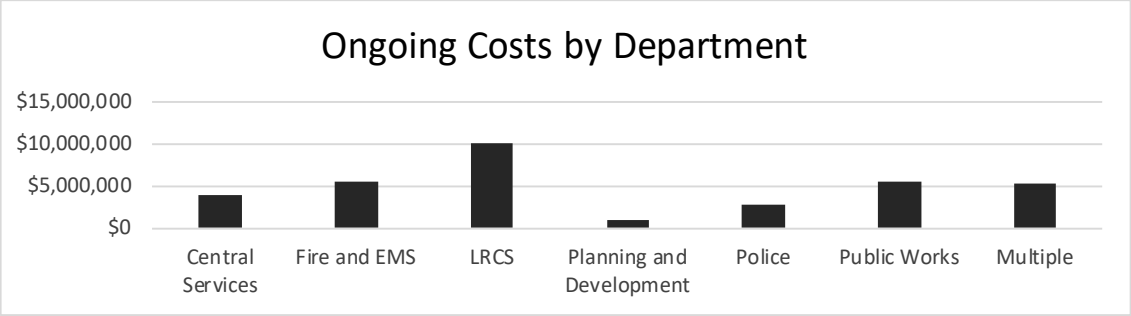
Summary of the UNA Items

The UNA consists of 120 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 112.09 Full-time Equivalent (FTE) positions across all categories.

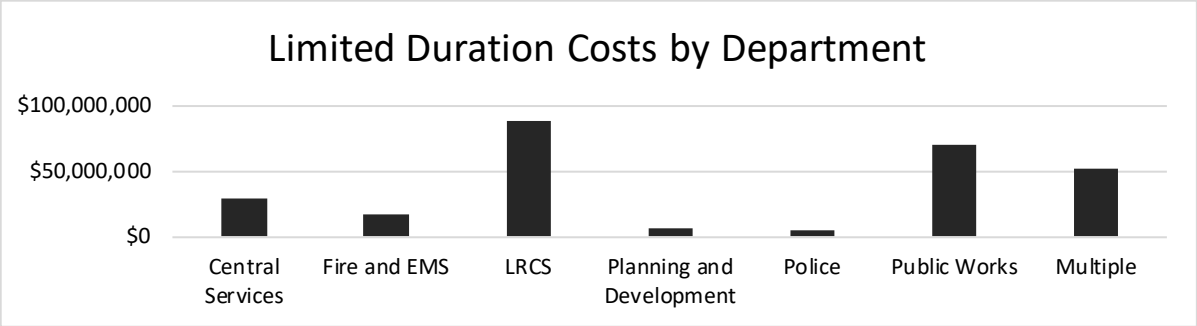
As can be seen in the chart below, the ongoing costs are not as significant as the limited duration costs. Approximately $33.9 million of annual ongoing funding would be needed to pay for all of the items in the UNA. The limited duration or one-time costs are approximately $269.5 million.



Ongoing costs are distributed throughout the various departments, with the Library, Recreation and Cultural Services Department (LRCS) having the largest need for ongoing resources at $10.1 million. The single largest ongoing unfunded need is for the continuation of current service levels when the Parks and Recreation Operations and Maintenance Levy expires after 2023. This would total an estimated annual $4.0 million across multiple departments.



Limited duration or one-time costs are mostly concentrated in LRCS. The largest unfunded projects in LRCS are for new or renovated community centers and pools, while large items in other departments include parks and transportation system needs, new fire stations, seismic retrofitting of bridges, and future phases of a regional multi-use sports complex.



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 the Community Safety Initiative 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 FY19, the Executive Team prioritized several UNA items as part of the Supplemental Budget that was presented to City Council in December 2018. Those included:

- Community Safety Initiative
- Downtown Operations
- Climate Recovery Ordinance Implementation
- Wastewater Equipment Replacement and Major Rehab

The FY20 Adopted Budget also includes funding for the following UNA-related items:

- Airport Police Officer staffing for new service to Chicago
- Airport Worker 2
- Animal Services contract
- Assistant City Attorney
- Atrium Building analysis, contracting and support
- CAHOOTS Hours increase
- Code Compliance staff capacity
- Community events partnership
- Downtown/Riverfront pedestrian wayfinding
- Equity in Contracting program
- Fire records management system and rostering program
- Fuel Reduction in Wildland Urban Interface Areas
- Human Resources analyst

- Municipal Court security
- Nuisance code revisions
- Permit review manager
- Permitting systems redevelopment
- Public Works Maintenance/Parks and Open Space Senior Financial Analyst
- Multicultural Liaison
- Downtown Riverfront Park and Plaza

Community Safety Initiative: On September 26, 2018, City Council unanimously recommended a one-time, 18-month bridge funding strategy for the Community Safety Initiative. This strategy includes the following services: Police, Fire and Emergency Medical Services, homelessness, Municipal Court and prevention. The FY18 December Supplemental budget included $8.6 million for this purpose, with the goal of finding an ongoing source of funding to expand community safety services provided by the City. The Community Safety Revenue Team, which included some City Councilors, the Chairs of the Budget Committee and Police Commission, as well as current and former Budget Committee members, met in the winter of 2018 to recommend an ongoing funding solution to the City Manager. The Revenue Team recommended a payroll tax to support $23.6 million in community safety services on an annual basis. On June 10, City Council passed a payroll tax ordinance to provide ongoing, sustainable funding for city-wide public safety efforts, which will begin in FY21. The 2019 UNA has been updated from the FY20 Proposed Budget version to reflect this funding.

