

**City of Eugene**

**Multi-Year Financial Plan**

**FY12 to FY17**

**April 14, 2011**

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## **Introduction**

The Multi-Year Financial Plan (MYFP) is an annual compilation of significant unfunded financial challenges and opportunities that the City of Eugene is expected to encounter over the next six years. The MYFP is a practical tool to assist strategic thinking and planning.

The 2012-17 MYFP lists fifty individual items. The majority of these items include estimated unfunded costs, but several items are placeholders with as-yet-to-be determined costs. If all those items with estimated costs were funded they would total about \$281 million over the next six years. Given the status of the economy in recent years, along with significant needs facing our governmental partners and the length of time and process needed to implement new revenue sources, it is unlikely that the City will be able to fully fund all of the items in the MYFP. Therefore, it is recommended that certain items be designated as the highest priority for funding in the near-term.

In this draft plan, nine items are recommended for highest funding priority. If these highest priority items were totally funded, costs would total about \$134 million over six years. The additional items, if fully funded, would total an additional \$147 million (not including placeholder items). Altogether, current estimates for all items with estimated costs would total \$281 million over six years.

## **What the Multi-Year Financial Plan Does**

The MYFP is intended to provide a number of important benefits.

- Linking of Council Goals process, many separate planning and facility management documents, General Fund Forecast and other fund forecasts.
- Making the best use of available election dates.
- Better strategic, long-range planning.
- Understanding of operational impacts of capital expenditures and maintenance-deferral decisions.
- Provision of a better framework for the budget process and Capital Improvement Program.
- Maintenance of a comprehensive inventory of unfunded challenges and opportunities.
- Allowance of more time to prepare for expected problems.
- Creation of an advanced detection system for funding “gaps” and likely fiscal challenges.
- Facilitation of an organizational culture for “thinking ahead”.
- Understanding and weighing alternative uses for the City’s available financial resources.
- Help to accomplish Council’s goal of “Fair, Stable and Adequate Financial Resources”.
- Evaluation of the need for possible new revenue.
- Providing direction to staff on where to focus their efforts.

## Recommended Prioritization

In light of limitations of financial resources and the many unfunded needs identified in the MYFP, choices must be made about which items to focus on over the next several years. Items recommended for high priority treatment are based on several considerations including: the level of commitment the City may already have regarding a particular item; judgment about the level of new funding that the community might be willing to discuss and approve over the near future; preservation of prior City investments in infrastructure and facilities; the potential impact of funding or not funding on core City services; and the ability of the City to sustainably fund an item over time. These recommendations are a starting point for discussion by Executive Managers, Budget Committee, City Council and citizens, and subsequent budgetary and election sequencing decisions.

## Summary of Recommended Highest Priority Items

The following items are recommended for highest priority consideration. Detailed information on each of these items is included in this document.

Note: Amounts shown are in \$1,000s.

<i>Plan Category</i>	<i>Service Category</i>	<i>Title</i>	<i>Brief Description</i>	<i>Total Unfunded Need</i>
General Fund Shortfall	General Fund	General Fund	Resources needed to continue General Funded services over the next six years.	26,113
Continuing Current Services	Emergency Medical/Fire Services	Ambulance Transport Fund Shortfall	The Ambulance Transport Fund is currently operating at an annual financial deficit, primarily due to reduced levels of reimbursement from Medicare and Medicaid.	7,843
	Parking	Parking Fund Stabilization	The Parking Fund forecast shows that the fund will not have the resources for \$3.4 million in capital major maintenance projects scheduled in the CIP for FY13 through FY15. Parking program staff has identified rate changes and additional operating efficiencies in the fund forecast, but these actions will not to fully eliminate the projected shortfall.	3,475
Preserving and Maintaining Existing Assets	Parks and Open Space	Parks & Open Space Maintenance & Operations Capacity	The voter-approved increase in the park and natural area system in recent years has resulted a rapidly growing number of assets without sufficient funding to maintain these assets	12,000
	Public Buildings & Facilities	Deferred Maintenance	This item is for unfunded General Fund building maintenance needs. This estimate assumes that building capital preservation resources are increased by \$100,000 per year through FY17. These unfunded costs do not include deferred maintenance costs for current City Hall; those costs will be accommodated within the City Hall project funding.	14,416
		Echo Hollow/Sheldon Pool Systems Preservation	This item will fund major repair or replacement of pool water supply piping and gutter drain systems pools and stabilization of deteriorating pool shells at Echo Hollow and Sheldon Pools.	2,500

<i>Plan Category</i>	<i>Service Category</i>	<i>Title</i>	<i>Brief Description</i>	<i>Total Unfunded Need</i>
Preserving and Maintaining Existing Assets	Transportation	Pavement Preservation Backlog	The 2010 Pavement Management Report listed the City's backlog of needed pavement preservation projects at over \$150 million. In May 2007, the Council Subcommittee on Transportation Funding Solutions recommended a total yearly pavement preservation funding target of \$18 million. Unfunded amount shown is net of local motor vehicle fuel tax revenue, Transportation SDC reimbursement revenue, and 2008 Street Bond revenue. The Street Bond expires in FY14.	64,450
Implementing Adopted Plans or Policies	Metro and Community Planning	Envision Eugene – Technical Work	The purpose of Envision Eugene is to develop a comprehensive set of growth strategies to meet the city's 20 year land needs. There will be a need for substantial technical assistance to develop these future implementation measures. This item doesn't include funding for as yet undetermined projects to implement the plan.	1,500
	Municipal Court	Jail Bed Additions	This item will support the addition of 10 ongoing jail beds dedicated for housing Eugene Municipal Court offenders. Costs include leasing 10 beds located within the Springfield Jail facility, contractual court appointed attorney time, contractual city prosecutor time and related staff time. The jail beds will support the Downtown Safety Initiative and associated initiatives for adding police officers. One-time funding of \$350,000 is provided in FY12.	1,855
			Total	134,152

