

Budget Message

2019 -2020



Creating Solutions to Community Challenges and Excellence in the Workplace

April 2019

Lane County Budget Committee
Lane County, Oregon

Dear Members:

Over the past several years, Lane County has evolved to become a leader in solving community challenges and has fostered an environment where talent and leadership thrive. Lane County is now recognized as a statewide and national leader in creative and innovative solutions.

In just the past year, the Lane County team demonstrated passion to serve, drive to connect and focus on solutions in responding to record setting rain, snow and fire emergencies; launching Camp 99 and the new Dawn to Dawn program; catalyzing the construction of over 90 units of Permanent Supportive Housing; reducing opioid use among Community Health Centers patients by 50 percent; being ranked the number one healthiest public employer in the state and 40th healthiest employer in the nation; maintaining a historic bond rating of Aa2; and being awarded the Oregon Public Employer Labor Relations Association's Pacesetter Award for innovative contributions to labor and employee relations in Oregon, the Lane Council of Governments' Outstanding Intergovernmental Team Award for response to downtown homelessness, and the United Way's Outstanding Community Partner Award.

For the third year in a row, the Proposed Fiscal Year 2019-20 Budget, including all 32 funds, is structurally balanced, without the use of reserves, and includes no layoffs or reductions in services. The financial stability we have created is the result of focused and diligent efforts over many years, and will require constant vigilance from all levels of our organization, in an environment where federal timber revenue has all but evaporated and the County's low permanent property tax rate does not keep pace with the increasing cost to provide services.

Responsible management of taxpayer resources is necessary to create accountability to our residents. As the foundation of our financial stability settles, we are called to expand the focus of our work to fill existing gaps and enhance critical service needs in the community. The annual budget represents the single most comprehensive policy statement issued by Lane County each year and is an incredible opportunity to focus and align financial resources with strategic priorities.

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THE PATHWAY TO END HOMELESSNESS

Lane County, like many communities throughout the country, faces a housing and homelessness crisis that is exacerbated by untreated substance abuse and mental health issues. In FY 2018-19 Lane County invested \$2 million in one-time funds to construct 91 new Permanent Supportive Housing units for veterans, disabled seniors, youth aging out of foster care, formerly incarcerated individuals reentering into the community and chronically homeless individuals.

While housing represents the most effective long-term solution on the path to end homelessness, housing alone will not solve the entire challenge. One of our greatest immediate needs is a place, other than the

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jail or emergency room, to send individuals experiencing a crisis. Currently, over 65 percent of jail inmates have a documented mental illness or substance use disorder. Many of these individuals need treatment rather than incarceration.

Therefore, we are resolved to propose a new *Behavioral Health Crisis Center*, seeded with funding of \$1 million in one-time prior year property tax settlement funds from Comcast. This evidence-based solution will divert individuals experiencing a mental health and/or substance abuse crisis away from the jail and

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emergency room, to a treatment facility for individuals requiring a short-term stay over 24 hours. This crisis center will improve individual and community outcomes, and lower costs to the overall system.

Consider this solution the first stop on the pathway to permanent housing for some of the most frequent system users. We recommend that the Mental Health Summit, a dedicated group of health and safety professionals, engage in a collaborative process to identify additional community partners to launch this critical venture.

We also propose additional funds for the continued expansion of the successful Dawn to Dawn shelter and navigation services, launched in early 2019 through a partnership among Lane County, the City of Eugene and Saint Vincent de Paul. Additionally, we propose funding to implement the first phase of the homeless systems transformation report previously approved by the Board of Commissioners. Our goal is to pool these additional County funds with matching funds from our partners at the City of Eugene and invest in results-based solutions that *bust barriers to housing, connect people to existing services, and catalyze system improvements to effectively end homelessness in Lane County.*

SAFE AND EFFICIENT INFRASTRUCTURE

In 2018, Lane County finalized its first five-year (2019-2023) countywide Capital Improvement Plan (CIP) in recent history. The CIP outlines planned and needed capital improvement projects across all departments.

The 2020-2024 countywide CIP will be presented to the Board of County Commissioners in June 2019 and will coincide with adoption of the FY 19-20 Budget. We know our capital needs exceed available funds, but preparing the CIP is the beginning of an important planning process to identify, prioritize and fund needed improvements to critical public assets.