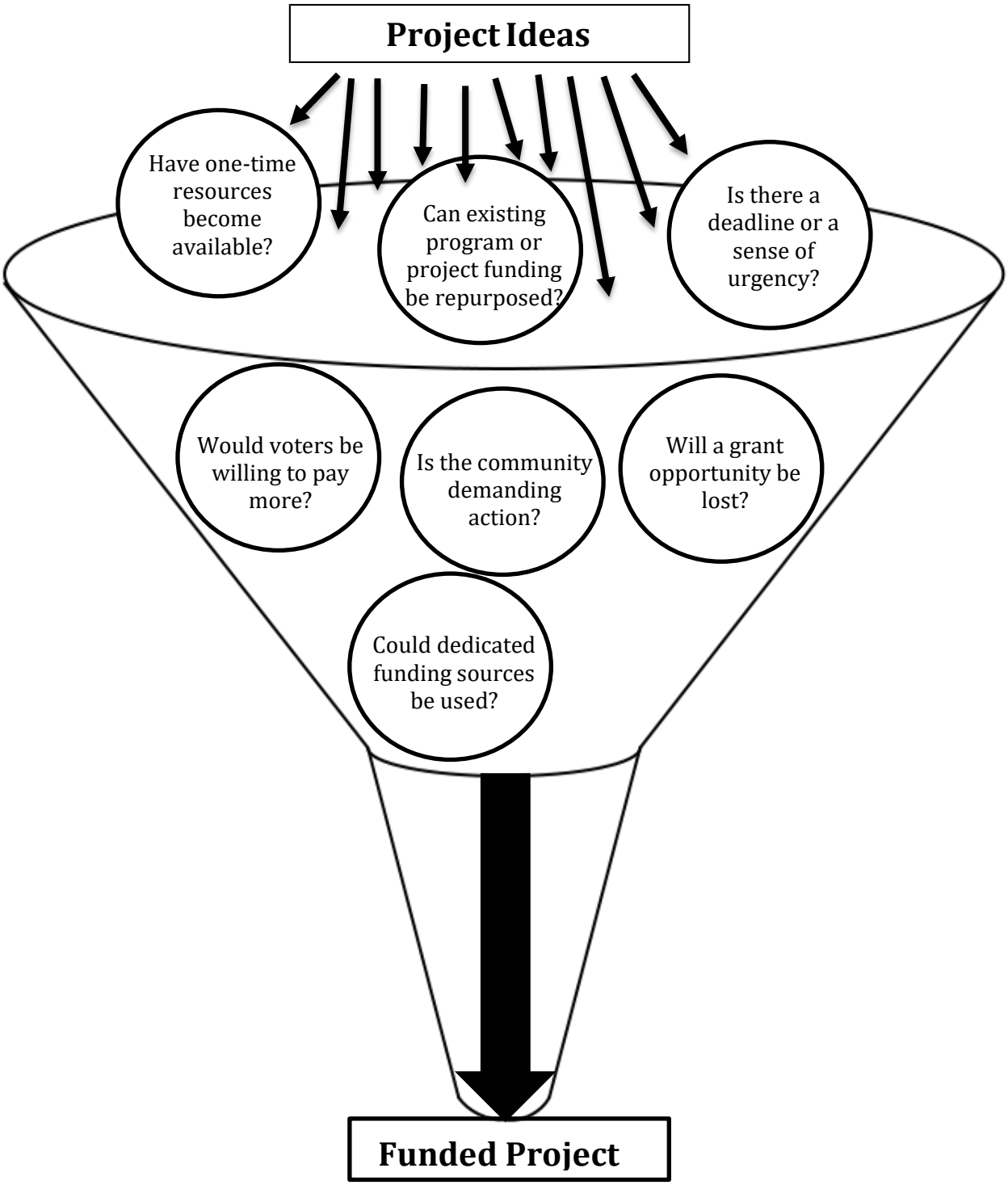
The Executive Team will continue to balance community needs including the City Council's focus areas such as the Climate Recovery Ordinance and Housing and Homelessness, among others. Some of the UNA items will become funded projects or programs over time, depending on a number of factors that are described in the following section.

The 2019 UNA also includes a new table that provides updated information on items included in the 2018 UNA that were fully or partially funded.

Based on feedback from the Budget Committee, the 2019 UNA has been updated to identify items that are related to the Technical Assistance Collaborative (TAC) report. Due to the timing of both the report's release and the creation of the UNA, the inventory currently includes only two items related to the TAC recommendations: CAHOOTS Hours Increase and Homelessness Services Support. The full TAC report is available at www.eugene-or.gov/DocumentCenter/View/45881/TAC-Report_Final.

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 $801 million of legal debt capacity for General Obligation bonds as of June 30, 2018. 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, 2018.

Debt Affordability Ratios	As of June 30, 2018	Policy Limit
Net direct debt as a percent of real market value	0.05%	Maximum of 1%
Percent of net direct debt retired within 10 years	60%	Minimum of 50%
Annual debt service on all General Fund-backed debt as a percent of General Fund expenditures*	0.03%	Maximum of 10%

*Excluding pension bonds

Net direct debt includes all of the City's General Obligation bonds except 30% 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, 2018, there was $64.2 million of total debt and $14.2 million of net direct outstanding. This leaves about $253 million of additional capacity for debt issuance within the policy limits. The City issued an additional $28.6 million in bonds in February 2019 as part of the Parks and Recreation Bond approved by voters in the May 2018 election. The City has identified about $235 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 120 items in the 2019 UNA that are arranged in the categories as listed below. In this iteration of the UNA, staff has identified a primary category for each UNA item. While an UNA item may be cross-functional, it will only be included in the primary category to simplify the presentation and provide greater transparency on the areas of focus.

Areas of Focus

Over a quarter of the items in the UNA are connected to an area of focus identified by the City Council. Areas of focus highlighted in the 2019 UNA include strategic investments in the work surrounding the Climate Recovery Ordinance (CRO) and Housing and Homelessness.

