

Financial & Planning Summary

Fund Structure

Lane County's financial activities are accounted for on a fund basis. A fund is a fiscal and accounting entity of self-balancing accounts to record cash and other financial resources and related liabilities all segregated for specific regulated activities and objectives. The County uses fund accounting to ensure compliance with state and federal laws and rules, charters, local government resolutions and ordinances, and the principles of good accounting. The County creates funds to control the use of restricted or dedicated revenues. The County adopts a balanced, annual appropriated budget for all of its funds.

All of the funds of the County can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds. A fund structure chart is included at the end of this discussion. The chart reflects those funds for which the County has an appropriated budget, which then is followed by a complete list of each fund with descriptions.

Governmental Funds

Governmental funds are those through which most governmental functions of the County are financed. These include the General Fund, Special Revenue Funds, Capital Project Funds, and Debt Service Funds.

The purpose of a **General Fund** is to record financial transactions relating to all activities for which specific types of funds are not required. This fund is used for all receipts not dedicated for a specific purpose. In most counties, this includes such activities as law enforcement, youth services, assessment and taxation, and general administration.

Special Revenue Funds are set up for special tax levies and other dedicated revenues when required by federal law, Oregon statutes, charter provisions, or terms under which revenue is dedicated. The largest special revenue funds for Lane County are Road Fund, Health & Human Services Fund, and Title III Projects Fund.

Capital Project Funds record all resources used to finance building, rehabilitating, or acquiring capital facilities – non-recurring, major expenditures. Resources include the proceeds from the sale of general obligation bonds, grants, transfers, or other revenues authorized for financing capital projects. A separate fund is often established when a capital project or series of projects is authorized by the voters, such as those that require indebtedness. The fund is closed when the project is completed. Several related projects financed from one bond issue may be accounted for in one fund if there are no provisions to the contrary in the authorization to sell the bonds.

Taxing districts use **Debt Service Funds** to account for indebtedness as a result of borrowing money or issuing bonds. A voter-approved ballot measure authorizing a municipal corporation to sell bonds for a specific purpose is required if property taxes will be the source or repayment. The measure also authorizes a tax levy to pay off the bond principal and interest. The Debt Service Fund and a tax levy pay the principal and interest. Any cash on hand or unused working capital in the fund must be invested and the earnings used to pay bond principal and interest. Resources cannot be diverted or used for any other purpose. Transfers from a Debt Service Fund are only allowed in two situations. (1) Transfer to repay an interfund loan. (2) If a surplus remains after all interest and principal are paid, the fund may be dissolved and the balance transferred to any fund originally designated by the governing body, or as included in the bond contract.

A taxing district may set up **Reserve Funds** to accumulate money for specified purposes. A municipality, by ordinance, is permitted to set up a financial reserve fund. A question doesn't have to be submitted to the voters if the taxes levied, or other revenue used to establish the fund, are within the tax base. If it is necessary to exceed the tax base to obtain revenue for a new reserve, the voters must approve a tax levy question. The County does not have any Reserve Funds in effect at this time.

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Proprietary Funds

The County maintains two different types of proprietary funds – enterprise funds and internal service funds. **Enterprise Funds** are used to finance and account for acquiring, operating, and maintaining facilities and services, which are self-supporting from user charges and fees. The County uses enterprise funds to account for its fairground operations, solid waste disposal utility, land management activities, corrections commissary operations, and regional information systems activities. **Internal Service Funds** are used to account for operations that provide services primarily to the other departments or agencies of the County, or to the other governments, on a cost-reimbursement basis. The County uses internal service funds to account for its self-insurance and employee benefits activities, motor pool operations, intergovernmental services activities, information services and computer replacement activities.

Fiduciary Funds

Fiduciary funds are used to account for resources held for the benefit of parties outside the County. The accounting used for fiduciary funds is similar to that used for proprietary funds. The County maintains one fiduciary fund, the Retiree Benefit Trust Fund.

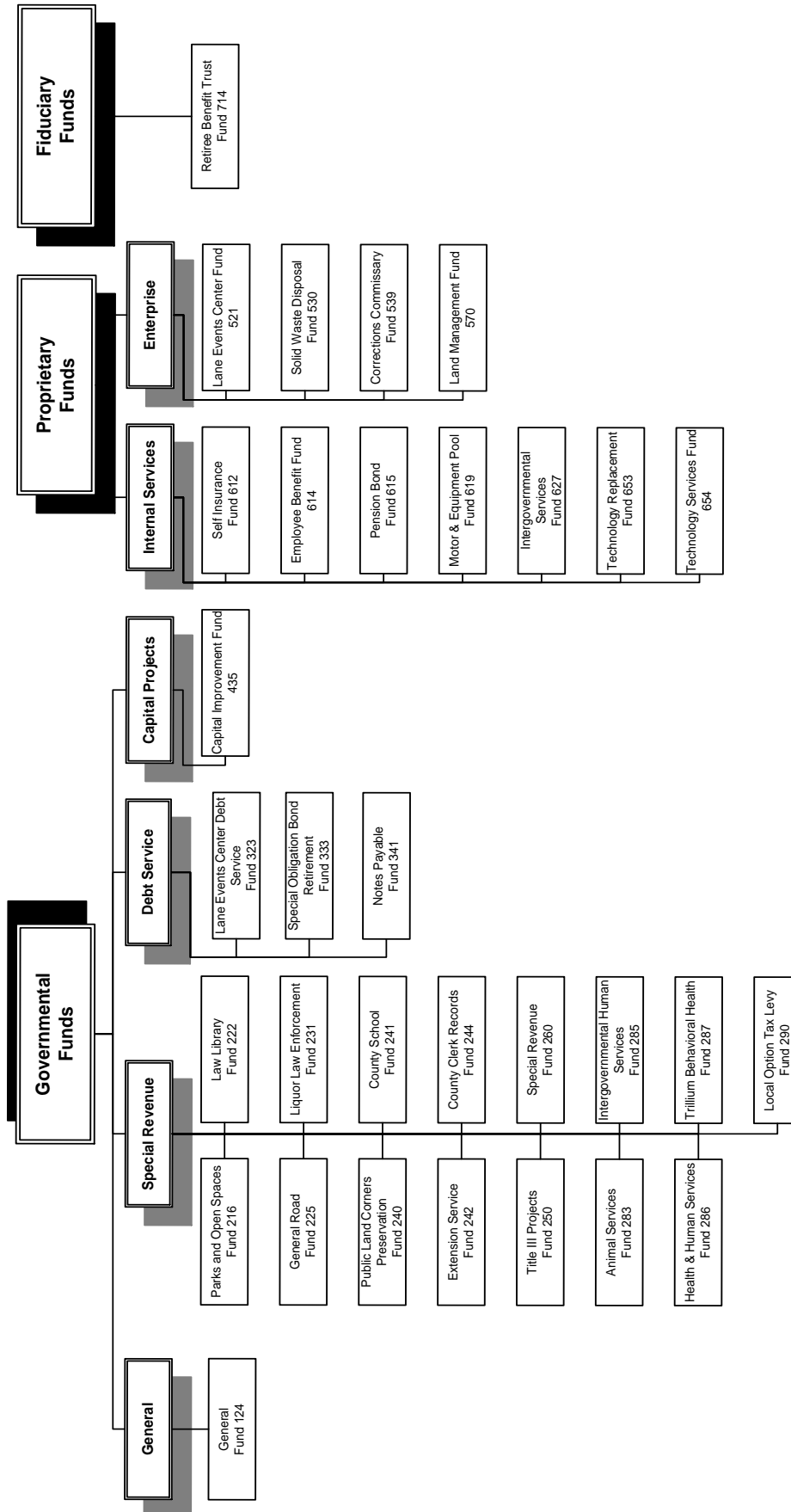
Basis of Budgeting and Accounting

Lane County maintains its budget using the current financial resources measurement focus and the modified accrual basis of accounting as defined by Generally Accepted Accounting Principles (GAAP) and interpreted by the Governmental Accounting Standards Board (GASB), with certain exceptions. Under the current financial resources measurement focus revenues are recorded when they are both measurable and available. Revenues are considered available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recognized when the liability is incurred, except for principal and interest on general long-term debt, claims and judgments, and vested compensated absences. Exceptions between the budget and modified accrual basis of accounting are as follows:

- Unrealized changes in the fair value of investments are not recognized on a budget basis
- Investment earnings are not accrued on a budget basis
- Intrafund transfers are recognized on a budget basis
- Prepaid expenditures for the Lane Events Center are reported on a budget basis

GAAP basis financial statements require governmental funds be recorded on the modified accrual basis of accounting and proprietary funds be recorded on the full accrual basis of accounting using the economic resources measurement focus. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Therefore, additional adjustments are required to convert proprietary fund types from the budget basis/modified accrual basis of accounting to the full accrual basis of accounting. For example, disbursements for the acquisition of proprietary fund capital assets would be considered expenditures under Oregon Local Budget Law and the modified accrual basis of accounting, but are capitalized as capital assets under full accrual reporting. Conversely, receipts of proceeds from proprietary fund debt financing are a budgetary resource under Oregon Local Budget Law and the modified accrual basis of accounting, but are reported as liabilities under full accrual reporting. Differences between the budget basis, modified accrual basis, and full accrual basis of accounting are reported at year-end in the Comprehensive Annual Financial Report (CAFR) in the Required Supplementary Information and Other Supplementary Information sections. You can view the CAFR at the Lane County website: http://lanecounty.org/government/county_departments/county_administration/operations/financial_services/

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County Funds Overview

GENERAL FUND 124

The primary operating fund for the County, this fund consists of discretionary revenues from tax collections, O&C timber receipts, investment earnings, cigarette and liquor taxes, and other state and local revenue sources. The remaining revenues are generated by activities such as grants and contracts, recording and election fees, and other revenues generated by department activities or services.