To support the countywide CIP, the proposed budget sets aside one-time funds for future capital projects prioritized by the Board, including \$4 million in federal funds, combined with possible state and local resources, to support construction of Lane County’s most critical and immediate infrastructure need: a new Lane County Courthouse.

The Courthouse is home to the Circuit Court, District Attorney’s Office, Sheriff’s Office, and Victim Services. Since it was built 60 years ago, the population it serves has more than doubled, and projections indicate that growth will continue. The building’s mechanical systems are experiencing increasingly frequent failures—including elevators and plumbing—and the building does not have adequate space to accommodate the more than 33,000 annual cases filed or the 650 daily visitors it receives.

The long-awaited Parks Master Plan (PMP) update was completed by a dedicated group of residents and staff, and adopted by the Board of Commissioners in late 2018. As we begin to implement the PMP, we are pleased to propose a number of new investments in enhancing and maintaining park assets and services, including upgrades that generate positive returns on investment, a detailed facility condition

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assessment, a focus on mobilizing passionate volunteer groups and increased safeguards for cash handling.

We also propose the creation of a Task Force on Parks Funding, including diverse representation from throughout Lane County similar to the community engagement model that led to successful outcomes from the Large Events Task Force and Parks Master Plan Task Force.

Additionally, we propose funding for improvements to a secondary Emergency Operations Center at the Delta Campus to continue improving our preparation and response to local emergencies, as well as ongoing efforts to relocate Parole and Probation to meet its space needs.

INVESTING IN TALENT

Talent acquisition, retention and advancement continue to be high priorities for Lane County. The strong local, state and national economies have increased competition for talent in the labor market. Lane County, however, has been resilient in the face of a competitive labor market with record high recruitment and job satisfaction, record low turnover, and steadily increasing diversity in the workforce. Our focused investments in employee engagement have contributed to these outcomes, including: nearly 90 percent job satisfaction; more than half of all managers are women; and nearly 38 percent of Emerging Leaders graduates have been promoted or in career development roles in the past year.

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To further these outcomes, we propose new investments in talent management, including enhanced use of recruitment tools and data analytics, new employee orientation and on-boarding software, stay interviews, professional development trainings, and mentoring programs. We are also excited to pursue collaborative efforts that continue to advance our commitment to equity work, specifically we will be focusing on creating a comprehensive equity plan and an equity lens tool, to be used in future planning and decision-making efforts.

DATA-DRIVEN DECISIONS

We are driving up quality and effectiveness in our organization through investments and innovation in data driven decision making. Many of our departments, including Health and Human Services, Technology Services, Public Works, Human Resources, Parole and Probation, and Assessment & Taxation are collaborating through expanding communities of data with the best tools and talent. Our Strategic Plan Initiative 4c1 represents our commitment to creating a culture of information awareness and sharing within our organization as well as throughout our community.

CONTINUED PRESSURE ON EXPENSES

We continue to experience financial pressure from increasing wages and benefits. Lane County has been focused on maintaining competitive market wages over the past several years to attract and retain talented employees. At the same time, we have been diligent in working to control employee benefit costs, particularly health insurance and PERS expenses.

The FY 19-20 Proposed Budget contains an increase to Lane County’s PERS employer rate. That rate is adjusted every two years at the start of the biennium. While the PERS obligation is projected to continue

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to grow over the next few state biennia, Lane County continues to do what it can to manage the impact of these costs.

As part of last year’s budget, we identified one-time funds to reduce our PERS liability. Our PERS Expense Reduction Plan relies on funding of the Employer Incentive Fund identified in Senate Bill 1566 which provides for State matching funds of up to 25 percent for employer contributions to pay off the PERS Unfunded Actuarial Liability. The prepayments are paid into what is referred to as a “PERS Side Account” that provides an offset to PERS employer rates over a specified time period—usually 20 years.

The Employer Incentive Fund created by SB 1566 is a promising opportunity for Lane County to again actively manage its PERS rates, while also leveraging State funds to minimize the negative effects on our budget, as well as to maximize the positive effects on services to the community. We are continuing to work closely with our legislative partners in Salem during the 2019 session to ensure SB 1566 is funded and able to provide the State match.

When Lane County was rated the healthiest public employer in Oregon and the 40th healthiest employer in the nation, it was not by accident. Beginning in 2015, we transitioned to a self-funded health plan, opened a wellness clinic for employees, and launched proactive diet, exercise and behavioral health programs. Our employees have embraced the opportunity to improve workplace wellness, with nearly 70 percent participation at our wellness center. The result of these proactive and preventative measures is that our per

“The result of these proactive and preventative measures is that our per employee claims costs are lower today than they were five years ago.”

employee claims costs are lower today than they were five years ago. We wish to recognize and thank our employees who have participated in these efforts and helped to make this progress happen.

