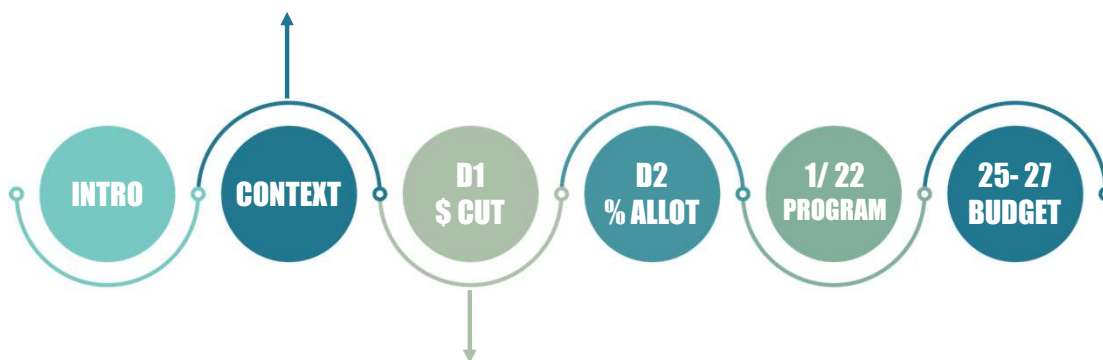


Council Budget Priorities Workshop – Part 1

City Council
January 15, 2025

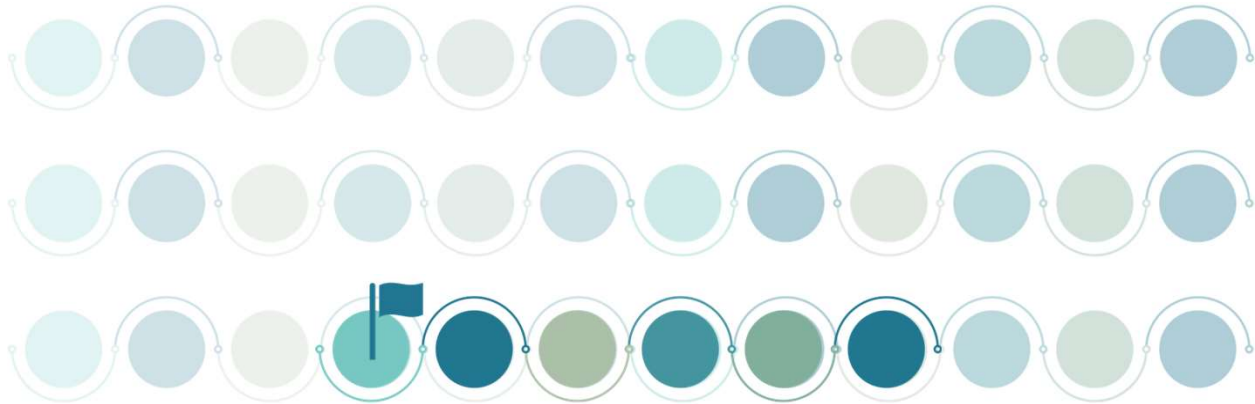
1

Today's Approach



2

Context – Our Path To Today

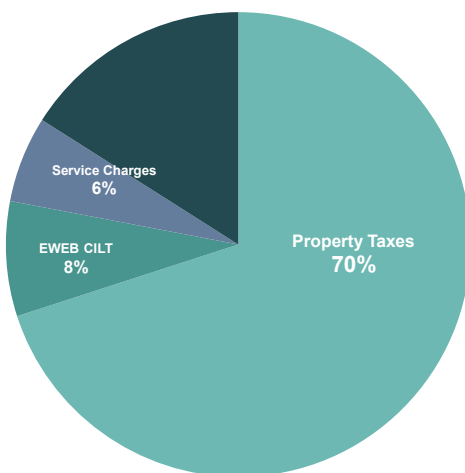


3

Context – General Fund



Top 3 revenue types represent more than 80% of General Fund revenues



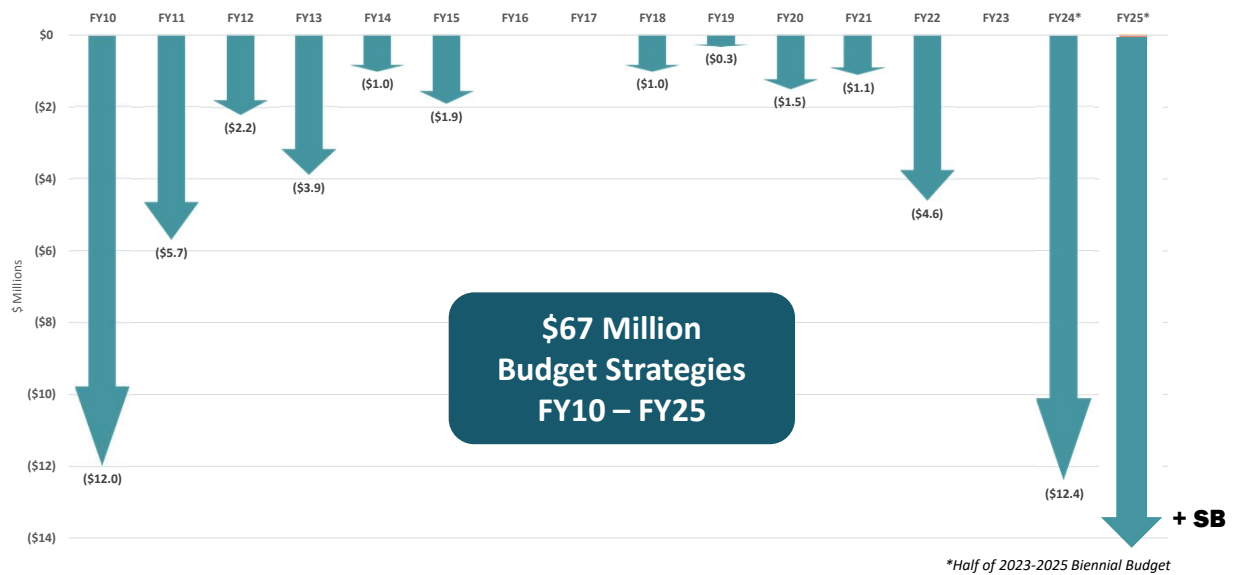
