City of Medford
Parks and Recreation Department
Interoffice Memo

TO: Rich Rosenthal, Assistant Director – Recreation & Administration
Greg McKown, Assistant Director – Parks & Facilities Management
Jennifer Sparacino, Office Administrator
Tim Stevens, Park Maintenance Supervisor
Daniel Fumasi, Interim Facilities Management Supervisor
Pete Young, Park Planner
Whitney Dennis, Office Technician
Angela Durant, Grants Coordinator

FROM: Brian Sjothun, Director

SUBJECT: 2015-17 Biennial Budget Message and Instructions

DATE: December 16, 2014

This memorandum will serve as the initial guide in preparing and submitting for consideration our department's 2015-17 biennial budget requests. Additional information and forms will be presented at the budget kick-off meeting scheduled for December 30, 2014 at 10:00am within Room 5 of the Santo Community Center.

This written directive will also provide documentation in regards to the following CAPRA Standards for budget development and assignment of authority:

5.2.1 Authority and Responsibility for Fiscal Management
5.4 Annual Budget★
5.4.1 Budget Development Guidelines
5.4.2 Budget Recommendations

Director's Message

The 2015-17 biennial budget process will be a very interesting process to say the least. With many new city-wide initiatives, the completion of public safety facilities, increased reported crime and addressing the homeless issue will be front and center during this process. There has already been overtures by Human Resources, Planning, Finance, Fire and Police that additional resources are needed in order to meet the demands of these initiatives and to keep the community safe.

Operation Care is a great program that is coordinated by Police with assistance from all departments. However the loaded question regarding what the spending priorities are for the community continues to place emphasis on Police and Fire. This will not change and I agree that there are additional Police resources needed to address many of the issues within the downtown core and our parks regarding the homeless issue.

As always, we'll continue to provide the best service possible to the community along with our internal/external customers with the resources provided. Here is a list of items in addition to those previously mentioned that I view as being factors during the budget process:

1. PERS – This has stabilized due to the current market, but is still a major source of concern for our policy makers.
2. Insurance Increases – Again an issue with many of our policy makers.
3. Contracting for Services
4. City Utility Fees – Costs charged to our budget along with reluctance with current policy makers to increase for future needs
5. Increased Internal Costs – This is via in-direct cost allocations and monthly charges without services for fleet maintenance
6. Internal Trainings – There could be a push to have each department drastically reduce their training and conference budgets in order to support an internal training program
7. Prioritization of Needs and Wants
8. Preservation of Current City Assets
9. Internal Perceptions – We can continue to take on items without the necessary staffing and resources

As in the past five budgets, we need to think strategically in developing department requests based on the following priorities:

A. Continue to budget for capital improvement projects that will extend the life of our assets and facilities. This would include both park and city-wide facilities with an emphasis on items we have budgeted for in the past and city commissioned studies
    a. Holmes Park Tennis Courts
    b. Pedestrian/Bicycle Path Renovations
    c. Completion of Public Safety Facilities
    d. Priority List of City Department CIP Requests
    e. Irrigation Control Replacement
    f. Playground Replacements
    g. Parking Lot Maintenance

B. The department should continue to replace vehicles and equipment through Capital Outlay requests in the levels that have been achieved in previous budget requests. Replacing our fleet has been a long process and we are able to justify the replacements in order to reduce overall operational costs. However, replacement of vehicles will not be considered by my office unless a complete Vehicle Replacement Plan is developed as part of this biennial budget process. This plan should update CAPRA Standard 7.6 – Fleet Management Plan.

C. Materials & Services request must reflect the current biennium budget levels. With little to no increase in general fund revenues. Any increase requests will need to be supported either through additional programming revenue or strong and defendable justification to City Management.

D. City Utility Fees will need to be properly budgeted in this biennial budget request. These fees have had a major impact on our maintenance budgets and there are scheduled increases in July 2015 and 2016 that will require additional resources.