SPECIAL REVENUE FUNDS

Parks and Open Spaces 216

This fund receives revenue from State and local sources for operations, maintenance and enhancement of County parks, campgrounds, and open spaces.

Law Library Fund 222

Revenues collected by the Courts as part of civil litigation filing fees support the Law Library. The library provides legal reference materials and assistance to patrons (attorneys, litigants, and public).

General Road Fund 225

Revenues are designated for the maintenance, preservation, and construction of the County road-and-bridge system. The major revenues are the state gas tax and highway user fees, along with National Forest timber receipts. These revenues are mandated by Federal and State law for road purposes. Presently, State law allows the use of National Forest timber receipts for police road patrols.

Liquor Law Enforcement Fund 231

Revenues are received from County Justice Courts, city municipal courts, and the District Court for fines on traffic violations related to the Liquor Control Act. Funds are administered by the District Attorney and are used for liquor law enforcement activities as well as for alcohol abuse prevention campaigns.

Public Land Corner Preservation Fund 240

Revenue from a Deeds and Records filing fee is dedicated to corner preservation activities. This program researches the records, locates government corners in the field, and re-establishes and records available to public on section, donation-land claim, and meander corners.

County School Fund 241

Revenue from this fund is distributed to County schools through the Lane Education Services District. State law requires that funding from 25% of the National Forest timber receipts received by the County and a portion of state timber sales receipts be paid by this fund.

Extension Service Fund 242

This fund was created following the passage of a five year local option levy of \$0.015 per \$1,000 assessed value in May, 2016 for operations and capital. While part of County's budget, the funds will be remitted directly to the Oregon State University (OSU) Extension Service in order to provide services specified within the ballot (4-H programs, Master Gardener, Master Food Preserver, secure local Extension positions, etc.) This current levy expires after the FY 20-21 tax year.

County Clerk Records Fund 244

Revenues received from recording of legal documents, including contracts, deeds, and other conveyances of real property for archival, indexing, and retrieval on computer and microfilm by the public. Marriage licenses are issued, ceremonies performed, and records indexed and maintained. The program also operates the County Record and Archive Center, administers the Records management program and

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micrographics program, and provides public assistance in the Records Research Room. These functions are performed in accordance with state and local mandates. (Commissioners' orders, ordinances, resolutions, and minutes are filed and maintained in the form of Commissioners' Journals).

Title III Projects Fund 250

This fund holds the Title III revenue received from P.L. 106-393 (2000), P.L. 110-343 (2008), P.L. 112-141 (2012), P.L. 113-40 (2013), and P.L. 115-141 (2017) also referred to as the Federal Secure Rural Schools (SRS) legislation. There are specific allowable uses for these funds as detailed in the legislation and the BCC reviews requests and awards funds each fiscal year according to those uses.

Fund 260 Special Revenue

This fund consists of several dedicated revenue sources and programs. Transient Room Tax funds the Tourism program. Revenue generated from the sale of tax-foreclosed real property supports the management of these properties. Funding is also included for the Short Mountain Training Facility, Drug Enforcement, and rural and community development projects. Court fines fund Courthouse Security operations.

Animal Services Fund 283

Animal regulation services are provided for unincorporated Lane County and other small cities. Funding is provided by General Fund. As of July 1, 2014 animal regulation services will be provided through the General Fund and the use of the Animal Services Fund will be discontinued.

Intergovernmental Human Services Fund 285

This fund is a cooperative intergovernmental effort between Lane County and the Cities of Eugene and Springfield to provide pooled human services and homeless resources and coordinated policy. This also provides for leveraging of State and Federal funds. Services are provided through a mix of contracted services provided by public and non-profit organizations, direct services provided by County staff, and involvement in community initiatives. Programs include Human Services Administration, Family Mediation, Energy & Conservation Services, Human Services Management Information System, Human Services and Housing, and Veterans Services.

Health & Human Services Fund 286

Revenues are received from Federal, State and local resources, enabling Lane County to provide a wide variety of health and human services to the community. Programs funded include, but are not limited to, Public Health, Adult & Child Behavioral Health services, Developmental Disabilities, and Environmental Health services. This fund also contains sub-funds to provide the services of the Community Health Centers and Juvenile Detention and Youth Services.

Trillium Behavioral Health Fund 287

This fund was originally established in October 2003 for LaneCare, which was the mental health managed care organization for Lane County through August 2012. The fund name was changed from LaneCare to Trillium Behavioral Health to coincide with the change of the managed care organization role moving from Lane County to Trillium Community Health. This fund now includes revenue to provide the administration of the behavioral health benefits to Oregon Health Plan members, which are funded through a contract with Trillium Community Health.

Local Option Tax Levy Fund 290

This fund was created following the passage a five year local option levy tax for the restoration of jail beds and critical youth services in May, 2013. This fund contains property tax revenue received from the approved levy of \$.055 per \$1,000 assessed value. The levy was last renewed by voters in May of 2017. The current levy expires after the FY 22-23 tax year.

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DEBT SERVICE FUNDS

Lane Events Center Debt Service Fund 323

This fund accounts for the accumulation of resources for and payment of debt service for the construction and renovation of facilities at the fairgrounds site. Fund resources come from transient room tax revenue funds, grants, and donations.

Special Obligation Bond Retirement Fund 333

This fund provides for the interest and principal payments to retire bonds sold to finance capital improvements and equipment purchases, using pledged revenue as the source of repayment. For the Capital Project Debt Retirement, the revenues are pledged from building rental income and an annual general fund appropriation.

Notes Payable Fund 341

This fund provides for the interest and principal payments to retire promissory notes sold to finance capital improvements and equipment purchases, using pledged revenue from the Capital Improvement Fund as the source of repayment.

CAPITAL PROJECTS FUNDS

Capital Improvements Fund 435

The sale of County property, rental and parking revenue, and payments through the Indirect Cost Allocation Plan provide the resources for major capital equipment projects.

ENTERPRISE FUNDS

Lane Events Center Fund 521

The fund receives revenue from local resources and user fees generated by activities at the Lane Events Center. The principal revenues are Convention Center rental fees, County Fair admission and amusements, and building use fees during the remainder of the year. The fund also receives Transient Room tax funds, which are designated for capital improvements and operations as approved through the budget process.

Solid Waste Disposal Fund 530

This fund operates solely on revenues generated from user fees. As of July 1, 1993 a portion of the user fees collected are allocated for the integrated solid waste management system through waste prevention, reuse and recycling, waste diversion and operation of outlying transfer sites throughout the County as well as the development, replacement, closure, and post closure requirements of County solid waste landfill sites and the Central Receiving Station in Glenwood.

Corrections Commissary Fund 539

The fund provides for the purchase of sundries by corrections facility inmates. Items offered for purchase are for personal use or consumption and do not duplicate necessities issued to inmates. Commissary profits provide recreational equipment for inmate use within the corrections facility. All revenues are received from inmates.

Land Management Fund 570

This fund contains revenue for the Land Management Division of Public Works that is generated from building permit, zoning fees, and user fees for land use planning, building, electrical subsurface sanitation, and code compliance services to the public and cities within the county.

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INTERNAL SERVICE FUNDS

Self-Insurance Fund 612

Lane County is self-insured for both Workers' Compensation and general liability, including property, equipment, employee faithful performance, and certain special coverage. Revenues are provided by departmental contributions made from other funds based on a combination of exposures and experience.

Employee Benefit Fund 614

The fund receives payments from all County departmental budgets to pay for all negotiated and statutory employee benefits such as FICA (Social Security), PERS, Unemployment, Health Insurance, and services including employee assistance, health promotion, and training. The County's Health Plan Self-Insurance Fund is also part of this Fund.