Revenue Type	Average Annual Growth FY20 - FY23
Property Taxes	+3.9%
EWEB CILT	+0.6%
Service Charges	-0.4%
ALL REVENUE TYPES	+2.7%

Note: Excludes one-time ARPA funds and one-time State homelessness response funds

All Expense Types <u>INCLUDING</u> Expenditures of One-Time Funds	+/- 5.1%
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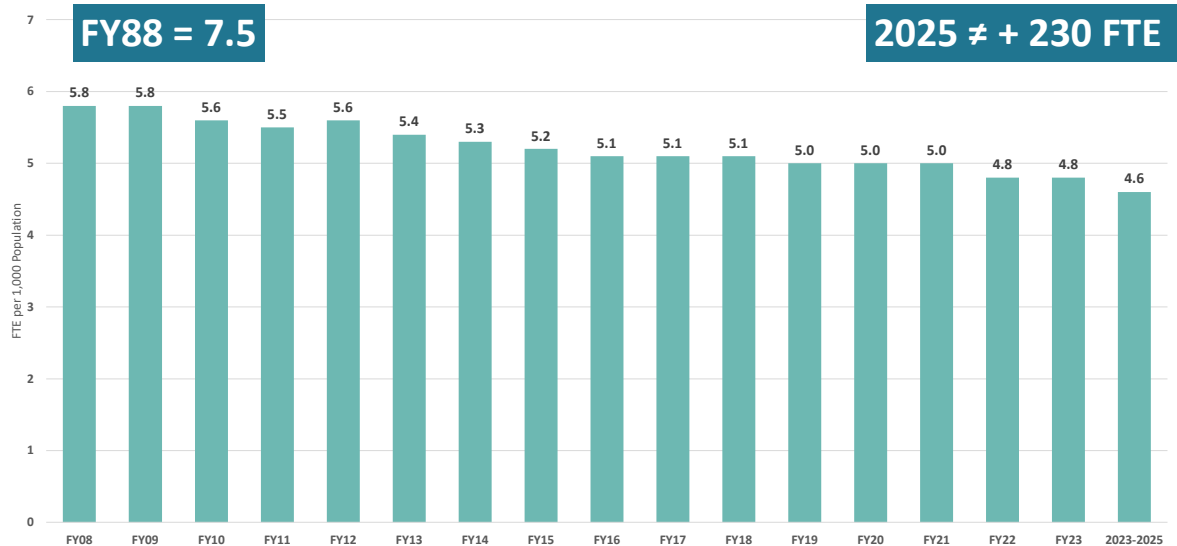
4