Climate Recovery Ordinance (CRO): Staff have been working on CRO implementation since its adoption in 2014. Progress in 2018 includes a progress report on the Climate and Energy Action Plan (CEAP) and drafting a new Community Climate Action Plan known as CAP 2.0. The focus of the CAP 2.0 project is to continue to foster the actions of the City, as well as the community's agencies, companies and organizations in moving toward carbon neutrality, reduced fossil fuel use and adapting to climate change. If sufficient funding were identified, several UNA items would provide ways to move forward with the CRO goals. Examples include hiring staff to help manage and coordinate CRO implementation, including elements of the CAP 2.0 update and community-wide engagement in CRO implementation, and supporting community adoption of electrification of homes, adoption of electric vehicles, development of transit ridership programs, waste diversion of organics and increased recycling and reduction of greenhouse gas emissions.

Housing and Homelessness: The City has made several strategic investments over the years in the areas of housing and homelessness. Affordable housing projects, neighborhood planning, growth monitoring and economic prosperity projects will maintain or expand the ability of the City to meet the needs for various housing types, for the right people, in the right places and reduce housing cost burdens while upholding Envision Eugene pillars. The focus on homelessness is to increase the number of known places to sleep or shelter, while also increasing non-shelter programs through youth homelessness programs, Human Services funding, coordination with regional and state partners, and identifying temporary shelter options.

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 the continuation of the Parks and Recreation Operations and Maintenance levy and the Library levy after they expire (FY23 and FY21 respectively), minimum Fire staffing, 911 staffing continuity, full expansion of the Community Court program and addressing the shortfall in the General Fund Equipment

Replacement program.

Future Demands: This category highlights new and emerging 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 construction of additional fire stations, data center disaster recovery, development of new community centers and pools, and renovation and expansion of the fourth floor of the downtown library building.

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, wastewater system rehabilitation, seismic assessment of City buildings and upgrades to parking garages as well as retrofitting or replacement of critical bridges and replacing the fleet facility.

2018 Unfunded Needs Assessment Update

Dept.	Category	2018 UNA #	Title of Request	Description	Ongoing Costs Funded ($1,000s)	Ltd Duration Costs Funded ($1,000s)	Approved Additional FTE	Status Update Details
Items Fully Funded								
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		This item was funded by General Fund dollars in the FY19 budget.
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		This item was removed from UNA per and funded with department funds.
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		This item is being funded through budget allocations in FY19, FY20 and FY21.
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	This need was met as a limited duration postion in the FY19 budget.
PDD	Existing Services	89	Regional Economic Prosperity Funding	Funding to directly support regional economic prosperity initiatives, partnerships, and opportunities benefitting the community.		100		This item was funded in the FY19 budget.
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	This item was funded in FY19 through the 2018 Parks and Rec Operating Levy.
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	This item was funded in FY19 through 2018 Parks and Rec Operating Levy.
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	1.0 FTE Application Analyst position was added in FY19 in the Information Systems and Services Fund. The Information Services Divsion has also leveraged existing resources within its General Fund budget to address the most immediate IT security and compliance needs.
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		This item was funded in FY19 through the 2018 Parks and Rec Bond Measure.

2018 Unfunded Needs Assessment Update

Dept.	Category	2018 UNA #	Title of Request	Description	Ongoing Costs Funded ($1,000s)	Ltd Duration Costs Funded ($1,000s)	Approved Additional FTE	Status Update Details
PW	Future Demands	105	Airport Parking Lot Structure/Garage	Design and construction of an Airport parking lot structure or parking garage.		3,500		This item was funded in FY19 Capital Budget through the Municipal Airport Fund.
PW	Future Demands	107	Trail System Development	Acquisition and construction of high priority trail segments to enhance the City's trail system.		2,500		This item was funded in FY19 through the 2018 Parks and Rec Bond Measure.
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		Funding for the Library elevator modernization has been identified within the existing General Capital Projects Fund budget.
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			This item was funded in the FY19 Adopted Budget.
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	This item was funded in FY19 through the 2018 Parks and Rec Operating Levy.
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			This item was funded in FY19 using existing funds in the Office of the Chief budget.
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			Funding for additional jail beds is being addressed as part of the Community Safety Initiative. With Lane County Jail not having any additional capacity for the City of Eugene municipal offenders, all of the recent additional jail beds are being leased from the City of Springfield Jail.
Items Partially Funded								
PDD	Existing Services	87	University Neighborhood Plan	A two year, Council directed neighborhood area plan review to be completed for the University area.		170		This item was partially funded in the FY19 budget. The remaining need is included in the 2019 Unfunded Needs Assessment.
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		This item was partially funded in the FY19 budget. The remaining $70,000 needed to complete the project is included in the 2019 Unfunded Needs Assessment.

2018 Unfunded Needs Assessment Update

Dept.	Category	2018 UNA #	Title of Request	Description	Ongoing Costs Funded ($1,000s)	Ltd Duration Costs Funded ($1,000s)	Approved Additional FTE	Status Update Details
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	This was achieved by filling an existing position (Management Analyst 2) position in the Budget and Analysis office, whose duties include the service profile program. This position was filled using the existing budget.
PW	Future Demands	114	POS Green Infrastructure Renovation	Reconstruction of Crest Drive and Courthouse Facilities.		400		UNA has been revised and is UNA #132 (Green Stormwater Infrastructure Renovation) in the 2019 UNA. Courthouse Facilities portion has been funded through reprioritization of existing resources.
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		This item was partially funded in FY19 through use of Parking Fund dollars, but remains on the 2019 Unfunded Needs Assessment to address the remaining backlog.
PW	Infrastructure	118	Pavement Preservation Backlog Funding	Addressing the backlog of the City's ongoing pavement preservation program.	11,600			This item remains partially funded and is included in FY20 Unfunded Needs Assessment, reduced to $2.5k (UNA #138).