Pension Bond Fund 615

The Pension Bond Fund is an internal service fund established to account for the receipt of the payroll surcharge assessed against operating departments and used to make Public Employee Retirement System (PERS) bond payments.

Motor and Equipment Pool Fund 619

This fund provides vehicles and equipment for use by County departments and other governmental agencies. The payments to this fund are for vehicle operation and maintenance, as well as vehicle replacement.

Intergovernmental Service Fund 627

This fund provides administrative support services to all County departments and other agencies. Services are provided on a cost-reimbursement basis.

Technology Replacement Fund 653

This fund receives payments from all Lane County departments who intend to replace their personal computers, servers, copiers, and printers based on a scheduled replacement cycle. Monthly payments are made based upon the number and type of equipment. Once sufficient funds have accrued, the paying department can use the proceeds to purchase replacements. The Technology Services department manages this fund.

Technology Services Fund 654

This fund accounts for information technology core infrastructure and support services provided to County departments and regional customers on a cost-reimbursement basis by the Technology Services department. This fund was established with an effective date of July 1, 2004. Prior to the creation of this fund, the Technology Services department was budgeted within the General Fund.

TRUST AND AGENCY FUNDS

Retiree Benefit Trust Fund 714

The County has an obligation for medical benefits for certain retired employees. This is a limited obligation in that no employees hired after 1997 are eligible to receive it. The Retiree Benefit Trust Fund was established to adhere to governmental accounting standards that require the County to provide dedicated funding for this defined liability for the duration of its existence and to place those funds in a trust fund. Monies will be placed into this fund each year to meet the obligation based upon an actuarial analysis. The Retiree Benefit Trust Fund will account for the receipt of the payroll surcharge assessed against operating departments and to account for the medical benefit payments.

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FY 19-20 Adopted DEPARTMENT EXPENDITURES AND REQUIREMENTS BY FUND									
Fund Name	Lane County Office of								
	Assessment & Taxation	Board of Commissioners	County Administration	County Counsel	District Attorney	Health And Human Svcs	Human Resources	Emergency Management	Public Works
GENERAL FUND									
124: General	6,688,011	1,146,929	8,330,777	1,936,999	11,098,364	0	2,908,405	553,905	3,996,224
Total	6,688,011	1,146,929	8,330,777	1,936,999	11,098,364	0	2,908,405	553,905	3,996,224
SPECIAL REVENUE FUNDS									
216: Parks & Open Spaces	0	0	0	0	0	0	0	0	4,304,724
222: Law Library	0	0	289,294	0	0	0	0	0	0
225: General Road	0	0	0	0	0	0	0	0	48,324,063
231: Liquor Law Enforcement	0	0	0	0	12,215	0	0	0	0
240: Public Lnd Cmrs Preserv	0	0	0	0	0	0	0	0	474,761
241: County School	0	0	0	0	0	0	0	0	0
242: Extension Services Fund	0	0	0	0	0	0	0	0	0
244: County Clerks	0	0	63,149	0	0	0	0	0	0
250: Title III Projects	0	0	0	0	0	0	0	0	0
260: Special Revenue	0	0	12,768,495	0	511	0	0	0	399,549
283: Animal Services Fund	0	0	0	0	0	0	0	0	710,123
285: Intergov. Human Svcs	0	0	0	0	0	17,668,118	0	0	0
286: Heath & Human Services	0	0	0	0	0	102,186,986	0	0	0
287: LaneCare	0	0	0	0	0	8,387,646	0	0	0
290: Local Option Tax Levy	0	0	0	0	0	2,222,150	0	0	0
Total	0	0	13,120,938	0	12,726	130,464,900	0	0	54,213,220
DEBT SERVICE FUNDS									
323: Lane Events Ctr Debt Svc	0	0	0	0	0	0	0	0	0
333: Spec Oblig Bond Retiremt	0	0	0	0	0	0	0	0	0
341: Notes Payable Debt Svc	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
CAPITAL PROJECT FUNDS									
435: Capital Improvement	0	0	6,890,014	0	0	0	0	0	0
Total	0	0	6,890,014	0	0	0	0	0	0
ENTERPRISE FUNDS									
521: Lane Events Ctr	0	0	0	0	0	0	0	0	5,360,384
530: Solid Waste Disposal	0	0	0	0	0	0	0	0	18,404,382
539: Corrections Commissary	0	0	0	0	0	0	0	0	0
570: Land Management	0	0	0	0	0	0	0	0	6,708,579
Total	0	0	0	0	0	0	0	0	30,473,345
INTERNAL SERVICE FUNDS									
612: Risk	0	0	0	0	0	0	0	0	0
614: Employee Benefit	0	0	0	0	0	0	0	0	0
615: Pension Bond	0	0	0	0	0	0	0	0	0
619: Motor & Equipment Pool	0	0	0	0	0	0	0	0	9,186,643
627: Intergovernmental Svcs	0	0	582,567	0	0	0	0	0	0
653: PC Replacement	0	0	0	0	0	0	0	0	0
654: Technology Services	0	0	0	0	0	0	0	0	0
Total	0	0	582,567	0	0	0	0	0	9,186,643
TRUST FUNDS									
714: Retiree Benefit Trust	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
TOTAL ALL FUNDS	\$ 6,688,011	\$ 1,146,929	\$ 28,924,296	\$ 1,936,999	\$ 11,111,090	\$ 130,464,900	\$ 2,908,405	\$ 553,905	\$ 97,869,432

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FY 19-20 Adopted								
DEPARTMENT EXPENDITURES AND REQUIREMENTS BY FUND								
Sheriff's Office	Technology Services	Non-Departmental	Debt Service	Transfers	Contingency	Total Appropriations	Reserves	TOTAL
33,773,853	0	1,265,605	0	14,173,872	849,440	86,722,384	23,709,072	110,431,456
33,773,853	0	1,265,605	0	14,173,872	849,440	86,722,384	23,709,072	110,431,456
0	0	0	0	71,475	108,185	4,484,384	459,645	4,944,029
0	0	0	0	0	15,780	305,074	422,814	727,888
0	0	0	0	1,320,426	4,415,000	54,059,489	26,214,566	80,274,055
0	0	0	0	0	68,385	80,600	0	80,600
0	0	0	0	0	52,514	527,275	763,767	1,291,042
0	0	1,596,574	0	0	0	1,596,574	0	1,596,574
0	0	518,920	0	0	0	518,920	0	518,920
0	0	0	0	107,914	12,300	183,363	172,389	355,752
0	0	855,542	0	0	0	855,542	3,057,802	3,913,344
10,587,353	0	6,305,741	0	711,642	2,024,469	32,797,760	7,875,617	40,673,377
0	0	0	0	0	60,701	770,824	38,038	808,862
0	0	0	0	806,666	0	18,474,784	1,327,437	19,802,221
0	0	0	0	5,222,862	6,416,402	113,826,250	2,709,100	116,535,350
0	0	0	0	396,551	8,054,636	16,838,833	8,054,636	24,893,469
17,552,076	0	0	0	0	4,529,600	24,303,826	20,115,477	44,419,303
28,139,429	0	9,276,777	0	8,637,536	25,757,972	269,623,498	71,211,288	340,834,786
0	0	0	683,905	0	0	683,905	104,631	788,536
0	0	0	2,927,584	0	0	2,927,584	3,808,499	6,736,083
0	0	0	194,132	0	0	194,132	0	194,132
0	0	0	3,805,621	0	0	3,805,621	3,913,130	7,718,751
0	0	0	0	1,100,487	500,000	8,490,501	505,311	8,995,812
0	0	0	0	1,100,487	500,000	8,490,501	505,311	8,995,812
0	0	0	0	636,573	1,442,169	7,439,126	1,986,018	9,425,144
0	0	0	0	2,000,000	941,936	21,346,318	26,525,200	47,871,518
166,016	0	0	0	0	40,100	206,116	595,384	801,500
0	0	0	0	0	2,268,547	8,977,126	4,238,832	13,215,958
166,016	0	0	0	2,636,573	4,692,752	37,968,686	33,345,434	71,314,120
0	0	2,275,410	0	0	300,000	2,575,410	6,753,646	9,329,056
0	0	69,589,875	0	0	750,000	70,339,875	7,806,524	78,146,399
0	0	8,699	7,726,566	0	0	7,735,265	4,301,435	12,036,700
4,324,768	0	0	0	700,000	2,711,250	16,922,661	26,305,706	43,228,367
0	0	0	0	0	50,000	632,567	157,360	789,927
0	2,022,179	0	25,828	1,001,461	1,253,285	4,302,753	1,466,840	5,769,593
0	13,386,200	0	0	0	400,000	13,786,200	0	13,786,200
4,324,768	15,408,379	71,873,984	7,752,394	1,701,461	5,464,535	116,294,731	46,791,511	163,086,242
0	0	3,344,976	0	0	500,000	3,844,976	10,330,158	14,175,134
0	0	3,344,976	0	0	500,000	3,844,976	10,330,158	14,175,134
\$66,404,066	\$15,408,379	\$85,761,342	\$11,558,015	\$28,249,929	\$ 37,764,699	\$526,750,397	\$189,805,904	\$716,556,301