## How the Multi-Year Financial Plan is Assembled

Each year, City departments identify significant unfunded opportunities and challenges that may arise within the next six years. Items may be for service or capital purposes. They may be based on a city goal or policy, or a report or plan. To be included in the MYFP an individual item must have an unfunded cost of at least \$250,000 in any one year of the six-year period. Placeholder projects with a significant but undetermined unfunded cost that is likely to be \$250,000 or more in any year may be included.

The compiled items are then reviewed and discussed by the Executive Managers, who make a final determination on which items will be included and which will be prioritized.

## Coordination with the Capital Improvement Program

The Capital Improvement Program and the MYFP are closely coordinated but have different uses. The CIP is formally adopted by the City Council, and provides the basis for preparation of the City's Capital Budget for the following two years. It also serves as a long-term planning tool for unfunded small or large capital projects.

The MYFP is presented by the City's Executive Managers and is not formally adopted. It serves as a comprehensive, flexible planning resource and tool to support strategic thinking and planning for a range of unfunded capital and non-capital needs. The MYFP includes non-capital items as well as items with capital costs. Capital projects proposed for funding in the CIP may have associated unfunded costs for operations or

preservation & maintenance shown. Unfunded costs for capital projects in the CIP may also appear in the MYFP.

The Capital Improvement Program document contains information that supplements the information in the MYFP. That document includes descriptions of specific plans, processes, funding sources and restrictions associated with capital projects, a summary of the City's Financial Management Goals and Policies that apply to capital projects and a review of the City's debt capacity and debt policies.

## **How Items are Presented in the MYFP**

The items recommended for highest funding priority each are presented with full details. In an effort to focus and reduce the length of the document, the remaining items are presented in a table form with summary descriptions and summed annual estimated unfunded costs. Additional details can be provided about any of these other items upon request.

All items fall within five general plan categories.

1. Continuing Current Services
2. Preserving and Maintaining Existing Assets
3. Achieving Efficiencies or Long Term Cost Savings
4. Implementing Adopted Plans or Policies
5. Improved or Expanded Services Not Part of an Adopted Plan

Within each plan category items are organized more specifically by service category.

Unfunded costs for each year are shown for each item, net of any potential revenue or savings that would be expected. Three types of costs may be shown:

- Capital costs are those costs that would be incurred by a capital project, which is the acquisition or extension of the useful life of a fixed asset with a life expectancy greater than one year.
- Facility Operating costs is the costs of operating a building, site improvement or other fixed asset. This usually includes ongoing maintenance costs and the cost of utilities servicing the asset. Some minimum level of facility costs is unavoidable for every City asset. New capital projects imply additional facility costs.
- Program Operating costs include the cost of performing program activity and delivering the particular City services. New or continuing program costs may or may not be associated with capital projects and facility costs.

## General Fund Shortfall

Service Category: Governmental Services

## General Fund Shortfall

**Project Description:** The General Fund Six Year Financial Forecast provides estimates of future resources that will be available for operating expenditures. The unfunded amounts shown are the amounts needed to get to a structural balance where revenues equal or exceed expenditures and there is an 8% Reserve for Revenue Shortfall by FY17.

**Project Status:** *Not Started* - In 2007-12, 2008-13, 2009-14, 2010-15, 2012-17 MYFP.

### Estimated Costs (\$ in thousands)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>Total</u>
<i>Funding Not Identified</i>							
<b>Operating: Program</b>							
General	-	5,000	5,105	5,222	5,337	5,449	<b>\$26,113</b>
<b>Total</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$5,105</b>	<b>\$5,222</b>	<b>\$5,337</b>	<b>\$5,449</b>	<b>\$26,113</b>

**Neighborhood:** Citywide

**Ward:** Citywide

**Specific Plans/Policies Related to this Project:**

Financial Management Goals and Policies  
Fund Forecast



Looking south over downtown Eugene on a rare snowy evening.