We will continue to focus on reducing the financial burden of health and pension expenses through innovative and collaborative solutions. Every dollar

we save in benefit costs allows us to invest in critical services that improve lives in our community.

Pursuant to ORS 294.391, this document represents the FY 19-20 budget message and transmittal of the proposed budget. The proposed FY 19-20 budget for all funds totals \$710,037,154, which is a \$13,979,167 million or 1.9 percent decrease from the current fiscal year. The proposed General Fund budget is \$110,469,438 which is \$2,832,487 million or 2.56 percent higher than the current fiscal year. We have received the Distinguished Budget Presentation Award from the Government Finance Officers Association, which is the highest award possible for governmental budgeting, for the fourteenth time. This continued recognition, along with Lane County’s high bond rating, low debt burden, removal from the Secretary of State’s watch list, and five consecutive successful audits of the use of Public Safety Levy resources, are reflections of how the limited taxpayer resources we collect are being managed responsibly.

Local Services

Assessment and Taxation (A&T) maintains a stable budget for FY 19-20 after several additions over the past few years. Even with the additions, Lane County currently spends one of the lowest amounts (per account) for assessment and tax collection as compared to the other 35 Oregon counties. Oregon Department of Revenue (ODR) continues to recommend higher staffing levels, although state funding from the County Assessment Function Funding Assistance (CAFFA) grant has remained at only 16.5 percent expense reimbursement rate – a significant decline from how the revenue was originally intended to fund counties when implemented in 1989.

The 2019 Oregon Legislature is in session, which has resulted in Assessment and Taxation staff tracking over forty bills that could potentially impact property taxes and require procedural and software changes.

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Of great interest to the County is a bill that the Lane County Administrator and Assessor worked closely with the Governor's Office to draft. House Bill 2104 would provide an estimated \$700,000-\$800,000 annually in much needed additional funding for the Lane County Assessor's office.

Despite the ongoing funding and staffing level challenges, A&T continues to find new ways to increase productivity and quality. Recent examples of initiatives include paperless processing, modeling values, automated work logs and enhanced routing tools. Currently, research is taking place for mobile solutions for field staff. The A&T software systems, implemented during FY 98-99, are nearing end of life their economic lives, and a system upgrade will be needed within the next 5-6 years. The Department has focused on reserving funds wherever possible to plan for the related expense.

County Administration continues to focus on long-term financial stability, repairing critical services to make our community safer, healthier and more vibrant, and continuing to invest in a high performing local workforce.

A strong foundation to support our focus areas has been created through coordination of countywide strategic planning efforts for the 2018-2021 Lane County Strategic Plan, along with the work of the Budget & Financial Planning staff, who provide financial planning and analysis to the County Administrator, Board of Commissioners and departments as well as our Public Information and Intergovernmental Relations functions. A 1.0 FTE position is being proposed within County Administration to provide support to the Board of County Commissioners.

County Clerk, which includes the programs of Elections, Deeds & Records, Archives, and Board of Property Tax Appeals aims to provide accurate, efficient, and timely customer service to the citizens of Lane County while complying with federal, state, and local laws for conducting elections and processing voter registrations. This occurs with fulfillment of statutory mandates to record documents, provide property records research, issue marriage licenses and domestic partnerships, and administer the Board of Property Tax Appeals accurately and completely, while providing exceptional customer service.

Financial Services secured an unmodified opinion in the independent auditor's report stating that the audited financial statements present fairly, in all material respects, the financial position, results of operations, and cash flows of the County in conformity with generally accepted accounting principles. The Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting was again received for FY 17-18 – for the sixteenth year in a row. Procurement's strategic priority to actively encourage participation by minority and woman-owned businesses (as well as other underutilized businesses) links to the County's Strategic Plan priority of Vibrant Communities. The key activity area to enhance equity and access in service delivery and representation in governance has been a major focus over the past year with the intended outcomes to strengthen the businesses within the various communities through education and outreach, and to add value to the communities that call Lane County home.