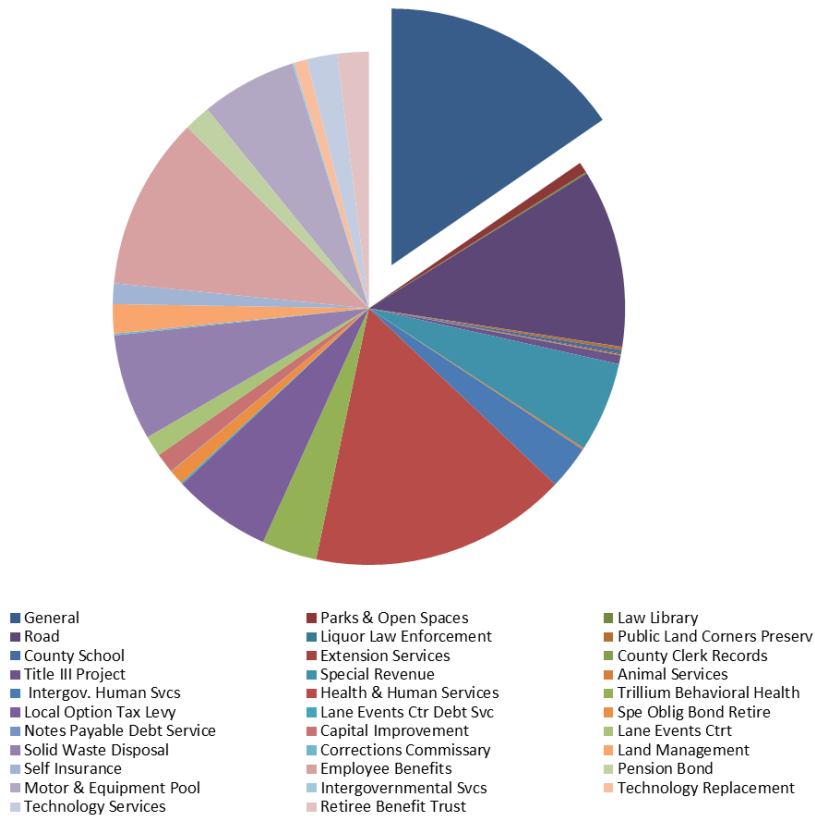
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Understanding the County's Budget

General Highlights

The Fiscal Year 2019-2020 Adopted Budget including expenditures, transfers and reserves for all funds is \$716,556,301, which is a \$12,116,770 or 1.7% decrease from the current fiscal year budget.

The County has 32 different funds in the FY 19-20 budget, with the majority of the funds being restricted special use funds. The General Fund, which is the primary operating fund of the County, accounts for 15.4% of the entire requirements budget.



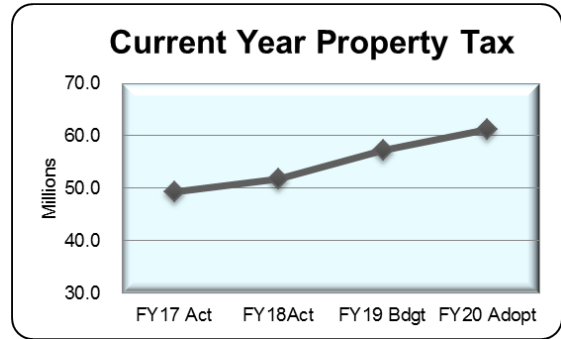
Major Revenue & Resource Trends

Revenues

Revenues have been adjusted based upon anticipated or reported funding and current financial projections. The County also relies heavily upon comparisons to historical actuals for both revenue and expenditure projections. Major categories of revenue are described below.

Current Year Property Tax

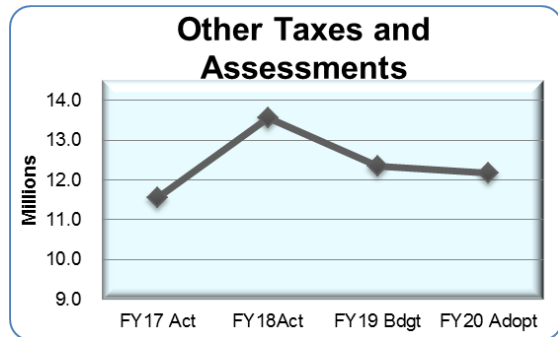
Current Year Property Tax revenue is anticipated to represent 14.4% of the County’s total revenue in FY 19-20. Lane County's permanent tax rate under voter approved Measure 50 is \$1.2793 per \$1,000 of Assessed Value (AV). The current AV is increased by a constitutionally restricted limit of 3% plus additions for estimated new construction. It is estimated that the County will receive \$42.5 million from its permanent rate and a total of \$61.2 million from all of its property tax levies. In addition to the permanent rate, the County also collects taxes on two voter approved local option levies - the first being the Public Safety Levy with an authorized rate of \$.055 per \$1,000 AV passed by voters in 2013 and renewed in 2017 for restoration of jail beds and critical youth services, and the second, passed in 2016, for a 4H Extension Services at a rate of \$0.015 cents per \$1,000 AV. It should be noted that the 4H Extension Service levy funds pass through the County’s budget and are paid directly to the OSU Extension Service which is a separate entity from Lane County government.



Overall, current year property tax growth is estimated at 3.75% from current year due to a strong local housing market.

Other Taxes & Assessments

In addition to Current Year Property Tax receipts, the County also collects other taxes including Prior Year (late) Property Taxes, Payments in Lieu of Taxes (PILT), Car Rental, Transient Room occupancy and other miscellaneous taxes and assessments. This portion of Taxes & Assessments will represent 2.86% of total County revenue and is projected to remain flat for FY 19-20. Federal PILT payments are not currently budgeted for FY 19-20 due to lack of an authorization of the funding. In past years, the County has received approximately \$700,000 in PILT into its General Fund. The spike in revenue shown on the chart to the left for FY18Act was the result of a one-time increase in PILT. A relatively new 3% local marijuana tax passed by voters is still early in its collection. Most recent collections

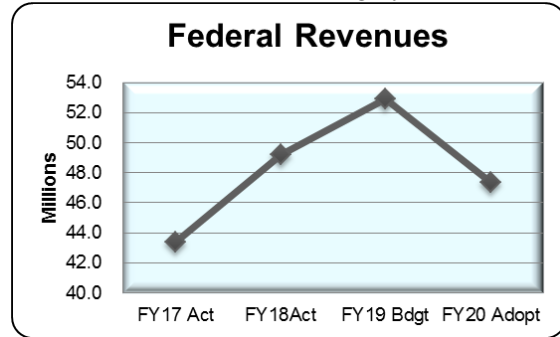


have shown collection of late taxes, indicating that prior year recorded receipts were low. The late payments make future projections for ongoing revenue difficult. Projections for that revenue source will be updated once more data is available. State marijuana tax revenue is shown under State revenue found below.

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Federal Revenues

Federal revenue to the County will decrease by \$5.5 million or 10.48% in FY 19-20 largely due to the end of the most recently authorized Secure Rural Schools (SRS) Act payments. Those payments, meant to replace decreasing timber revenue to counties resulting from changes in federal logging practices have steadily declined by at least 5% annually since the first renewal of the Act in 2012. There is no current reauthorization of payments for FY 19-20 and the budget contains a return to actual timber harvest receipts for both the National and O&C forests. Given the volatility of the SRS funds the County now budgets any authorized SRS payments above the anticipated timber revenue as one-time funds.

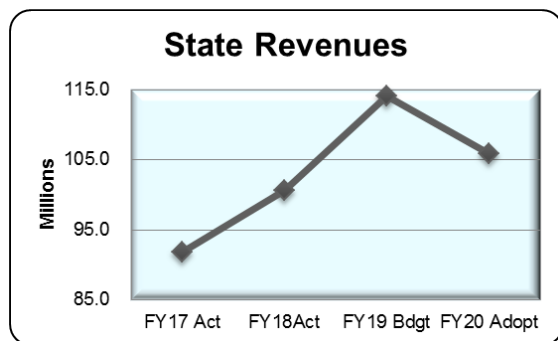


The County's largest source of federal funding is now from Medicaid Wrap payments received through the County's Community Health Centers within the Department of Health & Human Services. That revenue source has steadily increased in recent years with an anticipated amount of \$22 million in FY 19-20, up from \$20.4 million in the current year. Additional Health & Human Services funding (\$6.5 million), Housing and Community Development (\$2.6 million, and Child Support Enforcement payments (\$1.5 million) are a few of the other larger sources of Federal Revenue to the County.