E. Requests for full-time positions will only be considered if there is revenue and/or reductions in order to cover all the costs associated with that position. The exception will be within the Facilities Maintenance Division, as the request for additional personnel and supplies to maintain the new Police Station will be part of our request without reducing services within this division.

F. The Capital Improvement Plan for parks will reflect a reduction in building new or expanding existing facilities. We simply don't have the resources to take on any additional parks outside of completing Kennedy Park and possibly Oregon Hills Park. This could be mitigated with the creation of an additional Zone Maintenance Team, but funding will need to be creative in order to make this work.

G. Budget requests must also be able to address items assigned to our department within the updated City of Medford Strategic Plan. The following goals and action items are the emphasis for requests along with reporting outcomes:

<u>Goals</u>

1. Safe Community
2. Healthy Economy
3. Quality Public Services
4. Responsive Leadership

<u>Objectives</u>

- Objective 1.5 – Action 1.5e (page 10)
- Objective 4.1 – Action 4.1a-4.1f (page 19)
- Objective 5.2 – Actions 5.2a & 5.2c (page 25)
- Objective 6.1 – Actions 6.1b & 6.1c (page 26)
- Objective 6.4 – Actions 6.4a & 6.4b (page 29)
- Objective 8.1 – Actions 8.1a,b,c (page 33)
- Objective 8.2 – Action 8.2a (page 34)
- Objective 8.3 – Actions 8.3a & 8.3b (page 35)
- Objective 12.3 – Actions 12.3a & 12.3b (page 46)
- Objective 13.2 – Action 13.2a (page 50)
- Objective 14.4 – Action 14.4a & 14.4b (page 52)

H. Budget requests must also reflect outcomes related to the following department specific plans:

   a. Leisure Services Plan
   b. Department Strategic Plan
   c. CAPRA Specific Operational and Procedures
   d. Eastwood Cemetery Management Plan
   e. Prescott Park Management Plan

I. The continuation of providing exceptional programming and maintenance at U.S. Cellular Community Park. This would include budgeting for items to maintain the facility at a level that have been previously discussed.

J. Funds will continue to be budgeted within the Administration Division for accreditation and membership fees to both NRPA and ORPA for the entire department.

There will be many other items for which direction will need to be provided for those of you preparing budget requests. Please feel free to contact me for such direction during the process.

I feel extremely fortunate to work with such professionals and have the utmost confidence that each of you will be able to develop budget requests that reflect the overall goals and mission of the department and City. I also look forward to reviewing the creativity that all of the division's will utilize in developing specific budget requests.

Budget Development Authority and Responsibility

The following is an outline assigning authority and responsibility for development of the 2015-17 Parks & Recreation Department biennial budget:

- Brian Sjothun – Director
  - Authority
    - Final approval of all department budget requests
    - Member of Executive Management Team for review of budgets
    - Presenter of budget request to Budget Committee
  - Responsibility
    - Development and review of division 5201, Fund 15 CIP's and revenue

- Rich Rosenthal – Assistant Director – Recreation & Administration
  - Authority
    - Final recommendation of divisions 5202, 5203, 5209 and 5210
    - Member of Executive Management Team for review of budgets
  - Responsibility
    - Development and review of division 5202, 5203, 5209, 5210 and recreation division revenue projections

- Greg McKown – Assistant Director – Parks and Facilities Management
  - Authority
    - Final recommendation of divisions 5204, 5206, 5207, Fund 18 and Fund 98
    - Member of Executive Management Team for review of budgets
  - Responsibility
    - Development and review of divisions listed under authority section
    - Development of PM & FM CIP's
    - Development of PM & FM Capital Outlay

- Jennifer Sparacino – Office Administrator
  - Authority
    - Final recommendation of divisions 5201, 5205, 5208 and CDBG
    - Member of Executive Management Team for review of budgets
  - Responsibility
    - Development and review of divisions listed under authority section
    - Development of revenues for communication tower leases

        - Entry of department projections and budget requests to H.T.E.