2019 Unfunded Needs Assessment

Areas of Focus

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd. Duration Costs ($1,000)	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.	315	2,150	0.50
CS	CRO	2	Public Buildings - Climate Recovery Initiatives	To implement the strategies for reducing greenhouse gas emissions and fossil fuel use associated with operations of City facilities maintained by the Facilities Management Division.	100	8,000	
CS	CRO	3	Climate Recovery Ordinance - City Organization Implementation	Additional staff to provide organization-wide consultation on carbon emissions, assist in meeting the requirements of the Climate Recovery Ordinance, and provide analysis on City services as they relate to CRO plans and policies.	65		0.50
PW	CRO	4	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	
PW	CRO	5	CRO Analysis for Fleet Assets	This limited duration position will support equipment research, data analysis, vehicle replacement scheduling, alternative fuels implementation & infrastructure projects (fuel and charging stations) to respond to CRO requirements and disaster recovery.		130	

2019 Unfunded Needs Assessment

Areas of Focus

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd. Duration Costs ($1,000)	Additional FTE
Housing and Homelessness							
EPD	Housing and Homelessness	6	CAHOOTS Hours Increase	Over the last four years, the demand for CAHOOTS has increased by over 58%. One van operates at all hours and a second van provides seven additional hours of service. The demand for CAHOOTS is exceeding current service level, limiting its availability. This UNA will provide eleven additional hours of coverage to support two vans in service during peak hours and one van in service 24 hours a day. (TAC Report-related)	281		
CS	Housing and Homelessness	7	Homelessness Services Support	Over the past several years, the role of the City Manager's Office in coordinating homelessness-related initiatives, projects and services has evolved and substantially increased in scope, workload levels and complexity. Some of this work has been performed on a limited duration basis using operating budget savings. However, there is an ongoing need for coordination and program implementation staffing. (TAC Report-related)	70		0.50
PDD	Housing and Homelessness	8	Housing Programs and Policy Analyst	Position to advance housing initiatives, policies and directives in coordination with multiple City departments and external public, nonprofit, and private partners. Need is emerging from multiple sources including growing local need for more housing options, desire from City Council to have a role in addressing that need and increasing state requirements to address housing affordability.	135		1.00
EPD	Housing and Homelessness	9	RV Recycle Program	There is an increasing need to recycle hazardous derelict motorhomes and trailers that are abandoned in Eugene. Limited duration funds would establish program framework and address the 51 derelict RVs currently in the City's possession, while ongoing funds will support program maintenance.	25	50	

2019 Unfunded Needs Assessment

Services and Infrastructure

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd. Duration Costs ($1,000)	Additional FTE
Existing Services							
Multiple	Existing Services	10	Parks and Recreation Operations and Maintenance Levy Continuation	Continue services at the level provided by the current Parks and Recreation Operations and Maintenance Levy, which expires after FY23. Figures are adjusted to include inflation and other factors.	4,000		10.25
LRCS	Existing Services	11	Library Levy Continuation	Continue services at the level provided by the current Library Levy, which expires after FY21. Figures are adjusted to include inflation and other factors.	3,300		18.40
Fire	Existing Services	12	Minimum Fire Staffing	Increase staffing levels to four firefighters per engine in response to growing demand in high-density neighborhoods, increased wildfire dangers, and industry standard minimum staffing recommendations. Enhanced emergency response will also increase the speed of hose deployment by 25%.	1,991		12.00
Multiple	Existing Services	13	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.	1,000		
CS	Existing Services	14	Full Expansion of Community Court Program	Expand eligible charges to include the entire city of Eugene, enabling the program to reach a broader population.	754	5	2.10
EPD	Existing Services	15	911 Staffing Continuity	The Central Lane Communications Center has three recent reports stating the importance of employee retention for critical 911 services. Due to natural attrition and the length of time required to train staff, overhire authority is needed to retain a fully-trained staff throughout the year and adapt to a changing workforce. This funding would allow for continual overhiring ability.	523		
Fire	Existing Services	16	Special Teams Training Funding	In response to the growing need for disaster preparedness, an increase in Special Teams training would incur overtime costs. Additional training allows teams to recertify Special Teams members, perform monthly drills, stage at least one annual inter-team exercise and participate in the City's emergency planning program.	429		
CS	Existing Services	17	Other Specialty Courts	Funding to research and implement new specialty dockets that would be well-aligned with the needs of the local population, including young adults, addicts and veterans. Limited duration funds support research and planning; ongoing funds are approximated.	300	200	

2019 Unfunded Needs Assessment

Services and Infrastructure

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd. Duration Costs ($1,000)	Additional FTE
CS	Existing Services	18	IT Support for Municipal Justice System	IT staffing resources for ongoing support and maintenance of the Public Safety and Justice information systems.	300		2.00
CS	Existing Services	19	Municipal Justice System Analysis Team	Ongoing enhancements to the municipal justice system require increased analytical work and coordination of the system in order to assure programmatic investments can be fully utilized and supported.	240		
LRCS	Existing Services	20	Recreation Inclusion Services	Provide services to support an increase in the number of patrons diagnosed with mental health disorders and disabilities.	200		
Fire	Existing Services	21	Command Training Center Capacity	The Command Training Center provides highly complex cognitive and tactical training for Fire and EMS. Full-time staffing would enhance the Center's local and regional emergency training capacity. Updating the software components will allow the center to incorporate emergency planning, law enforcement and communications elements into training.	197	50	1.00
PW	Existing Services	22	Real Property 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
Fire	Existing Services	23	Public Information and Outreach	The Fire Department requires the services of a full-time Public Information Officer in response to increased local activity, population and major events. The position would address media inquiries, news releases, information requests, and community outreach.	123		1.00
PDD	Existing Services	24	Envision Eugene Data Management	Perform ongoing maintenance, management and manipulation of large, complex data sets generated by the Growth Monitoring Program and interconnected PDD systems. This position would work on Pillar 7 Metric reporting as required by Envision Eugene.	120		1.00
PDD	Existing Services	25	Community-Wide Communications Specialist	Provide needed capacity for public and City Council communication for Planning and Development, to improve outcomes on a variety of City initiatives.	120		1.00
PDD	Existing Services	26	Planning Division Administrative Support	Additional support for legally mandated administrative work: mailings, public notice, and application intake and processing to reduce errors and associated appeals and process; as well as improve efficiency and customer service.	120		1.00