State Revenues

State revenue consists of 24.9% of all County revenue and comes primarily in the form of specific use grants (\$66.4 million). Total State Revenue is budgeted at \$105.8 million, which is down \$8.2 million or 7.18% from FY 18-19. FY 19-20 will be the first year of a new State Biennium, which means many of the County's State revenue is not final until the 2019 State Legislature Session completes in June. In 2019, the Legislature did not complete session until after the County had adopted its budget.

The County's largest grant state funding consists of Mental Health Division payments in the amount of \$20.4 million. Coordinated Care Organization payments are also within this category of funding and are estimated to total \$11.3 million in FY 19-20.



Community Corrections Act (CCA) funding is currently budgeted flat at \$12.5 million for FY 19-20 due to unknown final State budget numbers. This funding is the result of the Community Corrections Partnership Act established in 1997 and governed by ORS 423.505. The County's Parole & Probation Division, in the Department of County Administration, is primarily funded with this revenue source at \$8.3 million. The Sheriff's Office receives the remaining \$4.2 million in funds for jail beds, electronic surveillance and

community service programs. The amount of revenue received under CCA is dependent upon the number of felony convicted offenders under supervision in Lane County – making the service level within the District Attorney's Criminal Prosecution office critical.

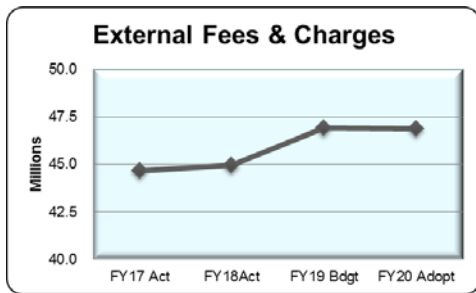
Current projections for State shared revenue taxes on cigarette, liquor, amusement device and a recreational vehicle fee are stable and expected to total just over \$3.4 million in FY 19-20. Liquor tax continues to experience growth year over year while cigarette tax revenues are declining. Video Lottery revenue, which must be spent on economic development, is projected to grow by 3% and total \$1.6 million for FY 19-20. The State Marijuana Tax, implemented in calendar year 2016, is collected by the

Financial & Planning Summary

State and the County began receiving distributions in September of 2017. Receipts have initially far exceeded the State's initial projections and the County's current annual projected revenue is \$1.2 million.

Highway Funds and Gas Tax are the largest source of non-grant funds from the State and are expected to total \$26.2 million in FY 19-20. This revenue is experiencing relatively steady growth as House Bill 2017, which increased fees and taxes to add to transportation funding statewide, is implemented.

Fees and Charges

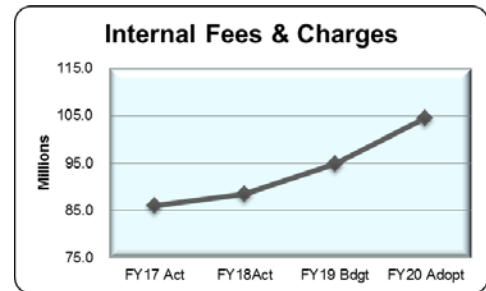


External Fees

The County charges fees for services rendered to residents in areas such as Short Mountain Landfill fees, Land Management permit fees and real property recording fees within Deeds & Records. These fees will total \$46.9 million in FY 19-20, which is flat from FY 18-19. The County reviews its fees regularly to ensure cost of service is recovered wherever possible.

Internal Fees

The County budget also accounts for fees charged internally between departments and Internal Service Funds for benefit costs, finance, human resources and administrative services as well as legal and technology services necessary to enable departments to provide services to the public. Internal fees will total \$104.4 million in FY 19-20. The growth in FY 19-20 is related to increasing wages and an increase in the County's PERS employer rate.

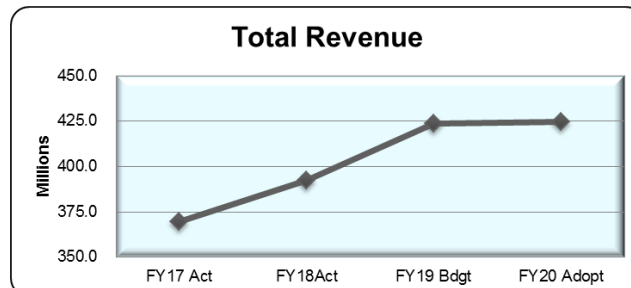


Interest Earnings

The County invests cash on hand within all County funds in compliance with Oregon Revised Statutes 294 and 295, Lane Manual 4.015 to 4.020, and Lane County's Administrative Procedures Manual Chapter 2, Section 20 with a focus on Safety, Liquidity and Yield. Investments in the current fiscal year have increased due to the Federal Reserve's increasing of interest rates. This action resulted in the County's yield to maturity on December 31, 2018 increasing up to 2.108% from 1.455% for the same period in 2017. Interest earnings Countywide are projected at \$3.89 million in revenue for FY 19-20.

Total Revenue

For FY 19-20, the County is also projecting the following other major revenue sources: Property and Rentals of \$6.7 million, Local Revenues of \$10 million, Fines Forfeitures and Penalties \$1.2 million and internal Administrative Charges \$20.9 million. Total County Revenue is projected at \$424,839,852. Revenue accounts for just under 60% of all County Resources within the County's budget.



Financial & Planning Summary

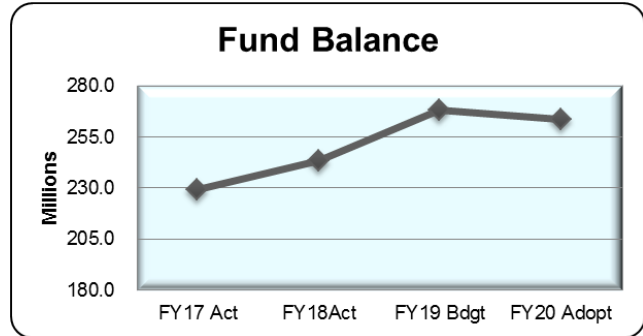
Other Resources

In addition to the revenue that will be received by the County in FY 19-20, the County also maintains fund balances in each of its funds and transfers money between funds which are then available as a Resource in the budget year and beyond. Beginning fund balances maintain the same spending restrictions as the original revenue source. In addition, many of the County's funds are required to maintain specific reserve levels for cash flow, self-insurance, bond ratings, service stabilization, maintenance of assets, and events such as the future closure of the Short Mountain landfill and disaster preparedness for roads and bridges.

Fund Balance

Fund Balance represents the amount of money that is anticipated to be unspent and carried forward into FY 19-20 at the end of the current fiscal year. These funds will either be spent or reserved based upon reserve policies for the type of fund and service. In some cases the County also relies on these funds to maintain stable service levels from year to year as revenues fluctuate. The most important thing to remember when reviewing Fund Balance is that the funds are available for "one-time" use only. This means they do not replenish themselves once spent – unless additional funds are received or unspent elsewhere.

In FY 19-20, the total beginning fund balance for all County funds is estimated at \$263.5 million, which is a decrease of \$4.6 million from the FY 18-19 budget. While in some cases this reduction is anticipated due to planned spending, the decrease also shows an overall decline in resources available to the County for providing services to the community.

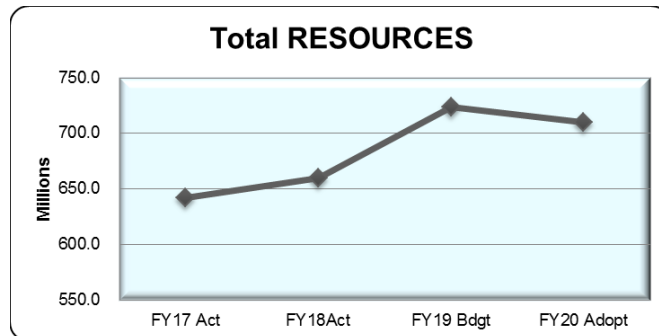


Transfers

The Transfer of funds from one County Fund to another will amount to \$19.3 million in FY 19-20. The reasons for these types of transfers include payment of debt, transfer of General Fund to other funds for services, and payment transfer of administrative charges within a Department between funds.

Total Resources

All available Resources for FY 19-20 are budgeted to total \$716,556,301. This is a decrease of \$12,116,770 from the current year's budget of \$728,673,071.