## Continuing Current Services

Service Category: Emergency Medical/Fire Svcs

### Ambulance Transport Fund Shortfall

**Project Description:** The Ambulance Transport Fund is currently operating at an annual financial deficit, primarily due to reduced levels of reimbursement from Medicare and Medicaid. These account for about 65% of current transports and the fund is not fully recovering costs. The federal Balanced Budget Act of 1997 shifted much of the financial burden for covered patient transports from the federal government to local providers. The Medicare Modernization Act of 2003 further reduced reimbursements. Medicare HMO capitated payments pay only about half of the standard fee and federal law does not allow billing the patient beyond what is allowable under Medicare and Medicaid. The fund also provides transport services to other patients who are unable to pay. A large portion of these unpaid accounts is sent to collections, but only about 3% is recovered. Additionally, current law states patients must be notified of the cost of the ambulance transport prior to the service being rendered, thus reducing transport call volume due to those choosing to be transported by private vehicle. In late FY09, ambulance transport rates were increased, which temporarily balanced the fund. The fund's FY10 capital contribution of approximately \$330,000 towards the Medic Unit replacement was waived in order to balance the fund. The General Fund provided a \$450,000 subsidy to this fund in FY11 to contribute to ambulance replacement and the FY12 proposed budget is expected to include a \$685,300 subsidy in FY12 which will allow a fleet replacement contribution. Future year's shortfall projections include the annual contributions to Medic Unit replacement.

**Project Status:** *Not Started* - In 2009-14, 2010-15, 2012-17 MYFP.

#### Estimated Costs (\$ in thousands)

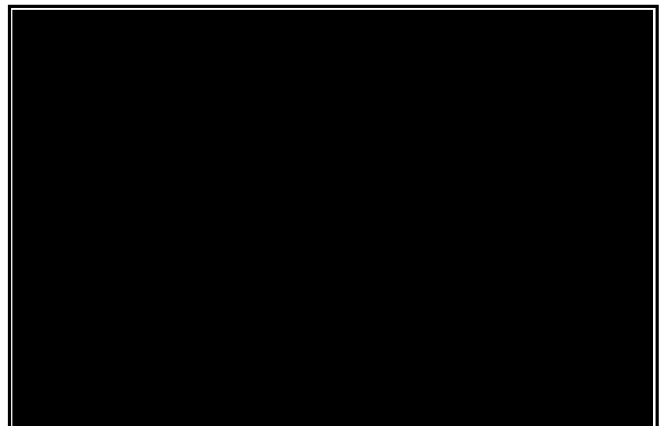
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>Total</u>
<b>Funding Not Identified</b>							
<b>Operating: Program</b>							
General	-	355	1,290	1,670	2,064	2,464	<b>\$7,843</b>
<b>Total</b>	<b>\$0</b>	<b>\$355</b>	<b>\$1,290</b>	<b>\$1,670</b>	<b>\$2,064</b>	<b>\$2,464</b>	<b>\$7,843</b>

**Neighborhood:** Citywide

**Ward:** Citywide

#### Specific Plans/Policies Related to this Project:

Ambulance Transport Fund Study  
Fire & EMS Standards of Response Coverage  
Fire & EMS Strategic Plan 2008-2011



The Ambulance Transport Fund balance will be exhausted in FY12 and significant annual shortfalls are projected in future years.



## Continuing Current Services

Service Category: Parking

### Parking Fund Stabilization

**Project Description:** The Parking Fund forecast shows that the fund will not have enough resources for \$3.4 million in capital major maintenance projects scheduled in the CIP for FY13 through FY15. As a result some of these projects may be delayed until funding is available. Parking program staff has identified rate changes and additional operating efficiencies and these are reflected in the fund forecast.

**Project Status:** *Not Started* - New in 2012-17 MYFP.

#### Estimated Costs (\$ in thousands)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>Total</u>
<i>Funding Not Identified</i>							
<b>Capital</b>							
Parking	-	2,423	215	837	-	-	<b>\$3,475</b>
<b>Total</b>	<b>\$0</b>	<b>\$2,423</b>	<b>\$215</b>	<b>\$837</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,475</b>

**Neighborhood:** Citywide

**Ward:** Citywide

**Specific Plans/Policies Related to this Project:**

Facility Condition Reports

Financial Management Goals and Policies



## Preserving and Maintaining Existing Assets

Service Category: Parks and Open Space

### Parks & Open Space Maintenance & Operations Capacity

**Project Description:** Over the past 12 years, Eugene's park and natural area system has benefited from a tremendous amount of community support through the passage of two voter-approved park bond measures and a successful donations program, as well as funding from parks System Development Charges (SDCs). These dollars have brought lasting changes to Eugene's landscape including new parks in 17 neighborhoods, expanded and increased connectivity among Eugene's natural areas, and future park sites ready for a growing community. Although Eugene's park and natural area system has increased significantly in just over a decade, the operations and maintenance (O&M) resources needed to maintain these assets have not kept pace with this growth.

The large addition of assets to the park and natural area system without the sufficient O&M funding to maintain these assets has put a strain on the park system. In recent years, POS has been deferring maintenance throughout the system by spreading resources over a much larger area, the result being a rapidly growing number of assets across the system getting less and less attention.