2019 Unfunded Needs Assessment

Services and Infrastructure

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd. Duration Costs ($1,000)	Additional FTE
LRCS	Existing Services	27	Recreation Services Low-Income Participants Scholarships	Additional Recreation Services low-income scholarship funding is needed to supplement the current budget of $50,000. This addresses an increasing number of qualifying patrons and to compensate for an increasing fee structure.	100		
EPD	Existing Services	28	Animal Services Contract	Provides ongoing funding to cover contract increases for the current service level of animal sheltering and adoption services with Greenhill. This is a continuation of one-time funding in fiscal years 2017 through 2019.	90		
PDD	Existing Services	29	Land Use Code Technical Advising	Expand Land Use Senior Planner position to full-time. This position provides technical advisory and oversight to staff that implement Eugene's land use code.	54		0.40
PDD	Existing Services	30	Increased Administrative Support	With the increase in overall demand on the administrative support staff of the Planning and Development Department, an additional 0.5 FTE is needed to provide effective support.	47		0.50
EPD	Existing Services	31	Quality Assurance for Evidence and Property Control	The Quality Assurance Manager position is required for the accreditation of the Forensic Evidence Unit and the Property Control Unit. The manager is the certification officer for all staff members as well as the sole source for auditing and compliance. This allows for funding of a full-time position, rather than the part-time position currently in place.	40		0.34
CS	Existing Services	32	Capital Improvement Program (CIP) Software Replacement	The existing, homegrown software used for collecting data to report in the CIP is nearing obsolescence. This project is to replace the software with a more flexible tool that can adapt to community and staff needs. Current costs are estimates, to be updated in the near future after research is complete.	15	50	
Multiple	Existing Services	33	Radio Engineering and Replacement	The radio system is becoming increasingly complex. The system currently uses two radio systems to support LRIG, the Southwest Seven Master Site agencies, Lane Rural Fire Agencies and multiple City Departments. Additional resources are needed for communication system components including towers, buildings, communications and support equipment.		9,000	

2019 Unfunded Needs Assessment

Services and Infrastructure

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd. Duration Costs ($1,000)	Additional FTE
CS	Existing Services	34	Community Safety 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	
EPD	Existing Services	35	911 Call Recording System	The current logging recorder will be reaching the end of its service life in 2020 and will no longer be supported by the manufacturer. This addresses the replacement/upgrade of the 911 center's existing call logging recorder.		160	
PDD	Existing Services	36	Land Use Code Improvement Program	Hire consulting support for code amendments, policy, and technical analysis related to housing and Land Use code.		150	
PW	Existing Services	37	General Fund Fleet Replacement	To fully fund General Fund Fleet replacement.		2,800	
PW	Existing Services	38	Airport Carpet Replacement	The majority of the carpet in the terminal has reached the end of its useful life. This provides the needed replacement of aged carpet in the A Gates, Concourse, and Main Lobby areas.		1,000	
PDD	Existing Services	39	ePlan Online Land Use Permitting System	Replacement of the City's Land Use Permitting system that is no longer supported and in danger of critical failure. This project would significantly improve customer service and staff efficiency.		800	
Fire	Existing Services	40	Fire Records Management System and Rostering Program	The current fire records management system and rostering program is outdated. The Fire and EMS merge between the Cities of Eugene and Springfield necessitates technology and records management updates.		740	
Fire	Existing Services	41	Basic Life Support System Unit Replacement	Basic Life Support System (BLS) Medic Units are retired ALS ambulances placed into service at the start of the BLS pilot project. Three require replacement. This request is in response to the growing need for capacity with an aging population.		600	
PW	Existing Services	42	Airport Administrative Offices	In accordance with the Master Plan update, the airport's administrative offices will be relocated to inside the terminal building. This will facilitate communication and response in the event of an emergency.		500	
PW	Existing Services	43	Replace Airport Deicing Vehicle	Replace current deicing vehicle purchased in 1991.		400	