Financial & Planning Summary

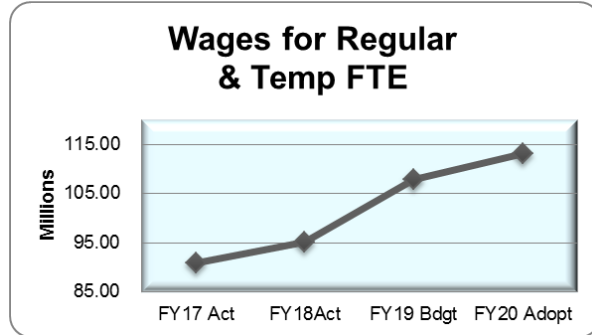
Major Expenditure Trends

Expenditures are defined in Oregon local budget as personnel services, material and services, capital, and debt service.

Personnel Services

Wages

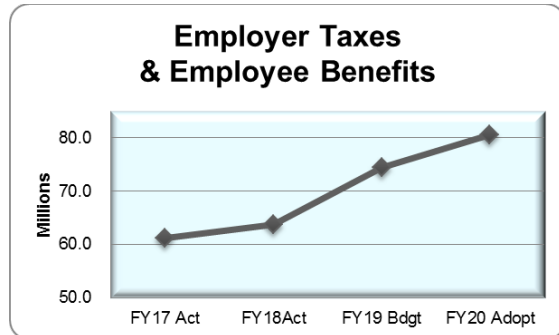
Lane County's services, like most governmental agencies, are labor intensive. The total wages for both regular and temporary employees (total of 1,664.59 FTE) are budgeted at \$113.02 million for FY 19-20, an increase of 4.8% from current year. The County also hires Extra Help employees (working no more than 520 hours in each fiscal year) throughout the year in various service areas for short-term needs.



Extra Help Wages are projected to total \$2.6 million, bringing total projected wages to \$115.6 million for FY 19-20. Wages account for 25% of all County expenditures.

Benefits

An additional \$80.6 million in expenses is budgeted for employer taxes such as Social Security and



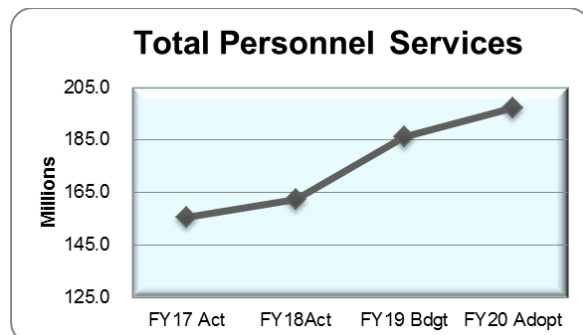
Medicare as well as benefit costs associated with medical insurance, retirement, deferred compensation and other employer paid benefits. Taxes and benefit costs now average \$48.2 thousand per FTE. Health insurance costs continue to remain fairly steady following the County's move to a self-funded model in 2015.

Public Employee Retirement System (PERS) employer rates are increasing for the 2019-2021 state biennium.

The County's employer rate is different for each employee's tier enrollment in PERS (set by the State and based upon hire date). Lane County's rates are increasing for all three tiers which will result in an estimated 24.9% increase. Current projections show that the County will continue to experience additional rate increases in future biennia due to the overall unfunded liability level of PERS. The County also has a PERS Bond payment each year from the prepayment of a portion of the unfunded liability back in the early 2000's. That bond payment is funded by internally charging a rate against all PERS eligible wages. The County's PERS Bond rate will remain flat in FY 19-20 and is expected to increase .25% in FY 20-21. The Bond rate pays for a bond issued by the County in the early 2000's to prepay a portion of the County's unfunded PERS liability at that time. If that Bond had not been issued, the County's PERS employer rate would be higher than current.

Total Personnel

Total Personnel expenses are projected to total \$197.4 million which is an increase of \$10.3 million or 6% from current year budget. This represents 42.8% of the County's total expenditure budget.

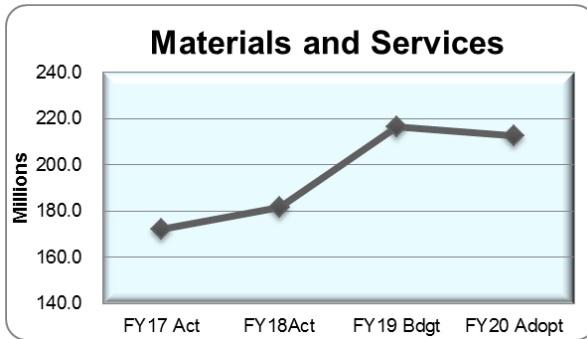


Financial & Planning Summary

The County's Adopted Budget includes a Personnel expense budget built in accordance with recommended best practices and County policy which takes into account expected vacancies in positions throughout the budget year. While it is more common practice in government budgeting to budget for full employment (100% of positions filled throughout the entire fiscal year), that practice results in an inflated expenditure budget. Lane County began to adjust its Personnel expense budget for vacancies in FY 17-18 and will continue to refine the process and future vacancy projections. For the General Fund, an assumed 3% vacancy rate has been included in the FY 19-20 Adopted Budget. All other County funds have taken anticipated vacancy rates into account when projecting their Personnel expenses – with specific percentage rates built in specific to each Fund. The move towards more accurate budgeting of Personnel expenses provides more transparency and accuracy in the budget for projected expenses and documents the ongoing structural balance of County Funds.

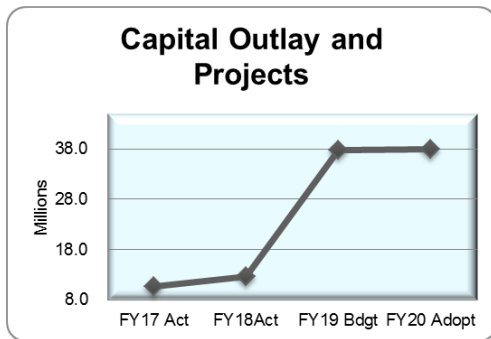
Materials & Services

This category is projected to total \$213.7 million or 46.4% of the total expenditure budget for the County for FY 19-20. This a \$6.1 million decrease from current year fiscal year. The decrease is attributed to the spending of one-time costs in FY 18-19 for items such as the \$2 million Housing Improvement Plan Initiative, as well as a continued focus on cost containment to maintain the personnel needed to provide direct services to citizens.



Capital Outlay and Projects

Capital outlay and projects are budgeted at \$38 million, which represents 8.3 % of the County's total expenditure budget. The majority of the projects in this category are found in the County's Five-Year Capital Improvements Plan. The increase over the four year period is largely attributed to increased road and bridge projects resulting from additional State funding from the Transportation Package passed in 2017. Capital Outlay expenses include purchase of radios and the radio network in the Sheriff's Office as well as motor vehicles within Fleet Services and computers in the Technology Services Department.



Debt Service

The County pays debt service payments on various bonds issued for a variety of projects. Specific details on the bonds can be found in the Non Departmental section of this document. The payments consist of both principal and interest payments and are budgeted in FY 19-20 at a total of \$11.6 million.

Payments are currently being made for the following major bonds: Heating, Ventilating and Air Conditioning (HVAC) and Fairgrounds' capital improvements bonds; Mental Health Building; Public Health and Community Health Clinics, the PERS Limited Tax Pension bond, and 2011 Improvements (Riverstone, Marina, Customer Service Center, Lane Events Center Roof and PSB HVAC).

Total Expenditures

In FY 19-20, the County is projecting total expenditures of \$460,735,769. Expenditures account for 65% of all County budget requirements.

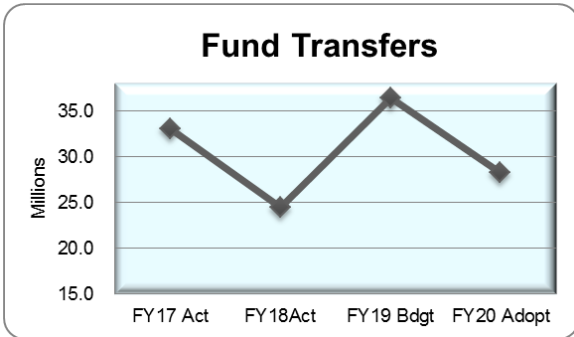
Financial & Planning Summary

Other Requirements

In addition to the expenditures described above, the County has other requirements detailed in the budget pursuant to budget law. These include fund transfers (transfer of monies from one fund to another) as well as contingencies and reserves.