- Tim Stevens – Park Maintenance Supervisor
    - Authority
        - Recommendation of divisions 5204, 5206, Fund 18 and Fund 98
    - Responsibility
        - Development and review of divisions listed under authority section
        - Assistance with development of PM CIP's
        - Assistance with development of PM Capital Outlay

- Daniel Fumasi – Interim Facilities Management Supervisor
    - Authority
        - Recommendation of divisions 5204, 5206, Fund 18 and Fund 98
    - Responsibility
        - Development and review of divisions listed under authority section
        - Assistance with development of FM CIP's
        - Assistance with development of FM Capital Outlay

- Whitney Dennis – Office Technician
    - Authority
        - As requested by the Assistant Director – Parks and Facilities Management
    - Responsibility
        - As requested by the Assistant Director – Parks and Facilities Management

- Pete Young – Park Planner
    - Authority
        - Develop update to six-year CIP list for Fund 15 projects
        - As requested by Parks & Recreation Director
    - Responsibility
        - Develop update to six-year CIP for consideration by Parks and Recreation
        - As requested by Parks & Recreation Director

- Angela Durant – Grants Coordinator
    - Authority
        - Develop budget requests and documents for CDBG program
        - As requested by Office Administrator
    - Responsibility
        - Develop update to CDBG plan for consideration by Housing Commission and Council
        - As requested by Office Administrator

Budget Calendar

Finance has yet to develop the city-wide budget calendar. This will be made available once distributed to each department. All staff must follow the assignments and due dates within the attached Parks & Recreation Department Budget Timelines. These dates will be different than those provided by the Finance Department in order to provide enough lead time for proper review and submission.

Budget Forms

The following forms have been developed either internally for department use only or are city-wide forms for specific requests. These forms are found within the electronic drive for the 2015-17 Budget document:

Form #	Title	Purpose	Format
NA	Biennium Revenue Totals	Revenue Projections	Excel
NA	Budget Prep Worksheet	Division Line item projections and requests	Excel
BG-145	Detail Explanation Form	Line Item Detail	Excel
BG-137	Capital Equipment CB	Capital Equipment Request	Excel
BG-135	Additional Staffing Request	Full-time Staff Request	Word
BG-136	Additional M&S Justification	Request Above M&S Baseline	Word
NA	Division Goals & Mission	Describe Measurable Goals	Word
F15	Budget Explanation	Fund 15 Projects	Word

Closing

The budget process is the department's ability to provide programs and services to both internal and external customers. The continuation of excellence in how we provide these items is based on how sound, defensible and persuasive the arguments are to support our budget requests. We will need to continue providing these items to the policy makers as well as the City Management team in order to achieve these goals. I look forward to working with all of you and additional staff during this process.

Thank you,
Brian Sjothun, CPRP
Director

Parks & Recreation Department
Budget Timelines
Biennial Budget 2015-17

Revenue & Current Year Projections

Date Due	Process/Submittal	Format	Assigned To	Submit To
01/16/15	Recreation Revenue Projections	Spreadsheet	Rich	Brian
01/16/15	Other Revenue Projections	Spreadsheet	Brian/Jennifer	Brian
01/21/15	Current Year Expense Projections	Spreadsheet	Greg Rich Jennifer Brian	Brian
01/23/15	Final Revenue & Expense Worksheets	Spreadsheet	Brian	Finance

General Fund Capital Request
Projects – Equipment – Investments to Reduce Operating Costs

All Divisions

Date Due	Process/Submittal	Format	Assigned To	Submit To
01/23/15	Item Budget	GF Capital Request	Divisions	E-File/Brian
01/30/15	Review of All Requests	Meeting	EM Team	Brian
02/03/15	Priority List Set	Staff Meeting	EM Team	Staff

Additional Staff Requests

All Divisions (Full Time & Seasonal Staffing)

Date Due	Process/Submittal	Format	Assigned To	Submit To
01/23/15	Item Budget	Staff Request	Divisions	E-File/Brian
01/30/15	Review of All Requests	Meeting	EM Team	Brian
02/03/15	Priority List Set	Staff Meeting	Divisions	Brian