**Project Status:** *Not Started* - In 2007-12, 2008-13, 2009-14, 2010-15, 2012-17 MYFP.

#### Estimated Costs (\$ in thousands)

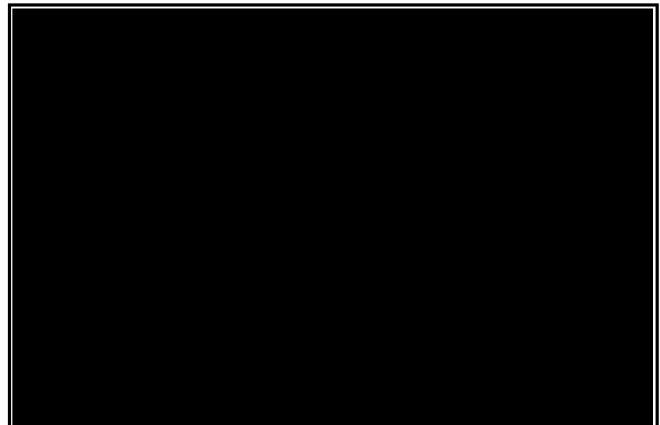
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>Total</u>
<i>Funding Not Identified</i>							
<b>Operating: Program</b>							
General	2,000	2,000	2,000	2,000	2,000	2,000	<b>\$12,000</b>
<b>Total</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$12,000</b>

**Neighborhood:** Citywide

**Ward:** Citywide

**Specific Plans/Policies Related to this Project:**

PROS Comprehensive Plan



The need for park & open space maintenance has grown significantly.

## Preserving and Maintaining Existing Assets

Service Category: Public Buildings & Facilities

### Deferred Maintenance

**Project Description:** The City has made progress in addressing deferred maintenance in General Fund buildings. However if the General Fund capital budget continues at present levels, approximately \$20.5 million in unfunded maintenance needs will remain by FY17. This estimate assumes that building capital preservation resources are increased by \$100,000 per year through FY17; the amounts shown reflect the net unfunded level of deferred maintenance. These unfunded deferred maintenance costs do not include the current City Hall. This item assumes deferred costs of maintenance on City Hall will be accommodated within the City Hall project funding.

**Project Status: *Not Started*** - In 2006-11, 2008-13, 2010-15, 2012-17 CIP. In 2007-12, 2008-13, 2009-14, 2010-15, 2012-17 MYFP.

#### Estimated Costs (\$ in thousands)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>Total</u>
<b><i>Funding Not Identified</i></b>							
<b>Capital</b>							
General	2,308	2,345	2,383	2,421	2,460	2,499	<b>\$14,416</b>
<b>Total</b>	<b>\$2,308</b>	<b>\$2,345</b>	<b>\$2,383</b>	<b>\$2,421</b>	<b>\$2,460</b>	<b>\$2,499</b>	<b>\$14,416</b>

This project is included in the 2012-17 Capital Improvement Program.

**Neighborhood:** Citywide

**Ward:** Citywide

#### Specific Plans/Policies Related to this Project:

Facility Condition Reports

Financial Management Goals and Policies



The Peterson Barn Community Center is just one of 113 buildings and structures totaling nearly 902,000 square feet, with a replacement value of nearly \$190 million, that is maintained by the General Fund.

## Preserving and Maintaining Existing Assets

Service Category: Public Buildings & Facilities

### Echo Hollow/Sheldon Pool Systems Preservation

**Project Description:** Major repair/replacement of pool water supply piping and gutter drain systems at Echo Hollow and Sheldon pools and stabilization of deteriorating pool shells. Funding requested by FY14, with construction by FY15. The 2004 Facility Condition Report identified approximately \$700,000 for pool shell deck and piping repairs at Echo Hollow Pool as emerging deficiencies. An engineering analysis at Sheldon Pool completed in 2007 identified \$1,151,000 for complete replacement of pool piping, gutter drainage, and treatment systems to current code. Combined figures have been adjusted for inflation.

**Project Status:** *Not Started* - In 2008-13, 2009-14, 2010-15, 2012-17 CIP & MYFP.

#### Estimated Costs (\$ in thousands)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>Total</u>
<b>Funding Not Identified</b>							
<b>Capital</b>							
General	-	-	500	2,000	-	-	<b>\$2,500</b>
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,500</b>

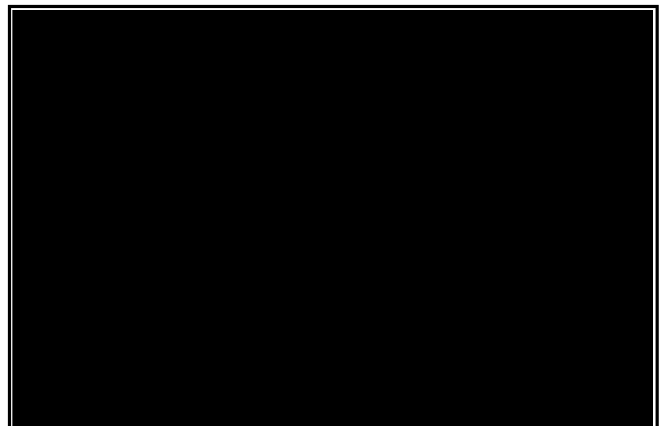
This project is included in the 2012-17 Capital Improvement Program.

**Neighborhood:** Multiple Neighborhoods

**Ward:** Multiple Wards

**Specific Plans/Policies Related to this Project:**

Council Goal - Arts & Outdoors  
Facility Condition Reports  
Financial Management Goals and Policies  
Sheldon Pool Conceptual Master Plan



Echo Hollow Pool

## Preserving and Maintaining Existing Assets

Service Category: Transportation

### Pavement Preservation Program - Funding for Project Backlog

**Project Description:** The 2010 Pavement Management Report listed the City's backlog of needed pavement preservation projects at over \$150 million. In May 2007, the Council Subcommittee on Transportation Funding Solutions recommended a total yearly pavement preservation funding target of \$18 million. Unfunded amount shown is net of local motor vehicle fuel tax revenue, Transportation SDC reimbursement revenue, and 2008 Street Bond revenue. The Street Bond expires in FY14

**Project Status:** *In Progress* - Included in 2008-13, 2010-15, 2012-17 CIP. In 2007-12, 2008-13, 2009-14, 2010-15, 2012-17 MYFP.