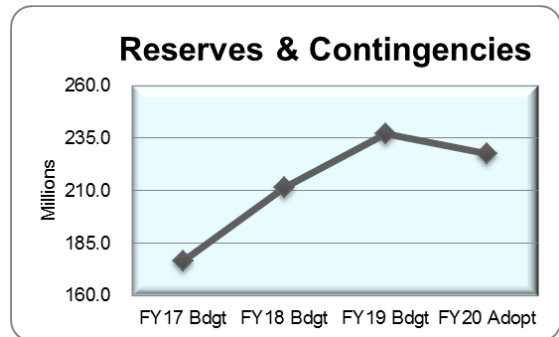
Fund Transfers

Transfers between County funds will total \$19.4 million in FY 19-20. A large percentage of that total is a transfer of General Fund into Special Revenue Funds to pay for services such as Public Safety, Public Health, Mental Health, Developmental Disabilities and Youth Services. Funds are also transferred from Departments into Debt Service funds to make the bond payments referenced above. More detail on Transfers between Funds is available in the Non-Departmental section of this document. Fund Transfers fluctuate year to year based upon one-time expenditures. The large decrease between FY19 and FY20 is related to a one-time transfer to establish a PERS Side Account to reduce the County's long term PERS liability as discussed in the Budget Message.



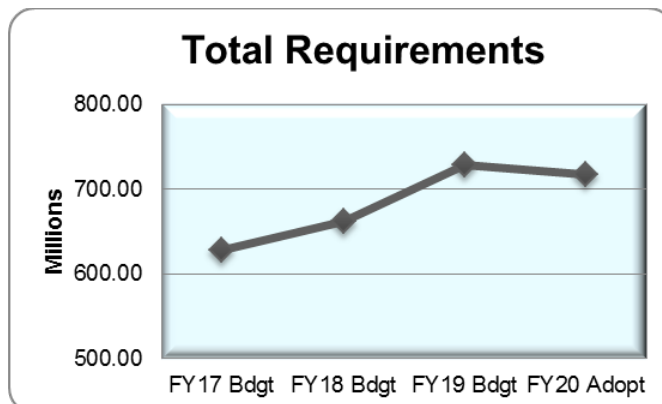
Reserves & Contingencies

Reserves for all funds are estimated to total \$189.8 million by the end of FY 19-20 with an additional amount of \$37.7 million budgeted for contingency. Additional information on reserves and contingencies, including detail on amount by Fund, can be found in the Non-Departmental section of this document. The chart to the right contains final budget, current budget and adopted budget amounts because reserves & contingencies do not show up in Actuals given that they are not spent from that category. If contingencies or reserves need to be spent in a fiscal year, the amount will be moved to the appropriate expenditure or requirement category.



Total Requirements

Total budgeted requirements for FY 19-20 total \$716,556,301, which is a decrease of \$12,116,770 from the final FY 18-19 budget of \$728,673,071. This amount matches available resources and therefore meets Oregon State Budget Law requirement for a balanced budget. The chart below documents budgeted amounts for the four year comparison period due to contingencies & reserves not being represented in prior year Actuals as described above.



Financial & Planning Summary

FY 19-20 DEPARTMENT LEVEL ADOPTED RESOURCES BY FUND TYPE & DEPARTMENT						
Department Name	General	Special Revenue	Capital Projects	Enterprise	Internal Services	Total Dept
Assessment & Taxation	1,591,060	614,484				2,205,544
Board of County Commissioners	1,015,632					1,015,632
County Administration	8,035,550	16,271,729	8,995,812		789,927	34,093,018
County Counsel	1,538,690					1,538,690
District Attorney	3,320,130	81,111				3,401,241
Emergency Management	693,178					693,178
Health & Human Svcs		167,077,343				167,077,343
Human Resources	2,546,087					2,546,087
Public Works	3,367,665	88,798,101		70512620	35,019,227	197,697,613
Sheriff's Office	8,659,556	50,538,043		801500	8,209,140	68,208,239
Technology Svcs					19,555,793	19,555,793
Total Fund Resources	30,767,548	323,380,811	8,995,812	71,314,120	63,574,087	498,032,378

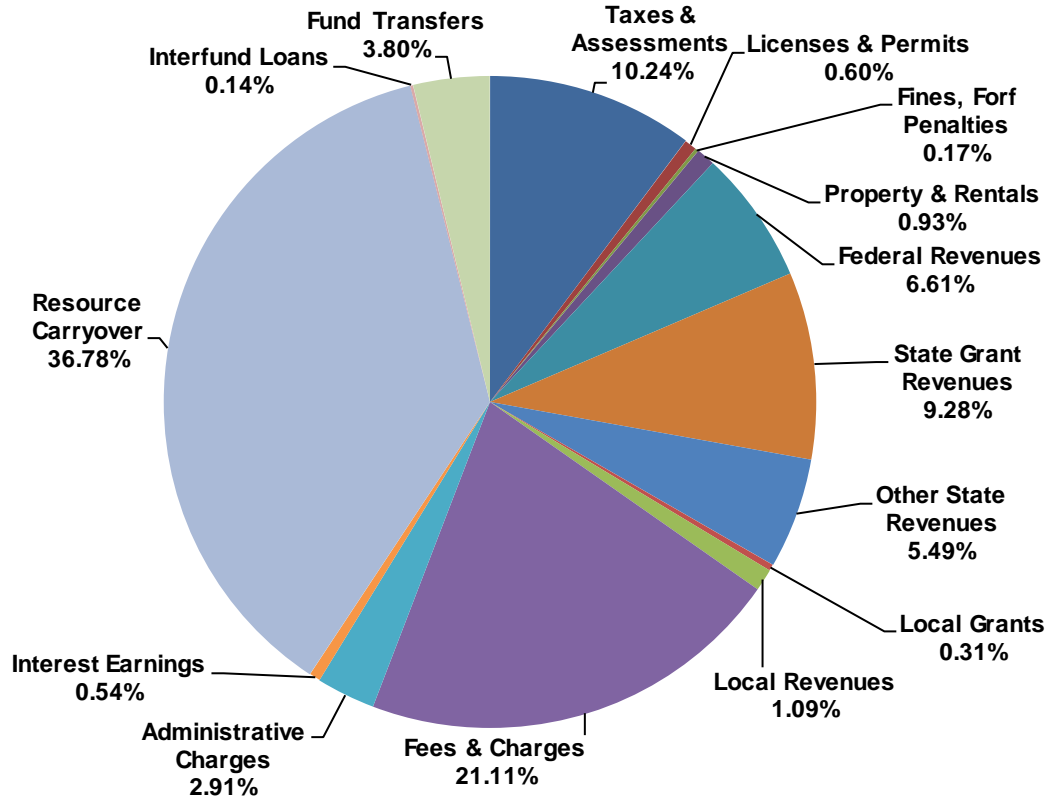
FY 19-20 DEPARTMENT LEVEL ADOPTED EXPENDITURES BY FUND TYPE & DEPARTMENT						
Department Name	General	Special Revenue	Capital Projects	Enterprise	Internal Services	Total Dept
Assessment & Taxation	6,688,011					6,688,011
Board of County Commissioners	1,146,929					1,146,929
County Administration	8,330,777	13,120,938	6,890,014		582,567	28,924,296
County Counsel	1,936,999					1,936,999
District Attorney	11,098,364	12,726				11,111,090
Emergency Management	553,905					553,905
Health & Human Svcs		130,464,900				130,464,900
Human Resources	2,908,405					2,908,405
Public Works	3,996,224	54,213,220		30473345	9,186,643	97,869,432
Sheriff's Office	33,773,853	28,139,429		166016	4,324,768	66,404,066
Technology Svcs					15,408,379	15,408,379
Total Fund Resources	70,433,467	225,951,213	6,890,014	30,639,361	29,502,357	363,416,412