Context – GF Cuts Over Time



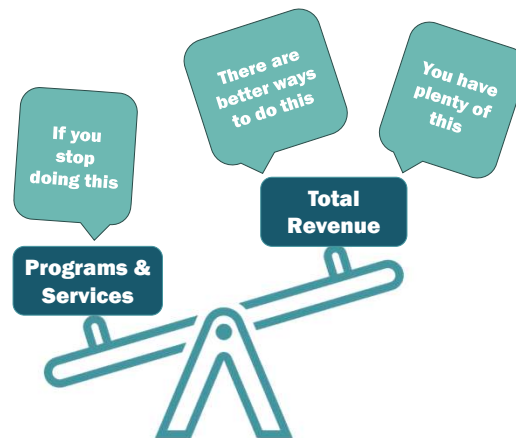
5

Context – GF Employees Over Time



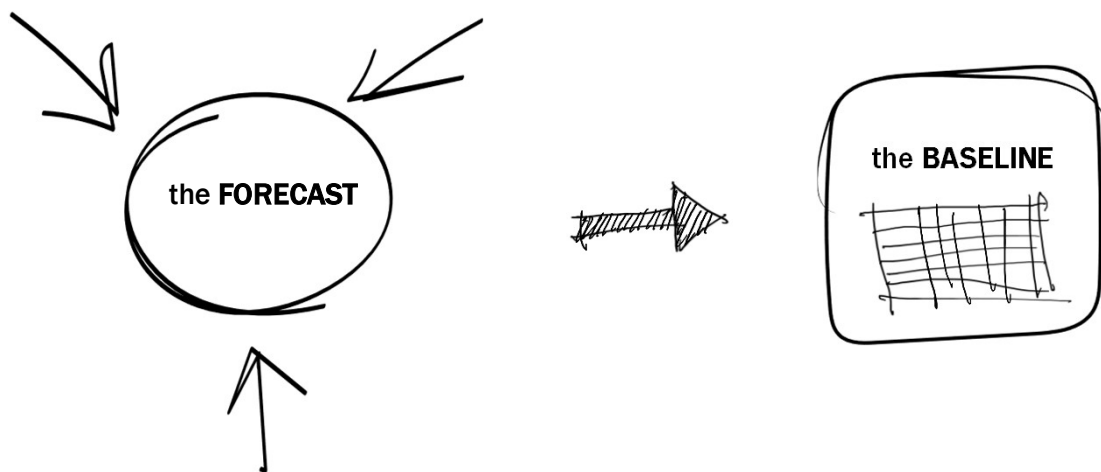
6

Context – Feedback



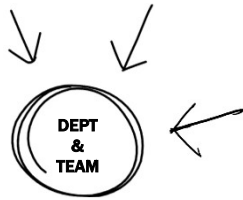
7

Context – Budget Development



8

Context – Budget Development



PRIORITY ANALYSIS:

- City Council Vision & Goals
- Council Adopted Strategic Plan
- Previous Council Direction/Plans
- Community Survey
- Financial Policies
- Service Reviews
- Legal Requirements
- External Factors
- And,



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Context – Budget Development