Economic Development has continued funding of high priority community and economic development efforts in rural communities, including improved broadband access and community revitalization efforts. The Division anticipates no budget changes unless pending current legislation (HB 2320) to increase Video Lottery dollars to Oregon counties is enacted. In that event, Lane County would receive an increase in revenue dedicated to economic development. The Division will continue providing support and leadership on various countywide efforts, including the new courthouse project, Farmers Market, Market District and parking solutions. We also continue to explore moving the property management function into this division to enhance utilization of county-owned tax foreclosed properties for the highest and best use for the community.

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Parole and Probation (P&P) in Lane County supervises approximately 3,000 individuals – with 2,800 of those consisting of individuals with felony convictions, which results in a “high-risk” population. While recent years have resulted in additional funding to Parole & Probation due to increased prosecution by the District Attorney’s office, difficulty recruiting for probation officers continues to keep caseloads higher than desired.

Parole and Probation is funded primarily by Community Corrections Act (CCA) funding from the State. Community Corrections Act funding for the FY 19-20 budget totals have not been finalized at the time of this Proposed Budget, but service levels are expected to remain stable.

A complete relocation of Parole & Probation Division is needed to meet operational, safety and security requirements. Relocation is in the pre-planning and researching stages with a focus on both initial construction and remodel costs as well as ongoing operational expenses.

County Counsel has provided a myriad of legal services over the past year including successfully concluding a quiet title suit relating to Butterfly Parking Lot and the future courthouse site which resulted in a judgment of no limitations to prevent planned future development, and negotiating long-term leases with Homes for Good and Market District for development of properties on 6th Avenue in downtown Eugene as affordable housing, retail, apartments, and a hotel.

Management of the new Lane County courthouse project has been a primary focus for a lead attorney over the past year - from the initial court study through architectural scoping and placement of a funding measure on the May ballot and contract negotiations with the State of Oregon for up to \$94 million in matching funds.

In addition, development of a new suite of contract forms for use by all county departments has improved efficiency. County Counsel successfully resolved multiple labor grievances, contract disputes, non-labor employment issues, and related litigation matters through in-house attorneys. Successful union contracts were approved with Prosecuting Attorneys’ Association and the Federation of Parole and Probation Officers. Bargaining continues with the Lane County Police Officers’ Association and Administrative Professional Association in FY 18-19, along with interest-based bargaining training and subsequent contract negotiations in partnership with Local 626.

For FY 19-20, County Counsel will continue to focus on a Public Records Request FAQ Initiative in an effort to promote transparency and streamline the records request process, develop new internal processes to improve customer service and limit liability through the Workers’ Compensation program. We also continue to work in cooperation with Financial Services and a newly established program to create incentive for historically underutilized businesses to have an advantage in responding to all county service contracts, and train county staff in application of the program.

District Attorney’s Office continues to focus on the safety and security of Lane County citizenry by providing a diverse array of services and cultivating key partnerships aimed at developing and maintaining programs responsive to public safety needs, reducing repeat offender recidivism and providing services to crime victims. The department boasts significant accomplishments despite complications arising from reliance on grant funding, time spent training on new software, retirement of key personnel and new State legislation.

The Criminal Prosecution division reviewed over 6,700 referrals from law enforcement agencies and hired a dedicated DUII investigator that performed over 100 warrant attempts in FY18-19. In FY 19-20, the movement of an attorney to the major crimes team and retirement of a felony trial team leader will mean shifts in workloads. Additionally, new State legislation was recently passed to require all Grand Jury proceedings be recorded. A paralegal position to provide this newly mandated service has been

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added to the FY 19-20 budget with one-time revenue while the County explores State funding to pay for the ongoing service.

In FY18-19 the Family Law Division handled more than 4,000 cases and collected approximately \$21 million in child support for Lane County children and families, despite the division undergoing extensive training for a new State software system. The Death Investigations Division continues to perform investigations of approximately 1200 unattended or non-natural deaths in Lane County annually; however, the permanent closure of the previously used body transportation company has forced a shift to using more costly on-call funeral homes for this service.

The Victim Services Division provided services to over 1,500 petitioners seeking protective orders and 2,300 crime victims in Lane County in FY 18-19. These impressive numbers are due in large part to the approximately 4,000 hours of work provided by volunteers.

The District Attorney's Office currently operates out of the Lane County Courthouse. The building is 60 years old, representing the oldest building the County maintains, and its systems are failing and costly to maintain. The District Attorney's Office has run out of space to efficiently and effectively meet community needs.