2019 Unfunded Needs Assessment

Services and Infrastructure

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd. Duration Costs ($1,000)	Additional FTE
PDD	Existing Services	44	Bethel Area Neighborhood Plan	Produce a neighborhood plan for the Bethel area after completion of the University neighborhood plan. Work is estimated to begin in FY21 with completion in FY22/23.		280	
PW	Existing Services	45	Replace Airport Dump Truck	Replace 1993 dump truck and sander with newer model.		250	
PW	Existing Services	46	Replace Airport Excavator	Replace non-working excavator with a working model.		200	
PDD	Existing Services	47	University Neighborhood Plan	Funding to complete the University neighborhood plan. $60,000 in funding was previously included in FY18 December Supplemental Budget and FY19 Adopted Budget.		190	
EPD	Existing Services	48	Blanton Radio Link	Replace/upgrade the 911 center's radio microwave link to the Blanton repeater. This radio link is crucial to the daily operations of Fire dispatch in Eugene and, through the fire dispatch contracts, the rest of Lane County. The equipment is approaching end of life and needs to be replaced before repairs cease to be feasible.		120	
EPD	Existing Services	49	Coburg Radio Link	Replace/upgrade the 911 center's radio microwave link to the Coburg repeater. This radio link is crucial to the daily operations of Police and Fire dispatch in Eugene and, through LRIG and the fire dispatch contracts, the rest of Lane County. The equipment is approaching end of life and needs to be replaced before repairs cease to be feasible.		120	
EPD	Existing Services	50	Crestview Radio Link	Replace/upgrade the 911 center's radio microwave link to the Crestview Repeater. This equipment is utilized by Eugene Police, Eugene Springfield Fire, Eugene Public Works and Central Lane Communications Center's contracted rural fire customers. This radio link is crucial to daily operations. The equipment is approaching end of life and needs to be replaced before repairs cease to be feasible.		120	
CS	Existing Services	51	Research Alternatives to Incarceration	Collaborate with an external partner to study and recommend robust alternatives to incarceration.		85	
PDD	Existing Services	52	Clear Lake Expansion Area Finalization Request	Prepare Clear Lake industrial lands for development through infrastructure planning and permitting. Partial one-time project funding was included in FY19 Adopted Budget. This funding is required to finish the project.		80	

2019 Unfunded Needs Assessment

Services and Infrastructure

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd. Duration Costs ($1,000)	Additional FTE
PW	Existing Services	53	Airport Interactive Employee Training Video Program	Produce new training videos for interactive employee training video system to reflect current standards.		80	
LRCS	Existing Services	54	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	
PDD	Existing Services	55	River Road / Santa Clara Neighborhood Plan	Remaining funding needed to complete River Road/Santa Clara neighborhood plan.		40	
LRCS	Existing Services	56	Southwest Eugene Community Center and Pool	Construction of community center, pool and branch library in Southwest Eugene. Ongoing operational costs include approximate costs to staff and run an existing community center and pool, including facility related costs net of expected additional revenue. This estimate does not reflect the proposed branch library or related staff costs, which will be estimated and incorporated into later project planning phases if funding becomes available.	2,775	32,900	9.00
LRCS	Existing Services	57	North Eugene Community Center and Pool	Construction of community center, pool and branch library in North Eugene. Ongoing operational costs include approximate costs to staff and run an existing community center and pool, including facility related costs net of expected additional revenue. This estimate does not reflect the proposed branch library or related staff costs, which will be estimated and incorporated into later project planning phases if funding becomes available.	2,775	25,000	9.00
Fire	Existing Services	58	Fire Stations	The acquisition of land and construction of three fire stations due to growing and shifting population, University of Oregon expansion and end of station infrastructure lifecycle. Ongoing operational costs represent expected increases for staffing and facility maintenance cost.	1,991	15,817	12.00
EPD	Existing Services	59	EPD Training Unit	Creation of 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. Currently, ad hoc instructors are detached from regular duties to provide training. The dedicated team will allow for a reduction in overtime expenses to backfill those who are detached for instruction.	946	50	5.50

2019 Unfunded Needs Assessment

Services and Infrastructure

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd. Duration Costs ($1,000)	Additional FTE
Future Demands							
Fire	Future Demands	60	Fire Protection Inspections	Increase staffing at Fire Marshal's office to meet industry best practices for ongoing community risk reduction. Staffing increase would allow for completion of required fire protection system inspections, planning and compliance across the community.	675	70	4.00
CS	Future Demands	61	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	500	2.00
EPD	Future Demands	62	Patrol Officer Staffing Continuity	Annually over-hire patrol officers to retain a fully-trained staff throughout the year and adapt to a changing workforce.	500		
EPD	Future Demands	63	Internet Crimes Against Children	Add two sworn officers to the Violent Crimes Unit to focus on addressing internet crimes against children.	358	6	2.00
LRCS	Future Demands	64	Youth After School Enrichment	Create funding for new after school programs in three 4J schools that are identified as low-income. Additional services will expand the reach of education, recreation, and youth development opportunities during non-school hours that complement regular academic programs.	330		3.60
EPD	Future Demands	65	EPD Data Storage For Digital Evidence	EPD continues to expand the amount of data it generates by implementing technological programs such as Body Worn Cameras, In-Car Video, Camera Trailers, and digital Interview Room recording systems. These programs along with the large quantities of digital evidence seized in the course of normal business all require funding and storage space. Funding will cover annual cost of cloud-based data storage for digital evidence.	200		
PDD	Future Demands	66	Metro/Community Long Term Planning	Urban Reserves adoption is anticipated for FY21, and then the Planning Division will embark on a new Urban Growth Boundary update. This work will be ongoing and operate on a five year cycle of assess and adopt. Staff would oversee this process and associated projects.	140		1.00
LRCS	Future Demands	67	Sheldon Community Center Renovation	Update and remodel the Sheldon Community Center. Ongoing operational costs represent expected increases to facility maintenance and temporary employee costs.	138	6,521	