Proposed
Budget



ADOPTED
BUDGET

10

Context – Budget Development



City of Eugene
2023-2025
 Adopted Biennial Budget



Sarah Medary, City Manager



> \$20 M

CUTS TO SERVICE

- Ongoing
- **One Time**

\$5 M

REALLOCATION

- Downtown Safe/Clean
- Public Spaces
- Alternative Response

\$8.3

NEW REVENUE PLUG

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Context – Budget Development



PROCESS IMPROVEMENTS

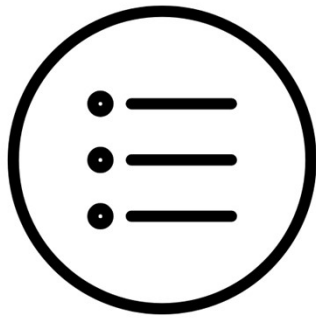
Community Surveys
 Council Goals and Strategic Plan

Program Based Budget
 Shift to Biennium
 Long Range Financial Planning

Alternative Response
 Fire Governance and Costs
Central Business Review
LRCS Review

12

D1 – Info In Packet



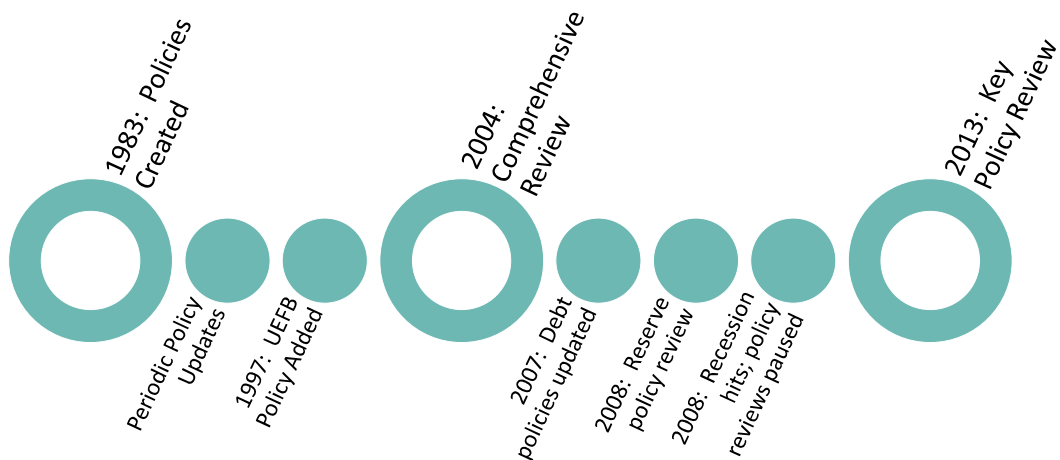
Revenue Advisor Memo

Financial Policies

Program Inventory

13

D1 – Financial Policy History



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D1 – 1992 Service Priorities



Service Level 1 – Preserve the Public Safety System, which includes police, fire and emergency services, Municipal Court, and the Intergovernmental Human Services program.

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

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.

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

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 service.

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D1 – General Fund Target



General Fund Target	Annual Impact
Structural Gap – Fall 2024	\$ 6,900,000
EPD Vacancy	1,000,000
PDD Mandate	500,000
Affordable Housing Trust Transfer	500,000
Facility Transfer	900,000
Base Gap	\$ 9,800,000
Human Services Commission Transfer	940,000
Neighborhood Service Officers	600,000
Animal Services	200,000
Base Gap + At Risk Areas	\$11,500,000

Motion:

Move to direct the City Manager to bring back \$X [\$11.5/\$9.8/other] million in potential budget reduction strategies to address the General Fund gap.