#### Estimated Costs (\$ in thousands)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>Total</u>
<b>Funding Not Identified</b>							
<b>Capital</b>							
Pavement Preservation Capital	7,260	7,030	6,660	14,500	14,500	14,500	<b>\$64,450</b>
<b>Total</b>	<b>\$7,260</b>	<b>\$7,030</b>	<b>\$6,660</b>	<b>\$14,500</b>	<b>\$14,500</b>	<b>\$14,500</b>	<b>\$64,450</b>

This project is included in the 2012-17 Capital Improvement Program.

**Neighborhood:** Citywide

**Ward:** Citywide

#### Specific Plans/Policies Related to this Project:

Council Goal - Transportation Initiative  
Pavement Management Program  
TransPlan



Capital pavement overlay project in progress.

## Implementing Adopted Plans or Policies

Service Category: Metro and Community Planning

### Envision Eugene - Technical Work

**Project Description:** The City recently completed the Eugene Comprehensive Lands Assessment (ECLA) project in accordance with HB 3337. That work provided a determination of the city's residential, commercial, industrial and non-economic land supply and estimated land needs over the next 20 years. With that information as its starting point, the Envision Eugene project commenced in 2010. The purpose of Envision Eugene is to develop a comprehensive set of growth strategies to meet the city's 20 year land needs. These strategies will eventually be formally adopted by the City Council. It is expected that many of these strategies will include implementation measures which are projected to be prepared over the coming years. These implementation measures are anticipated to make up a substantial portion of the City's future work programs. While most of this work is expected to be accomplished with existing City resources, there will be a need for substantial technical assistance to develop these future implementation measures. The estimated funding shown in this proposal represents the funding necessary to support those additional technical needs. On May 9, 2011, City Council adopted the Envision Eugene Pillars, Strategies and Tactics document. This will be followed by a distribution and outreach effort, a public hearing and final City Council action scheduled for April, 2011. Technical work in support of Envision Eugene will continue concurrently with this public outreach information effort. The City Manager will return to Council with a recommendation on housing mix. Discussion on potential UGB expansion will follow if necessary. Costs of projects to implement the final Envision Eugene program are not yet known and will be in addition to the technical costs shown here.

**Project Status:** *In Progress* - New in 2012-17 MYFP.

#### Estimated Costs (\$ in thousands)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>Total</u>
<b>Funding Not Identified</b>							
<b>Operating: Program</b>							
General	300	300	300	300	300	-	<b>\$1,500</b>
<b>Total</b>	<b>\$300</b>	<b>\$300</b>	<b>\$300</b>	<b>\$300</b>	<b>\$300</b>	<b>\$0</b>	<b>\$1,500</b>

**Neighborhood:** Citywide

**Ward:** Citywide

**Specific Plans/Policies Related to this Project:**

Envision Eugene

Oregon Revised Statutes (ORS)



Map of City of Eugene showing Urban Growth Boundary.

## Implementing Adopted Plans or Policies

Service Category: Municipal Court

### Jail Bed Additions

**Project Description:** This item will support the addition of 10 ongoing jail beds dedicated for housing Eugene Municipal Court offenders. Costs include leasing 10 beds located within the Springfield Jail facility, contractual court appointed attorney time, contractual city prosecutor time and related staff time. The jail beds will support the Downtown Safety Initiative and associated initiatives for adding police officers. One-time funding of \$350,000 is provided in FY12.

**Project Status:** *Not Started* - New in 2012-17 MYFP.

#### Estimated Costs (\$ in thousands)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>Total</u>
<b>Funding Not Identified</b>							
<b>Operating: Program</b>							
General	-	357	364	371	378	385	<b>\$1,855</b>
<b>Total</b>	<b>\$0</b>	<b>\$357</b>	<b>\$364</b>	<b>\$371</b>	<b>\$378</b>	<b>\$385</b>	<b>\$1,855</b>

**Neighborhood:** Citywide

**Ward:** Citywide

**Specific Plans/Policies Related to this Project:**

Downtown Safety Initiative



The City of Eugene would rent beds in Springfield's new jail, which was opened in February, 2010.

Note: All amounts are in 1,000s.