Operation Budgets

Administration

Date Due	Process/Submittal	Format	Assigned To	Submit To
01/23/15	Budget Justification	Justification Forms	Brian/Jennifer	E-File/Brian
01/23/15	Line Item Budget	Spreadsheet	Brian/Jennifer	E-File/Brian
01/30/15	EM Review	Meeting	EM Team	Brian
02/10/15	Deadline for Entry	H.T.E.	Jennifer	

Recreation/Arts & Culture

Date Due	Process/Submittal	Format	Assigned To	Submit To
01/23/15	Budget Justification	Justification Forms	Rich	E-File/Brian
01/23/15	Line Item Budget	Spreadsheet	Rich	E-File/Brian
01/26/15	Division Review	Meeting	Division	Brian
01/30/15	EM Review	Meeting	EM Team	Brian
02/10/15	Deadline for Entry	H.T.E.	Jennifer	

Park Maintenance

Date Due	Process/Submittal	Format	Assigned To	Submit To
01/23/15	Budget Justification	Justification Forms	Greg/Tim	E-File/Brian
01/23/15	Line Item Budget	Spreadsheet	Greg/Tim	E-File/Brian
01/26/15	Division Review	Meeting	Division	Brian
01/30/15	EM Review	Meeting	EM Team	Brian
02/10/15	Deadline for Entry	H.T.E.	Jennifer	

Building Maintenance

Date Due	Process/Submittal	Format	Assigned To	Submit To
01/23/15	Budget Justification	Justification Forms	Greg/Danny	E-File/Brian
01/23/15	Line Item Budget	Spreadsheet	Greg/Danny	E-File/Brian
01/26/15	Division Review	Meeting	Division	Brian
01/30/15	EM Review	Meeting	EM Team	Brian
02/10/15	Deadline for Entry	H.T.E.	Jennifer	

Tree Program

Date Due	Process/Submittal	Format	Assigned To	Submit To
01/23/15	Budget Justification	Justification Forms	Tim/Greg	E-File/Brian
01/23/15	Line Item Budget	Spreadsheet	Tim/Greg	E-File/Brian
01/26/15	Division Review	Meeting	Division	Brian
01/30/15	EM Review	Meeting	EM Team	Brian
02/10/15	Deadline for Entry	H.T.E.	Jennifer	

Park Utility Fund

Date Due	Process/Submittal	Format	Assigned To	Submit To
01/23/15	Budget Justification	Justification Forms	Tim/Greg	E-File/Brian
01/23/15	Line Item Budget	Spreadsheet	Tim/Greg	E-File/Brian
01/26/15	Division Review	Meeting	Division	Brian
01/30/15	EM Review	Meeting	EM Team	Brian
02/10/15	Deadline for Entry	H.T.E.	Jennifer	

Special Restricted Funds

Date Due	Process/Submittal	Format	Assigned To	Submit To
01/23/15	Budget Justification	Justification Forms	Bev/Jennifer	E-File/Brian
01/23/15	Line Item Budget	Spreadsheet	Bev/Jennifer	E-File/Brian
01/26/15	Division Review	Meeting	Division	Brian
01/30/15	EM Review	Meeting	EM Team	Brian
02/10/15	Deadline for Entry	H.T.E.	Jennifer	

Capital Improvement Plan

Date Due	Process/Submittal	Format	Assigned To	Submit To
01/23/15	Line Item Budget	Spreadsheet	Brian	E-File/Brian
01/26/15	Division Review	Meeting	Division	Brian
01/30/15	EM Review	Meeting	EM Team	Brian
01/30/14	Carry-Forward Projects	Spreadsheet	Brian/Pete/Greg	E-File/Brian
TBA	Update 6 Year CIP	Spreadsheet	Pete/Brian	E-File/Brian
02/02/15	Set Biennium Projects	Group Meeting	Brian	
02/10/15	Deadline for Entry	H.T.E.	Jennifer	
02/17/15	Commission Approval	Presentation	Brian	