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D2 – Program Allocations



Department	Biennial Program Costs	% GF Funded	General Fund (GF) Portion	Department GF %
Central Services	202,694,000	19%	39,219,000	15.0%
Fire	93,906,000	74%	69,837,000	22.4%
Library & Recreation	91,221,000	59%	54,052,000	16.2%
Planning & Development	84,279,000	25%	21,401,000	6.2%
Police	164,175,000	78%	128,310,000	37.5%
Public Works	175,737,000	5%	9,321,000	2.6%
Cross Departmental	80,418,000	43%	34,558,000	
Totals	\$892,430,000	40%	\$356,698,000	

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D2 – Allocation of Budget Reductions



Department	GF Budget (%)	\$9.8M Reduction	\$11.5M Reduction
Central Services	15.0%	1,473,000	1,730,000
Fire	22.4%	2,194,000	2,574,000
Library & Recreation	16.2%	1,588,000	1,863,000
Planning & Development	6.2%	606,000	711,000
Police	37.5%	3,679,000	4,317,000
Public Works	2.6%	260,000	305,000
Totals		9,800,000	11,500,000

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D2 – Program Areas by Dept



Central Services GF Programs	Biennial Program Costs	% GF Funded	GF Portion of Costs
General Case Processing	7,384,000	83%	6,130,000
City-wide Executive Leadership	3,444,000	99%	3,426,000
Equity and Engagement Consulting	2,708,000	100%	2,708,000
Downtown Maintenance	3,148,000	74%	2,322,000
Jail Management	4,245,000	53%	2,264,000
Construction Project Management	4,581,000	45%	2,060,000
Police Auditor	2,003,000	100%	2,003,000
Spay and Neuter Clinic	1,966,000	100%	1,966,000
Central Services Department Executive Leadership	1,719,000	99%	1,706,000
General Counsel Legal Services and Advice	1,776,000	95%	1,693,000
PeopleSoft Management	6,843,000	23%	1,582,000
Financial Audit	1,341,000	100%	1,341,000
Prosecutorial Intake, Review, Arraignments, and Trial Ready Status	2,292,000	57%	1,315,000
Legal Document Preparation	1,256,000	100%	1,256,000
Intergovernmental Relations	1,187,000	100%	1,187,000
City Council Meetings and Advisory Bodies	1,079,000	100%	1,079,000
Administrative and Judicial Legal Proceedings	759,000	94%	713,000
Victim Services	529,000	100%	529,000
Treasury Services	499,000	100%	499,000

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D2 – Program Areas by Dept



Central Services GF Programs	Biennial Program Costs	% GF Funded	GF Portion of Costs
Employee Benefits and Wellbeing	86,193,000	1%	475,000
Risk Claims	16,458,000	3%	451,000
Policy Research, Strategic Planning, and Performance	374,000	100%	374,000
Facility Maintenance	10,108,000	3%	303,000
Diversion/Probation Monitoring	407,000	71%	289,000
IT Asset and Service Management	6,764,000	3%	204,000
Prosecution Services at Municipal Specialty Courts	361,000	47%	169,000
Probation and Diversion	303,000	51%	156,000
Community Court	2,482,000	6%	149,000
Cybersecurity	1,411,000	11%	149,000
Custodial Cleaning Services	6,775,000	2%	120,000
Mental Health/Specialty Dockets	762,000	15%	114,000
Mayor and City Council Leadership	95,000	100%	95,000
Network Infrastructure	9,077,000	1%	68,000
Intergovernmental Tribal Relations	58,000	100%	58,000
Sister Cities	57,000	100%	57,000
Payroll Tax	1,858,000	3%	53,000
Civil Litigation Defense Counsel	376,000	14%	53,000
Telecommunications	1,799,000	2%	37,000
Legal Training	59,000	61%	36,000
Appeals from Municipal Court	139,000	20%	28,000
Utility Management	8,019,000	0%	2,000
Totals	\$202,694,000	19%	\$39,219,000

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D2 – Program Areas by Dept



Fire GF Programs	Biennial Program Costs	% GF Funded	GF Portion of Costs
Fire Response	60,115,000	91%	54,855,000
Fire Operations Logistics	6,556,000	81%	5,332,000
Emergency Medical Services	13,388,000	17%	2,297,000
Fire Operations Training	2,471,000	93%	2,295,000
Fire Code Enforcement	1,787,000	78%	1,397,000
Fire Investigations	1,054,000	97%	1,021,000
Hazmat Response	806,000	100%	806,000
Fire Hydrant	676,000	97%	657,000
Medical Operations Training	480,000	63%	304,000
Water Rescue	264,000	100%	264,000
Toxic Rights	233,000	100%	233,000
Technical Rescue	160,000	100%	160,000
Ambulance Billing	1,080,000	7%	72,000
Fire Incident Prevention and Mitigation	429,000	16%	70,000
Fire Plan Review	1,001,000	5%	53,000
Aircraft Rescue and Firefighting	3,406,000	1%	21,000
Totals	\$93,906,000	74%	\$69,837,000