MYFP Category	Service Category	Title	Description	FY12	FY13	FY14	FY15	FY16	FY17	Grand Total
Continuing Current Services	Emergency Medical / Fire Services	Emergency Medic Unit Additions	Adds one medic additional unit (8 FTE) in FY12 and a second unit (8 FTE) in FY14. The Fire Department has been staffing an additional medic unit during peak times with a crew normally assigned to a fire suppression engine company. The fire engine is out-of-service while the crew is on a medical transport call. Adding capacity equal to 24 hour per day coverage will reduce the number of times the engine crew has to respond on a medic transport call as well as equalize the number of calls per medic daily	1,175	1,210	2,743	2,567	2,644	2,724	13,063
		Relocation of South Hills Fire Station	Purchase of land on the south side of the city to relocate the existing Eugene Fire Station 15. Relocation is necessary due to growth in south Eugene. Relocation will allow Fire Department to respond in accordance with standards of cover.				500			500
	Rescue Vehicle Replacement	Purchase a NFPA 1901 compliant Heavy Rescue vehicle with crew cab seating for 6-8 personnel, plus their gear, on board generator and lights, air compressor for rescue, demolition and construction tools, and full Rescue Equipment complement. Useful life expected to be 20 years. Operating costs and amortized replacement costs are included in estimated costs.	650	100	103	106	109	112	1,180	
	Governmental Services	Equipment Replacement	Increase funding for General Fund & Telecom Fund non-fleet equipment acquisition and replacement. Amounts shown include an expected 50 percent contribution from departments towards department-specific equipment replacement.	772	2,414	1,302	1,110	673	3,673	9,944



MYFP Category	Service Category	Title	Description	FY12	FY13	FY14	FY15	FY16	FY17	Grand Total
Continuing Current Services	Hult / Cuthbert Amphitheater	Hult Center Silva / Soreng Hall Sound System Replacement	Replace Front of House (FOH) sound system in both the Silva and Soreng performance halls. Current systems do not provide coverage throughout the hall. Project also includes relocation of the "sound positions" that are currently located in the audience seating in each performance hall, which block the view of a portion of seats, and renovation of the Silva sound control booth into a box seat.	35	75	250				360
	Human Resource Services	Retiree Health Benefits (OPEB)	Other post employment benefits (OPEB) are benefits other than pension, for retiree health care. Retirees receive an implicit subsidy because their insurance premium is based on pooled claims experience. Retiree claims experience is more expensive than current employee claims experience. Financial accounting standards required recognition of this obligation beginning in FY08. Current unfunded actuarial liability is approximately \$10 million, net of resources set aside to date. Amounts shown reflect amortization of unfunded liability.	800	800	800	800	800	800	4,800
	Youth & Family Recreation Services	After School Programs Continuation Funding	Currently, a portion of the City's after school programs are funded by grants which are scheduled to end. If funding is not identified to continue these programs, they will either have to be eliminated or other resources reallocated affecting other programs.	76	230	319	326	333	339	1,623
Preserving & Maintaining Existing Assets	Parks & Open Space	Park Lighting Renovations	Replace deteriorated direct burial lighting systems at Campbell Center and at parks such as Alton Baker, Maurie Jacobs, Skinner Butte, Washington/Jefferson, Tugman, Washington, and Amazon. These projects are identified as Priority 1 projects in the PROS Project and Priority Plan.				600			600

MYFP Category	Service Category	Title	Description	FY12	FY13	FY14	FY15	FY16	FY17	Grand Total
Preserving & Maintaining Existing Assets	Parks & Open Space	PROS Priority 1 Play Area Renovations	These projects are identified as Priority 1 projects in the PROS Project and Priority Plan. These large-scale restoration projects go beyond available funds appropriated to Preservation and Maintenance. Examples of large-scale playground renovations include Amazon Park, Lincoln School Park, Myra's Greenway and Sladden Park.		180	370	250	250	250	1,300
		PROS Priority 1 Tennis Court Renovations	These projects are identified as Priority 1 projects in the PROS Project and Priority Plan. These large scale restoration projects go beyond available funds appropriated to Preservation and Maintenance. Many tennis courts within the City's inventory can no longer simply be resurfaced, but need to be completely reconstructed. Renovations would include the courts at: Echo Hollow, Westmoreland Park, Washington Park and State Street Park.			250	250	250	250	1,000
	Public Buildings & Facilities	Renovate Park Restrooms	Renovate or replace existing restrooms that have deteriorated with age and use. Examples include the restrooms in Washington-Jefferson Park and Sladden Park.	250	295	295	5	5	5	
Spencer Butte Trail Enhancement		Rebuild trail at the top of Spencer Butte. One of the most popular hiking destinations in the region, the trail route is unclear at the top of the rocky summit, causing wayfinding issues and severe impacts to a valuable habitat.					550			550
		Hult Metal/Glass Roof Repair	Repair pitched roof portion of the Hult Center roof. The pitched roof sections are a complex system of metal panels and glazing. Over the past few years, leaking into the Hult Lobby has been a problem.	250	250	250				750

MYFP Category	Service Category	Title	Description	FY12	FY13	FY14	FY15	FY16	FY17	Grand Total
Achieving Efficiencies or Long Term Cost Savings	Information Technology Service	Consolidated Server Storage: Research & Analysis	Funding to research, analyze and recommend consolidated storage technology and strategy. City servers and disk storage are typically bought on a per-project or per work unit basis, resulting in underutilized servers and unmanaged storage growth, putting a strain on server administration, backup and disaster recovery. Server virtualization will ultimately allow maximize untapped server capacity by consolidating multiple servers into Virtual Machines. Goals are lower long term cost, sustainable growth in storage and server capacity, reliable backup and disaster recovery strategies.	250	250					250
Implementing Adopted Plans or Policies	Capital	Eugene Depot Phase 3	The Depot Phase 3 project is the City's portion of an estimated \$17.3 million project to provide a layover facility for Amtrak trains. Eugene's portion would be construction of an expanded raised passenger platform and passenger loading area with new safe surface, covered seating, lighting etc. Amtrak's portion is construction of a siding to allow a passenger train to over-night at the Depot, and the installation of switching and relocation of the main and yard lines at the Depot to allow loading and servicing of 2 passenger trains without blocking main line or yard access.	3,800						3,800
	Community Arts & Services	Cultural Policy Review Recommendations	In 2005, a Cultural Policy Review identified goals and strategies to strengthen this sector, define the City's future role in support of local arts and culture, and identify potential community partners. In July 2007, the City Council endorsed the report's recommendations and directed the City Manager to initiate implementation and identify funding for strategies.	275	200	200	200	200	200	1,275