Lane County Office of Emergency Management is a newly established department for Lane County. The emergency management function has historically been a part of the Lane County Sheriff's Office; however, in September 2018, the authority and functions for emergency management were moved at the request of the Sheriff to the County Administrator. The County Administrator has maintained strategic and system level authority over the program, and delegated day-to-day organization, administration and operation of the program to the Public Works Director.

The purpose of the new department is to ensure that the County is prepared to respond to emergencies by ensuring coordination of protection, prevention, mitigation, response, and recovery activities that increase the County's capabilities to minimize loss of life and reduce impacts from disasters.

The Winter Storm of 2019, which brought with it over 18 inches of snow, freezing temperatures, loss of power to thousands of homes throughout the County, resulted in the activation of the Emergency Operations Center. With assistance from many partners, both internal and external management of the event lasted for approximately 10 days. Additionally, the Spring Storm of 2019 brought flooding at the level of the 1996 flood and continues to require Lane County resources and support.

For FY 19-20, an addition of 1.5 FTE to the current 1.0 FTE program will provide the ability to update the County Emergency Operations Plan, provide data analytics and develop training and exercise plans for Lane County and our partners, as well as assist with coordination of emergency management activities, communication and events.

Health and Human Services (H&HS) is the County's largest department, providing system oversight and direct services for clinical and community health, behavioral health (mental health and substance abuse), developmental disabilities, youth services, and basic needs/social services in a largely subcontracted system. The subcontract providers are community partners in a complex service delivery system.

During FY 18-19, Lane County partnered with the City of Eugene and the Technical Assistance Collaborative (TAC) to develop the Public Shelter Feasibility study. The purpose of the study was to assess the crisis response system in Lane County, identify gaps within the system and outline best practices and strategies to address areas of need and improvement. The City of Eugene and Lane County are working together to move forward in implementing the strategies outlined in the TAC report. The Proposed Budget identifies \$520,000 in additional funding to support a one-year continuation of the

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Dawn to Dawn housing model and work toward implementing a Homeless Systems Transition. Matching funding from the City of Eugene is anticipated to support these investments.

In collaboration with Homes for Good, H&HS was able to secure funding for a 51 bed permanent supported housing (PSH) complex located next to Lane County Behavioral Health. This project is named The Commons on MLK, and will utilize a housing first model with supports available 24 hours a day through an array of onsite providers. The project is on target to begin construction in the summer of 2019.

Lane County Behavioral Health, in collaboration with the Community Health Centers of Lane County, expanded the medication assistance treatment program to include buprenorphine to treat opioid addiction. The FY 19-20 budget has a decrease in funds to H&HS from the Public Safety Levy due to behavioral health funding. The planned decrease in Youth Services is being made in the Proposed Budget, from \$.08 per \$1,000 assessed value back down to \$.05 cents per \$1,000 assessed value now that the desired reserve level has been achieved.

The Lane County Veterans Services Office, which provides counseling, advice and assistance for veterans and their survivors or dependent parents in obtaining the benefits provided for them by State and Federal laws, will have expanded services to veterans in the Florence area given the increased demand.

Future service challenges include the Oregon Health Authority process of re-procurement of Coordinated Care Organizations, which could impact projected funding from Trillium, the department's single largest funder as well as unknown impacts of Oregon's new pay equity law which could require significant resources countywide. The Developmental Disabilities Services Division has significantly outgrown its space and is looking at long-term planning for a potential relocation to Youth Services campus on the site of the Armory building. There has been a significant increase in individuals coming in for services and new state requirements in completing the One Needs Assessment (ONA) with individuals in services.

Mental health crisis and substance abuse treatment needs continue to present challenges across multiple systems, including public safety, housing and homelessness, and healthcare generally. The Department will focus efforts with state and local partners to increase the capacity of the community to address these important needs.

Human Resources (HR) continues to advance strategic planning initiatives by focusing on employee engagement, wellness, equity and inclusion. FY 18-19 featured several significant accomplishments including the continuation of the highly competitive Emerging Leaders program which prepares employees for successful careers at the County through instruction in management policies and strategy.

Health and wellness initiatives were broadened with the expansion of employee participation in the County-sponsored Live Well Center and the successful implementation of a tobacco-free campus was led by HR staff. In large part due to these efforts, the County boasts inclusion in the list of 100 healthiest employers in the US, and first in Oregon for public sector employers.