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D2 – Program Areas by Dept



Library, Recreation, & Cultural Services GF Programs	Biennial Program Costs	% GF Funded	GF Portion of Costs
Youth and Family Recreation	12,943,000	84%	10,869,000
Library Resource Access for All	14,256,000	76%	10,857,000
Library Community Enrichment	13,600,000	74%	10,030,000
Aquatics	10,479,000	86%	8,997,000
Senior Recreation	4,738,000	80%	3,769,000
Library Public Spaces for All	4,996,000	74%	3,703,000
Adaptive Recreation	2,365,000	94%	2,227,000
Athletics	1,775,000	97%	1,728,000
Community and Cultural Affairs	1,700,000	49%	828,000
Downtown Pavilion	1,191,000	51%	608,000
Public Art	1,605,000	15%	239,000
Live Arts and Entertainment Venues	21,573,000	1%	197,000
Totals	\$91,221,000	59%	\$54,052,000

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D2 – Program Areas by Dept



Planning and Development GF Programs	Biennial Program Costs	% GF Funded	GF Portion of Costs
Land Use Application	4,259,000	89%	3,777,000
Parking and Curbside	8,977,000	34%	3,046,000
Social Service Partner Support	4,533,000	61%	2,779,000
Downtown/Urban Development	10,304,000	27%	2,750,000
Community and Comprehensive Planning	2,537,000	98%	2,475,000
Job Creation and Economic Prosperity	4,281,000	33%	1,413,000
Affordable Housing	25,008,000	6%	1,391,000
Growth Management	1,075,000	93%	1,002,000
Land Use Code Improvement	894,000	95%	849,000
Market Rate and Moderate Income Housing	1,043,000	77%	807,000
Business Licensing	654,000	74%	483,000
Parking Structure	6,959,000	3%	238,000
Development Inspections	7,118,000	2%	172,000
Recycling, Organics, and Landfill Diversion	3,216,000	2%	78,000
Rental Housing Code Regulation	1,678,000	4%	71,000
Commercial Property Lease Management	1,743,000	4%	70,000
Totals	\$84,279,000	25%	\$21,401,000

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D2 – Program Areas by Dept



Police GF Programs	Biennial Program Costs	% GF Funded	GF Portion of Costs
Police Patrol	82,552,000	78%	64,581,000
Police Investigations	23,275,000	98%	22,870,000
911 Communications	25,293,000	67%	16,970,000
Police Records	7,836,000	94%	7,334,000
Police Operations Support	13,857,000	41%	5,711,000
Police Leadership and Governance	5,604,000	91%	5,088,000
Police Training	3,553,000	100%	3,551,000
Animal Welfare	2,205,000	100%	2,205,000
Totals	\$164,175,000	78%	\$128,310,000

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D2 – Program Areas by Dept



Public Works GF Programs	Biennial Program Costs	% GF Funded	GF Portion of Costs
Developed Park Maintenance	9,960,000	25%	2,516,000
Sustainability	1,348,000	97%	1,310,000
Park Safety	3,677,000	33%	1,205,000
Capital Improvement	27,390,000	2%	646,000
Shared-Use Path and Trail System	1,388,000	42%	579,000
Parks Long-Range Planning	1,025,000	39%	395,000
Parks Engagement and Stewardship	1,511,000	26%	389,000
Geographic Information Systems	3,701,000	9%	320,000
Public Right-of-Way Surface Cleaning	8,698,000	3%	260,000
Stormwater Public Outreach	1,793,000	14%	243,000
Transportation Public Outreach	1,267,000	18%	222,000
Transportation Planning	4,412,000	4%	197,000
Land Acquisition	791,000	19%	152,000
EUG Airport Terminal	12,579,000	1%	149,000
Stormwater Public Piped and Vegetated System Maintenance	7,673,000	2%	143,000
Natural Stormwater Systems	1,530,000	8%	124,000
Wastewater Treatment Plant Operations	18,064,000	1%	118,000
Wastewater and Stormwater Utility Administration	6,685,000	1%	99,000