MYFP Category	Service Category	Title	Description	FY12	FY13	FY14	FY15	FY16	FY17	Grand Total
Implementing Adopted Plans or Policies	Community Centers	Willow Creek / Churchill Aquatic and Community Center	Construction and operation of a 40,000 square foot community center and aquatics facility in southwest Eugene.					20,000	1,950	21,950
	Emergency Medical/Fire Services	Command Training Center	Constructing, equipping and operating the Command Training Center that will include Battalion chief prop, control station, simulation center software, EOC prop, and model city, Fire driving simulator and Fire & EMS simulations. The Center will promote a safer operating environment, operational consistency in the emergency environment, increased adherence to procedures & protocols, increased efficiency, proficiency & service effectiveness.		2,627	130	134	143	147	3,181
	Emergency Medical / Fire Services	Fire Stations: Land Purchase - New West Side Station	Purchase land on the west side of the city to construct a new fire station to serve the growing Greenhill, Willow Creek areas and the area between Roosevelt Boulevard and West 11th.				500			500
		Fire Training Props Development	Complete construction of training props at the Drill Field on Public Safety campus at 2nd & Chambers. Prop additions that are currently being discussed include a warehouse loading dock and a South Hills house prop.	250	250					500
	Fleet & Radio Communications	Fleet Maintenance Facility	Replace the existing fleet maintenance facility with a 40,000 sq. ft. facility that will meet safety requirements. The existing facility does not meet earthquake safety or confined space federal requirements.		20,000	41	42	43	43	20,169

MYFP Category	Service Category	Title	Description	FY12	FY13	FY14	FY15	FY16	FY17	Grand Total	
Implementing Adopted Plans or Policies	Metro & Community Planning	Envision Eugene - Projects	The purpose of Envision Eugene is to develop a comprehensive set of growth strategies to meet the city's 20 year land needs. Once planning and technical work is completed there may be opportunities for projects to implement the final Envision Eugene program. This item is a placeholder because these projects have not been identified and their costs are not yet known.	Placeholder							
	Municipal Court	Municipal Court and Prosecution Staffing	Adds 4.0 FTE personnel for Municipal Court, 1.5 FTE Prosecution staff, and incremental funding for contract jail bed space, judicial, defense and prosecution services over six years. This is a companion to proposed increase of 30 police patrol officers. Additional EPD Patrol Officers increase workload activity proportionally for Municipal Court and Prosecution services.	180	250	435	470	645		1,980	
	Parks & Open Space	Alton Baker Canoe Canal Renovation	Restore canoe canal, ponds, and development of related park facilities. Improvements would include improving conditions for paddling in the canoe canal, increasing shading of the canoe canal to reduce water temperatures, reducing bacteria in the canoe canal to improve water quality, enhancing habitat conditions for spring Chinook salmon, improving boating access and providing path improvements, and renovating landscaping. The project will be planned, permitted, and engineered through 2013. The project will be implemented in phases beginning in 2014.	102	306	510	2,040	2,040		4,998	
		Complete ADA Park Improvements	Improve park paths, playgrounds, ramps, gates, benches, tables and other amenities to improve accessibility and comply with the requirements of the Americans with Disabilities Act (ADA).		310					310	

MYFP Category	Service Category	Title	Description	FY12	FY13	FY14	FY15	FY16	FY17	Grand Total
Implementing Adopted Plans or Policies	Parks & Open Space	Develop Water Play Features	The first phase will include reviewing closed wading pools and assessing needs for replacing them with water play features or other park facilities, identifying neighborhoods with highest need for water play facilities, and developing preliminary designs. Subsequent phases will include construction of new water play features and may include other redevelopment approaches to closed pools based on assessment of need.	30	120	200	200	250		800
		Ferndale Park Development	Develop, operate and maintain new 4.5 acre park. Improvements may include walkways, children's play area, habitat enhancement, turf and landscaping. Ferndale Park is located in the Santa Clara area of Eugene on Ferndale Dr., west of River Road at the intersection with River Loop 1.					796	40	836
		PROS Priority 1 Neighborhood Park Renovations	These projects are identified as Priority 1 projects in the PROS Project and Priority Plan. These large scale restoration projects at older parks go beyond available funds appropriated to Preservation and Maintenance. An example of a park in need of this level of renovation is Charnel Mulligan Park.				420	390	490	1,300
		PROS Priority 2 Projects	These projects are identified as Priority 2 projects in the PROS Project and Priority Plan. These large scale restoration projects go beyond available funds appropriated to Preservation and Maintenance. Examples of large scale renovations include renovation of park irrigation systems, implementation of habitat management plans, and replacement of pedestrian bridges along Amazon Creek.			1,000	1,000	1,000	1,000	4,000