In FY19-20 the department will continue to align with the County's strategic priorities and core values with the creation of the new Talent Management Division. The new Division will focus on identification, acquisition, development and retention of talent in a highly competitive labor market, integrating work units to ensure a dynamic, high-performing and inclusive workforce, and incorporating data analytics to provide county management with the tools needed to make informed tactical decisions.

Technology Services' (TS) mission is to leverage technology to improve lives. In addition to serving internal customers, TS hosts Regional Technology Infrastructure Services, serving local cities and other partners with shared datacenter, networking and application services.

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Currently in year 2 of a department strategic plan for fiscal year 2018-2021, based on the foundation laid by the Lane County Strategic Plan, TS centers on how technology can assist the County in responsibly managing limited resources to deliver vital, community-centered services with passion, drive and focus.

Partnerships are critical to the success of TS in the area of regional technology. Lane County has worked collaboratively with the City of Eugene, City of Springfield, and Lane Council of Governments (LCOG) dating back to 1965 when these organizations shared a mainframe computer system. While technology has transformed significantly over the decades, the partnerships continue to benefit each organization with shared server hosting, datacenter, network, and other technology infrastructure services. Lane County also receives over \$1.2 million dollars in regional revenue that, due to economies of scale, directly offset the amount the County would have to pay for the same levels of service. Technology Services also provides a System Manager for the Lane Radio Interoperability Group (LRIG). While the revenue from this service is limited to covering the cost of the system manager directly, Lane County benefits from the position being hosted in Lane County as the Sheriff's Office and Public Works departments are members of the LRIG consortium.

Fiscal Year 19-20 anticipated service and budget changes include continuing to manage increasing personnel costs due to PERS, market wage adjustments and cost of living increases, reduced regional revenue due to technology changes through the region, and reorganization of the Department. Increased security threats and compliance requirements, growth in business needs – especially within our larger departments – and increases in the number of service and devices supported by TS continue to create challenges. Technology Services is focused on keeping expense and service levels as flat as possible despite a strong economy and growth in various service areas in the County.

Public Works continues to leverage its resources in new and innovative ways. Since the adoption of House Bill 2017, which substantially increased transportation funding for infrastructure maintenance services in the community, Public Works has been able to shift its Capital Improvement Program focus. The funding provided by the Bill has meant additional resources for infrastructure safety, bridges & structure improvements and capacity enhancement projects. In FY19-20 the focus will be to continue the implementation of the Transportation Safety Action Plan through creative engineering and public education, invest in safety improvements recommended by the Road & Bridge Capital Improvement Plan, increase the amount of chip seal and other road surface maintenance improvements, and ensure the safety and reliability of Lane County's bridges for decades to come.

As part of the continued focus on internal services and expenses, a review of both Fleet and Facility Maintenance services will be completed in FY18-19, bringing exciting new opportunities for improvements in operational efficiencies.

The Parks Division continues its initiatives to provide opportunities for healthy activities for Lane County by fostering existing and new collaborative partnerships and leveraging investments to avoid higher deferred maintenance and develop a preventative maintenance schedule. To support these goals, Parks is implementing recommendations from the newly adopted Parks Master Plan which is anticipated to help maximize strategic investments in revenue and enhancing services to better serve the identified needs of our visitors through the year 2038. An initial step in the plan will include a Facility Condition Assessment, funded with Transient Room Tax funds, to be performed in FY19-20 to create a Facility Condition Index for Park assets and develop a capital asset strategy to prioritize various replacement and remediation efforts. The Plan also includes recommendations for accounting procedures and community collaboration. To support those areas, a senior Accounting Clerk and Natural Areas Coordinator are being funded by Transient Room Tax and Car Rental Tax in FY 19-20. The positions will help streamline cash handling procedures and better leverage our volunteer resources.

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The Roads and Bridges Division, responsible for 1,400 miles of roadways and 420 bridges completed a County-wide road condition assessment in FY18-19, revealing that Lane County is top in terms of road condition status in Oregon. An Asset Management Program aimed at developing a system to track, report and forecast road and bridge conditions, maintenance, preservation and improvements is planned for FY19-20. Safety continues to be highest in priority to the Division, and partnerships with the County's Fatal Crash Investigation and Systematic Engineering and Implementation teams promise to lead to enhancements in best practices for maintenance, remediation and construction in the future.