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D2 – Program Areas by Dept



Public Works GF Programs	Biennial Program Costs	% GF Funded	GF Portion of Costs
Fleet Maintenance	11,420,000	1%	94,000
Fleet Replacement	16,328,000	1%	94,000
Wetland Mitigation Bank	971,000	2%	20,000
Stormwater Permitting and Compliance	3,732,000	0%	15,000
Wastewater System Pollution Prevention	1,529,000	1%	15,000
Streets and Pedestrian Way Maintenance	8,204,000	0%	6,000
Utility Locates	7,394,000	0%	6,000
Wastewater Collection System	9,463,000	0%	3,000
Privately Engineered Public Improvement (PEPI)	3,204,000	0%	1,000
Totals	\$175,737,000	5%	\$9,321,000

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D2 – Cross Departmental Programs



Departments	Cross-Departmental GF Programs	Biennial Program Costs	% GF Funded
CS - Police - PW	Accounts Payable	6,568,000	77%
CS - PW	People, Culture, and Development	4,126,000	88%
CS - Police - PW	Budget Development	3,749,000	77%
Fire - Police	Alternative Response	2,820,000	86%
CS - Police - PW	Financial Analysis	3,809,000	57%
CS - Police - PW	Recruitment	2,785,000	72%
CS - PDD	Homeless Services	5,391,000	37%
CS - Fire - PDD - Police - PW	Payroll	2,108,000	72%
CS - Police - PW	Labor Relations, Workforce Relations, and Compliance	1,768,000	85%
CS - Fire	Public Safety & Justice (PSJ) IT	7,112,000	19%
CS - Police	Purchasing	1,404,000	95%
PDD - PW	Code Compliance	3,498,000	36%
CS - PW	Public Information, Media and Community Relations	1,224,000	95%
CS - LRCS - PW	Financial Reporting	1,297,000	84%

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D2 – Cross Departmental Programs



Departments	Cross-Departmental GF Programs	Biennial Program Costs	% GF Funded	GF Portion of Costs
CS - Fire - PW	Accounts Receivable	1,437,000	67%	960,000
CS - LRCS - Police - PW	Personnel Data	1,161,000	71%	826,000
CS - Police - PW	Contract Management	2,574,000	29%	744,000
CS - PW	City Recorder's Office	774,000	90%	700,000
CS - PW	IT Service Desk	6,698,000	10%	657,000
CS - Police - PW	Procurement Card	743,000	70%	517,000
CS - Police - PW	Data and Database Management	1,609,000	16%	258,000
PDD - PW	Development Permits and Plan Review	14,116,000	1%	199,000
CS - PW	Employee Safety	814,000	18%	150,000
CS - PDD	Parking Case Processing	914,000	9%	83,000
CS - PW	Emergency Management	1,919,000	2%	46,000
Totals		\$80,418,000	43%	\$34,558,000

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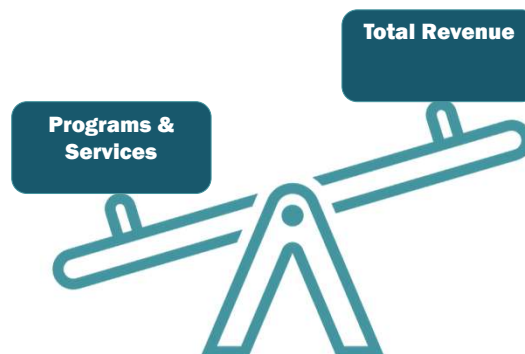
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Public Works	2.6%	260,000	305,000
Totals		9,800,000	11,500,000

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D2 – Reduction Target By Service



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D2 – Reduction Target By Service



Department	Current GF %	Target GF %
Central Services	15%	
Fire and EMS	22.4%	
Library, Recreation & Cultural Services	16.2%	
Planning & Development	6.2%	
Police	37.5%	
Public Works	2.6%	

Move to allocate the \$___million across City departments and services based on the current proportional share of the General Fund of each department.