MYFP Category	Service Category	Title	Description	FY12	FY13	FY14	FY15	FY16	FY17	Grand Total
Implementing Adopted Plans or Policies	Parks & Open Space	Ridgeline Trail Enhancement	Add new trails and trailhead kiosks on existing Ridgeline Park properties, including at Wild Iris Ridge, East Ridgeline Extension, and between the Mt. Baldy and Dillard West trailheads. All three projects are key elements in implementing the Ridgeline Area Open Space Vision and Action Plan and the Rivers to Ridges Vision and Strategies Plan. Ridgeline Trail development is also listed as a Priority 3 project in the Parks, Recreation, and Open Space Project and Priority Plan.	5	92	413	425	106	4	1,045
		Royal/Danebo Park Development (Grasshopper Meadow)	Develop 2 acre neighborhood park site. Improvements may include walkways, children's play area, turf and landscaping.						448	448
	Police Services	Downtown Public Safety Station	When the Police Department moves to 300 Country Club Road, a downtown storefront public safety station will be needed. The development of a downtown Lane Community College (LCC) building is in process and discussions concerning the inclusion of a public safety station are continuing.	Placeholder						
		Police Special Operations Facility	Renovate existing Lincoln Yard facility to improve functionality for Police Special Operations. The City Hall Master Plan does not include space in City Hall for property storage and lab facilities or for Special Operations equipment and facilities. It is assumed that the Garfield Police Building would continue to house the property storage and lab functions. However, the Lincoln Yard facility used by Special Operations still needs to be upgraded.	1,000	20	20	20			1,060

MYFP Category	Service Category	Title	Description	FY12	FY13	FY14	FY15	FY16	FY17	Grand Total
Implementing Adopted Plans or Policies	Police Services	Police Staffing Initiative: Patrol Staffing	Adds 30 Officers in Patrol, 6 Detectives, and 22 civilian staff (includes CSO's, Communications Center and Records Staff) over six years. These are the general staffing needs identified through the ICMA / PERF review and the completed strategic planning process. This project is associated with the Municipal Court staffing item.	1,812	3,001	4,150	5,502	6,896	8,342	29,703
		Police Staffing Initiative: Police Supervisory and Administrative Support	Add sworn supervisors to coincide with increase to number of Officers; adds 6 Sergeants and 6 Lieutenants over six years. Also adds 3 FTE Civilian Management staff over six years. Includes purchase and operation of vehicles for new sworn supervisors and Patrol and Operations Support staff to meet current need. Also includes annual radio maintenance and systems costs.	865	1058	1,479	1,793	2,241	2,579	10,015
	Public Buildings & Facilities	Laurelwood Golf Course Maintenance Building	Replacement of Laurelwood Golf Course Maintenance Building, needed due to age, structural condition and code problems. Includes relocation of equipment and functions, demolition, construction, and ongoing major maintenance.	103	303	3	3	3	3	418
		City Hall – Future Phases	This is a placeholder for completion of a potential multi-phased project to eventually house all downtown City services in a consolidated City Hall on the current site.	Placeholder						
	Transportation	Fairmount Neighborhood Traffic Calming	Placeholder for mitigation measures that address the impacts likely to occur to the Fairmount neighborhood as a result of development within the Walnut Station Special Area Zone. Mitigation measures will be based on update of the 2006 Agate Street and Fairmount Neighborhood Traffic Calming Study.	Placeholder						



## Additional MYFP Items

MYFP Category	Service Category	Title	Description	FY12	FY13	FY14	FY15	FY16	FY17	Grand Total
Implementing Adopted Plans or Policies	Transportation	Railroad Quiet Zone	Placeholder for safety improvements and changes to the railroad crossings to obtain a regulatory Quiet Zone from the Federal Railroad Administration. Potential safety improvements at individual crossings include quad gates, median or channelizing islands, and/or conversion of the street to one way. Total project cost could range from \$800,000 to \$5 million.	Placeholder						
		Walnut Station Mixed Use Transportation Improvements	Placeholder for transportation improvements and improvements to the Millrace. Includes redesign of Franklin Boulevard between Onyx and Walnut Streets to support pedestrian and transit-friendly mixed use development, redesign and potential realignment of side streets to improve safety, operations, parking capacity and the appearance of streets within the Walnut Station area, and improvements to the pedestrian and bicycle circulation system in the Walnut Station area.	Placeholder						
Improved or Expanded Services Not Part of an Adopted Plan	Library	Downtown Library 4th Floor Remodel	The Downtown Library has seen significant growth in patrons since its opening. This may necessitate utilizing the fourth floor as public space. Also, planning is currently taking place on downtown City employee space needs as they relate to existing facilities and City Hall. These two events make it prudent for LRCS to anticipate one-time costs associated with retrofitting the space for public use as well as on-going facility and program costs.	1,250	85	87	88	90	1,600	
		Homeless Initiative	Placeholder for funding action plan items tied to the City Council priority issue to help the homeless in Eugene. The economic crisis is having a marked negative impact on homelessness in this community and options will be considered by both the Homeless Action Planning Team and the Human Services Commission.	Placeholder						