The Lane Events Center (LEC) Division completed a facilities condition assessment in FY 17–18 which identified \$27 million in repair and maintenance needs. Based on the assessment, LEC is developing a long-term plan to repair and maintain facilities. In FY19-20, a targeted sales and marketing campaign will use information provided from a planned market analysis to increase the use of facilities and generate additional revenue by targeting specific types of events or times of year when some facilities are underutilized.

In FY 18-19, Waste Management completed a Solid Waste Master Plan that will guide regional waste management activities through 2025. A key goal for the division is to reduce long-term waste generation and increase the amount of materials diverted through waste separation, prevention and recycling efforts. To this end, Lane County achieved a 52.8 percent recovery rate (total amount of material recycled out of total waste generated). This achievement gave Lane County the highest recovery rate in the State for the second straight year.

Sheriff's Office continues to maximize services provided by the voter-approved Public Safety Levy, and has continued to maintain 367 jail beds for local offenders. Within the jail, there is an increased focus on jail diversion for populations who suffer from severe and persistent mental illness that come in contact with law enforcement and services with a strong focus in criminogenic needs and ensuring service continuity after release. The proposed funding for a new Behavioral Health Crisis Center will greatly aid in diverting individuals from the jail to a service-based treatment model with outcomes that reduce recidivism. Maintaining funding for the jail through the Public Safety Levy and continuing to maximize services provided with levy dollars while continuing the discussion with the community on service levels to determine the services the community values the most, and to what extent the community is willing to fund those services will continue to be done through community meetings and research in FY 19-20 and beyond.

The Sheriff's Office currently partners with a multitude of agencies for services such as dispatch, records, property/evidence services, jail space for Municipal Court offenders and work crew. The cities of Creswell, Veneta and the Oregon State Parks, State Marine Board and Bureau of Land Management also contract with the Sheriff's office for patrol services. Continued opportunities to provide support services to other Lane County public safety partners are of interest. The Community Corrections Center program also collaborates with the Department of Corrections (DOC) and Sponsors to serve male and female DOC inmates.

Facilities used by the Lane County's Sheriff's Office are aging and resulting in various inefficiencies and safety issues. The Lane County Sheriff's Patrol and Administration divisions are currently located in the Lane County Courthouse which was built in the 1950s and was not designed for the secure movement of inmates transported to the courthouse daily by the Sheriff's Office transport section. Deputies routinely move multiple in-custody inmates with a variety of criminal charges through public spaces in the Public Service Building and Courthouse, as well as through narrow hallways and staff office areas. The plumbing in the Courthouse has failed multiple times, causing raw sewage to come through the ceiling tiles and into multiple areas of the Sheriff's Office, compromising evidence and creating an unsanitary work environment for staff. In addition the Emergency Operations Center (EOC) is not large enough to host even a small scale Incident Command System, forcing the County in recent events to move

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operations out of the Sheriff's Office EOC to another County area that is not equipped to function properly as an EOC. The proposed construction of a new Lane County Courthouse would eliminate these deficiencies and create a safer, more efficient space for Sheriff's Office operations.

Additionally, the current Lane County Jail facility opened in 1979, and has served as the County's primary jail since that time. Since the initial construction two additions to the jail have occurred. The County has now outgrown the design of the building in many ways in part due to the layout of the building which, due to the type of offenders housed in the jail, causes inefficiency and creates supervision challenges.

Conclusion

The Proposed Fiscal Year 2019-20 Budget is structurally balanced without the use of reserves and includes no layoffs or reductions in services. The financial stability we have created is the result of focused and diligent efforts over many years, and will require constant vigilance from all levels of our organization to maintain.

We are pleased to propose new investments in a pathway to end homelessness, safe and efficient infrastructure, talent management, and data-driven decisions. These proposed new investments, combined with our continued focus on responsible management of limited taxpayer resources, and identifying solutions to existing and future community needs will aid in our efforts to be the best county in which to live, work and play.

Lane County has become a statewide and national leader in creative and innovative solutions to solving community challenges and creating an environment where talent and leadership thrive. Our employees demonstrate a passion to serve, drive to connect and focus on solutions in the way they respond to challenges and serve our community every day.

Throughout this message, there is a consistent thread of progress and success tied to active engagement of employees and dedicated leadership. We offer our sincere gratitude and appreciation to all employees across the organization who continue to demonstrate a commitment to community-focused solutions and building excellence in the workplace.



Steve Mokrohisky
County Administrator

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