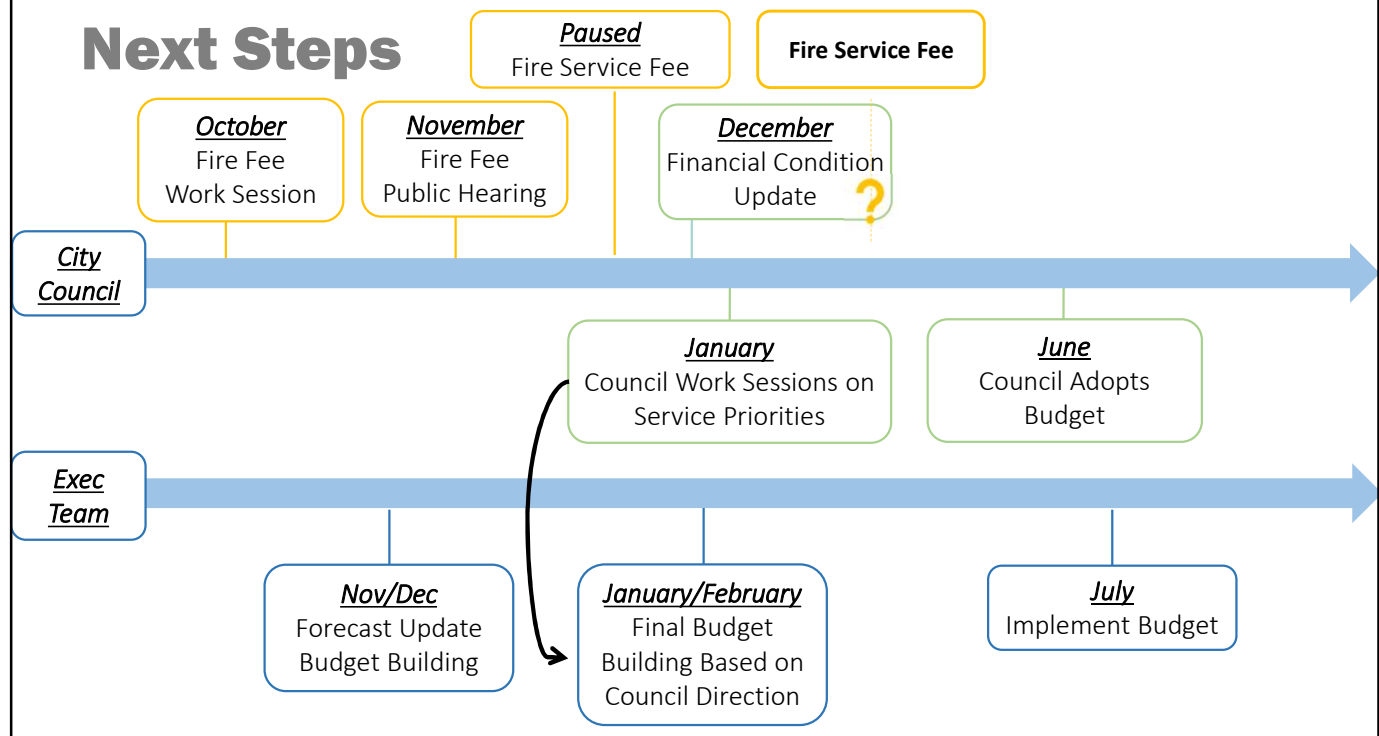
OR

Move to allocate the \$X million across City departments and services as follows:

- _____ % Central Services
- _____ % Fire and EMS
- _____ % Library, Recreation & Cultural Services
- _____ % Planning & Development
- _____ % Police
- _____ % Public Works

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Next Steps



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1/22 – Next Steps



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