2019 Unfunded Needs Assessment

Services and Infrastructure

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd. Duration Costs ($1,000)	Additional FTE
EPD	Future Demands	68	Increase EPD Data and Analysis Capacity	Increase Crime Analysis staff to the recommended minimum number of five for basic level of service.	131	10	1.00
LRCS	Future Demands	69	River House Community Center Renovation	Update and remodel the River House Community Center. Ongoing operational costs represent expected increases to facility maintenance and temporary employee costs.	130	2,980	
CS	Future Demands	70	Geographic Information Systems Coordination	With the increasing use of Geographic Information Systems (GIS), an organization-wide coordinator could help ensure that GIS resources are used efficiently and coordinated effectively. The GIS Coordinator would manage the daily operation of all GIS services.	130		1.00
CS	Future Demands	71	Equity in Contracting Program	This program supports City and Council goals for inclusion and diversity in public contracts while building vendor capacity. It is currently staffed with limited duration funds that expire in summer 2019.	125		1.00
CS	Future Demands	72	Organization-Wide Contracting Support	Develop and manage a public contract coordination program that will provide support to the organization for developing, managing, tracking and reporting on contracts. This position will be responsible for implementation and management of the supplier contract management system and creating a contracts training program.	125		1.00
PDD	Future Demands	73	Additional Land Use Planning Application Support	To address the ongoing high levels and complexity of land use applications, this position would add capacity and decrease turnaround times.	120		1.00
LRCS	Future Demands	74	Amazon Community Center Renovation	Update and remodel the Amazon Community Center. Ongoing operational costs represent expected increases to facility maintenance and temporary employee costs.	110	9,400	
LRCS	Future Demands	75	Petersen Barn Community Center Renovation	Update and remodel the Petersen Barn Community Center. Ongoing operational costs represent expected increases to facility maintenance and temporary employee costs.	100	6,775	
LRCS	Future Demands	76	Fourth Floor Library Renovation and Expansion	The Downtown Library has seen significant growth in patrons and this may necessitate utilizing the fourth floor as public space. Request includes expanded library services and relocation of library staff to the fourth floor of the Downtown Library, as well as relocation of existing staff on the fourth floor.	100	2,000	

2019 Unfunded Needs Assessment

Services and Infrastructure

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd. Duration Costs ($1,000)	Additional FTE
PDD	Future Demands	77	Economic Prosperity Strategic Reserve	Funds for small scale, strategic investments. Current funding is available through FY20.	100		
LRCS	Future Demands	78	Washington/Jefferson Skate Park and Plaza Programming	In partnership with the Eugene Parks Foundation, fund 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		
CS	Future Demands	79	City Council Meeting Minutes	Funding for a minutes recording service that will provide detailed minutes of City Council meetings. Interest has increased among City Councilors in returning to written minutes that provide detailed accounts of their discussions.	60		
PDD	Future Demands	80	Economic Prosperity Analysis	Increase a part-time position to full-time to provide expanded capacity for development and economic analysis in support of economic prosperity initiatives.	60		0.50
Multiple	Future Demands	81	Multi-Use Sports Complex - Future Phases	Future phases of the design, construction and operation of a local/regional multi-sports complex. Ongoing costs are net of expected additional revenue.	45	21,100	
Multiple	Future Demands	82	Animal Services Facility	Construction of a new Animal Services Facility within the city limits to replace functionally and physically obsolete First Avenue Animal Shelter facility.	40	12,000	
Multiple	Future Demands	83	Alton Baker White Water Park and Canoe Canal	Alton Baker White Water Park and Canoe Canal construction and redesign to improve natural habitat along the corridor, eliminate unhealthy environmental conditions, and enhance opportunities for whitewater kayaking in Eugene.	30	9,000	
PW	Future Demands	84	Downtown Riverfront Plaza	The plan, design, and construction of a 1-acre urban riverfront plaza on the former EWEB site on the Willamette River.		1,000	
CS	Future Demands	85	City Hall	Design and construction of a Phase One City Hall on the Butterfly lot.		16,500	
PW	Future Demands	86	Airport Common Use System	Computerized system to allow for efficient usage of ticket counters and gates. Improvements will allow for accommodations of increased flights without the immediate need for building expansion.		1,000	

2019 Unfunded Needs Assessment

Services and Infrastructure							
Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd. Duration Costs ($1,000)	Additional FTE
PW	Future Demands	87	Old Airport Tower and Hangar Demolition	Demolition and removal of the old tower and hangar to accommodate future concourse expansion.		500	
PW	Future Demands	88	Airport Disaster Preparedness	Improvements such as new wells, portable generators, go bags and cots ensure the airport is quickly back to full operations in the event of a major natural disaster.		500	
LRCS	Future Demands	89	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 that was led by Project for Public Spaces.		300	
PDD	Future Demands	90	Urban Reserves	Funds to complete the remainder of the Urban Reserves adoption.		118	
PDD	Future Demands	91	Online Land Use Code Publishing System	Significantly improve efficiency, accuracy and public accessibility to the City's land use code online. This is currently the standard in most communities.		50	
Infrastructure							
PW	Infrastructure	92	Pavement Preservation Backlog Funding	Increase funding for ongoing pavement preservation program to eliminate the backlog of unfunded pavement preservation needs city-wide. This is the remainder that is unfunded after taking into account the voter-approved street bonds that will be in effect from FY20-FY24.	2,500		
PW	Infrastructure	93	Wastewater System Rehabilitation	Fully fund the preservation and rehabilitation of the City's aging wastewater system and decrease inflow and infiltration. In addition to maintaining the pipe system and its capacity, reducing inflow and infiltration also improves the capacity of the wastewater treatment plant.	1,500		
CS	Infrastructure	94	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 buildings and structures.	750		
PW	Infrastructure	95	Maintenance and Repair of Sewer Service Laterals	In 2016, the City revised its policy to maintain sewer service laterals within the City's rights-of-way. This policy increased the City's pipe inventory by an estimated 43 miles. This additional inventory will require more resources to maintain, repair and replace.	475	385	3.00

2019 Unfunded Needs Assessment

Services and Infrastructure

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd. Duration Costs ($1,000)	Additional FTE
PW	Infrastructure	96	Shared Use Path and Bridge Repair and Maintenance	There is currently no funding for pedestrian and bicycle bridges not in the right-of-way and there is an estimated ten million dollar maintenance and repair backlog. Repair and maintenance on these off-street shared-use paths will ensure citizens have a safe pedestrian way system.	200		
PW	Infrastructure	97	Green Stormwater Infrastructure Renovation	Increased funding is needed to reconstruct existing green stormwater facilities and perform ongoing maintenance of existing and proposed landscaped medians in the right-of-way. The number of green infrastructure facilities is increasing with development and City-sponsored capital improvement projects.	150	250	
PW	Infrastructure	98	Stormwater System-Wide Cleaning and Assessment	Systematic cleaning of large diameter pipe, including condition assessment, would ensure system resiliency for flood protection and emergency preparedness.	150		
Multiple	Infrastructure	99	Downtown/Riverfront Pedestrian Wayfinding	Enhance Eugene's pedestrian wayfinding program to provide consistent and clear information to assist the traveling public.	125	450	
PW	Infrastructure	100	Support for Electrical Infrastructure at Airport	An additional Airport Electrician is needed to provide critical support and maintenance to airport infrastructure.	115		1.00
PW	Infrastructure	101	Landscape Median Capital Renovation	Implement the design guidelines developed by the median capital renovation pilot program.	100		
PW	Infrastructure	102	ADA Transition Plan for Public Rights-of-Way	Projects to respond to ADA requests in the right-of-way.	100		
EPD	Infrastructure	103	Emergency Operations Center	To construct and operate an Emergency Operations Center co-located on an existing public safety campus with the purpose of expanding the Center joint operations over time.	25	4,000	
Fire	Infrastructure	104	Fire Hydrants	Annual cost to maintain and upgrade fire hydrant infrastructure. Fire has $25K ongoing built into the department budget with an ongoing unfunded need of $25K.	25		
CS	Infrastructure	105	Seismic Assessment of City Buildings	Risk Management Fund covered the first phase of this project, which included public safety facilities, emergency operations facilities, community centers and pools. This funding will complete seismic assessment of all city buildings.		1,000	

2019 Unfunded Needs Assessment

Services and Infrastructure

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd. Duration Costs ($1,000)	Additional FTE
PW	Infrastructure	106	Airport Runway Restriping	Both runways at the airport need to be restriped to meet current FAA standards. Process includes complete removal of existing paint, repaint, and fog seal.		500	
PW	Infrastructure	107	Airport LED Lighting Upgrades	Upgrade lighting throughout the Airport campus to LEDs, including the parking lot, roadways and taxiways. This project would reduce both energy consumption and electrical costs. A more thorough analysis will be completed to further scope the project.		500	
PW	Infrastructure	108	Airport Security Improvements	Add new access control points to increase security. Add closed caption television cameras to public areas to improve security.		300	
PW	Infrastructure	109	Critical Bridges - Seismic Retrofitting or Replacement	Fifteen City-owned and maintained highest priority bridges were analyzed for vulnerability to a seismic event. Results of the high level analysis indicate approximately $34 million in seismic retrofit needs.		34,000	
PW	Infrastructure	110	Replace 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	111	Parking Garage Seismic Upgrades	Upgrade three parking garages to current seismic standards.		3,600	
LRCS	Infrastructure	112	Hult Center HVAC System Replacement	Replacement of the existing Hult Center heating, ventilation and air conditioning (HVAC) systems.		3,000	
PDD	Infrastructure	113	Parking Asset Replacement Reserve	Develop a replacement funding stream for critical asset replacement.		1,000	
PW	Infrastructure	114	Repair Roosevelt Yard Site	The Public Works Roosevelt Facility is an aging facility. Until recently, very little major rehabitation or repair funds were invested into major maintenance. Buildings need to be painted, structural repairs made to preserve the life of the structure, and other major components need rehabilitation.		1,000	
CS	Infrastructure	115	Downtown Initiative	Downtown activities and services delivered by Facilities (CS), EPD, LRCS, PDD and PW as part of the downtown initiative. These services are funded through the Spring of 2020.		954	

2019 Unfunded Needs Assessment

Services and Infrastructure

Dept.	Category	UNA #	Title of Request	Description	Ongoing Costs ($1,000s)	Ltd. Duration Costs ($1,000)	Additional FTE
PW	Infrastructure	116	Redundant Fiber Loop	The connection to City's fiber network from the airport consists of a single connection. In the event of a disaster or accident, the airport's network connectivity would be cut off. A redundant fiber connection will allow for operations to continue and for telephone and computer communications to continue during an outage.		250	
PW	Infrastructure	117	Expand Airport Communication Room	The current communication room is inadequate in size to accommodate the expanded use of technology for security, closed circuit television, tenant needs, and changing passenger requirements.		250	
PW	Infrastructure	118	Storm System Curb Inlet Replacement and Repairs	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. Currently there is a back-log of 80 such structures in need of rehab or replacement. The back-log count is estimated to increase by five to ten structures annually.		105	
PW	Infrastructure	119	Willamette to Willamette (W2W): Hilyard Corridor	This expands the W2W project, which includes elements from the 2015 Mill Street design concepts, to create a protected bikeway on Hilyard/E. Broadway and a two-way street conversion on Hilyard. Funding would include engineering design, pavement marking, signals and signage.		100	
PW	Infrastructure	120	Sanitary and Storm System Camlock Manhole Lid Replacement	Systematically replace 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	

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Glossary/Acronyms

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.

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.

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.

Glossary

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.

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.

Glossary

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.

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.

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.

Glossary

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 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))

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.

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*.

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 Firefighting
ARS	Adaptive Recreation Services
BLS	Basic Life Support
BEDI	Brownfield Economic Development Initiative
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
CPI	Consumer Price Index
CPI-U	Consumer Price Index for All Urban Consumers
CRO	Climate Recovery Ordinance
CSA	Central Services Allocation
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
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
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
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
PROS	Parks, Recreation and Open Spaces
PSAP	Public Safety Answering Point
PSF	Professional Services Fund
PUF	Patron User Fee
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
UNA	Unfunded Needs Assessment
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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