Financial & Planning Summary

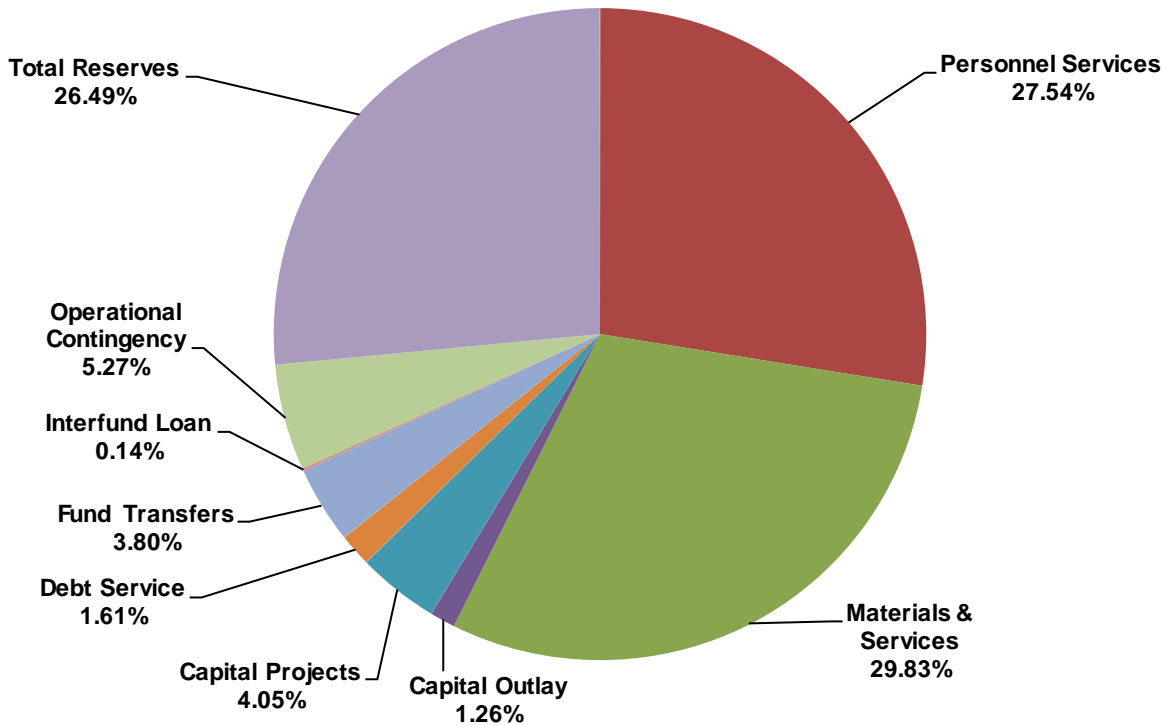
FY 19-20 ADOPTED RESOURCES BY SERVICE CATEGORY								
ALL FUNDS COMBINED								
Revenue	Culture & Recreation	Community Development	Gen Gov't	Public Health	Roads & Infrastructure	Public Safety	Non-Operating	Total
Taxes & Assess	3,233,984	3,895,457	436,000	515,420	4,000	18,729,000	46,559,183	73,373,044
Licenses & Permits	-	2,095,900	64,000	1,176,455	155,000	272,300	553,750	4,317,405
Fines, Forf, Penalties	45,000	-	84,000	8,000	500	639,500	438,700	1,215,700
Property & Rentals	4,285,167	25,000	889,419	128,700	1,041,247	304,597	-	6,674,130
Rev- Other Agencies	631,107	3,657,910	3,830,465	83,279,433	33,875,722	29,919,061	8,045,900	163,239,598
Fees & Charges	539,250	3,628,062	23,357,450	18,195,180	20,480,779	3,207,214	81,865,198	151,273,133
Admin Charges	-	15,000	16,991,145	-	3,110,171	430,128	312,747	20,859,191
Interest Earnings	96,733	188,959	850,270	11,487	1,130,868	562,039	1,047,295	3,887,651
Resource Carryfwd	4,756,626	10,718,394	38,131,119	36,632,781	66,506,520	40,314,729	66,458,754	263,518,923
Interfund Loans	-	-	-	-	1,001,461	-	-	1,001,461
Fund Transfers	1,023,000	-	769,766	10,767,342	2,000,000	10,351,430	2,284,527	27,196,065
Total Revenue:	14,610,867	24,224,682	85,403,634	150,714,798	129,306,268	104,729,998	207,566,054	716,556,301
FY 19-20 ADOPTED REQUIREMENTS BY SERVICE CATEGORY								
ALL FUNDS COMBINED								
Expenditures	Culture & Recreation	Community Development	Gen Gov't	Public Health	Roads & Infrastructure	Public Safety	Non-Operating	Total
Personnel Svc's	3,506,756	4,634,527	29,811,972	66,613,095	26,689,342	66,108,244	-	197,363,936
Materials & Svc's	4,438,173	8,582,897	16,904,446	50,379,990	21,980,372	32,331,148	79,146,452	213,763,478
Capital Outlay	1,725,000	106,900	11,187,948	1,998,945	18,364,363	4,617,184	50,000	38,050,340
Debt Service	-	-	25,828	-	-	-	11,532,187	11,558,015
Fund Transfers	708,048	491,340	1,908,401	10,676,989	3,320,426	8,549,010	1,594,254	27,248,468
Interfund Loans	-	-	1,001,461	-	-	-	-	1,001,461
Reserve/Cntgcy	4,232,890	10,409,018	31,503,091	25,645,435	58,912,983	33,885,709	62,981,477	227,570,603
UEFB	-	-	-	-	-	-	-	-
Total Expenditures:	14,610,867	24,224,682	92,343,147	155,314,454	129,267,486	145,491,295	155,304,370	716,556,301
Full Time Equivalent:	33.30	38.50	242.00	589.94	254.60	514.05	-	1,672.39

Financial & Planning Summary

FY 19-20 Adopted Resources – All Funds



FY 19-20 Adopted Requirements – All Funds



Financial & Planning Summary

STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE						
All Governmental Funds - Three Year Comparison						
	FY 17-18	FY 18-19	FY 19-20	FY 17-18	FY 18-19	FY 19-20
	Actuals	Curr Bdgt	Adopted	Actuals	Curr Bdgt	Adopted
	GENERAL FUND			SPECIAL REVENUE FUNDS		
Beginning Fund Balance	\$16,584,573	\$24,624,349	\$25,726,055	\$106,557,008	\$116,828,231	\$122,685,113
Revenues						
Taxes & Assessments	45,052,342	44,530,777	45,876,183	17,687,276	22,485,336	24,793,680
Licenses & Permits	981,967	1,020,300	868,050	1,358,786	1,350,000	1,353,455
Fines, Forf & Penalties	940,124	887,765	833,200	444,588	372,600	382,000
Property & Rentals	513,421	366,210	235,160	3,090,663	2,969,654	2,942,183
Revenue from Other Agencies	20,817,782	19,472,475	18,076,224	134,502,254	153,160,859	142,567,058
Fees & Charges	3,225,120	2,766,590	2,732,833	17,718,632	21,110,587	22,140,442
Administrative Charges	12,172,813	12,672,710	13,351,260	3,395,367	3,005,316	3,240,518
Interest Earnings	415,015	400,000	400,000	1,295,861	888,397	1,366,803
Total Revenue	84,118,584	82,116,827	82,372,910	179,493,427	205,342,749	198,786,139
Interfund Loan	0	0	0	0	0	0
Bond Sales	0	0	0	0	0	0
InterFund Transfers	1,329,456	1,523,023	2,044,091	13,268,806	13,219,348	14,328,368
TOTAL FUND ASSETS	85,448,040	83,639,850	84,417,001	192,762,233	218,562,097	213,114,507
Departmental Expenditures	65,263,345	66,979,883	70,433,467	168,746,780	221,855,418	225,951,213
Non-Departmental Expenditures						
Material & Services	412,028	2,171,610	1,265,605	9,300,780	11,772,343	9,226,777
Capital	0	0	0	108,775	200,000	50,000
Debt Services	0	0	0	0	0	0
Total Expenditures	65,675,373	69,151,493	71,699,072	178,156,335	233,827,761	235,227,990
Interfund Loan	0	0	0	20,000	0	0
Interfund Transfers	11,732,891	12,860,515	13,885,472	4,334,787	3,468,995	3,602,370
TOTAL FUND LIABILITIES	77,408,264	82,012,008	85,584,544	182,511,122	237,296,756	238,830,360
Revenue Over (Under) Expenditures	8,039,776	1,627,842	(1,167,543)	10,251,111	(18,734,659)	(25,715,853)
Ending Fund Balance	24,624,349	26,252,191	24,558,512	116,808,119	98,093,572	96,969,260
<i>Change from Curr Bdgt</i>			-6.45%			-1.15%
Comment on Chgs > 10%			n/a			n/a

Financial & Planning Summary

STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE								
All Governmental Funds - Three Year Comparison								
FY 17-18 Actuals	FY 18-19 Curr Bdgt	FY 19-20 Adopted	FY 17-18 Actuals	FY 18-19 Curr Bdgt	FY 19-20 Adopted	FY 17-18 Actuals	FY 18-19 Curr Bdgt	FY 19-20 Adopted
DEBT SERVICE FUNDS			CAPITAL FUNDS			TOTAL ALL GOVERNMENTAL FUNDS		
\$6,463,737	\$5,616,636	\$4,763,371	\$7,736,727	\$8,833,353	\$5,519,627	\$136,571,660	\$137,342,044	\$137,902,722
675,000	688,178	687,000	0	0	0	59,106,241	60,884,573	66,755,836
0	0	0	0	0	0	2,404,088	2,275,144	2,343,300
0	0	0	0	0	0	1,476,704	1,537,250	1,260,365
0	0	0	40,600	2,613,601	120,000	4,184,926	3,349,234	3,411,869
0	0	0	0	0	0	139,792,144	156,373,229	160,040,277
0	0	0	102	0	0	20,829,044	20,254,731	22,544,047
0	0	0	2,927,446	2,858,148	3,303,185	17,786,591	18,513,258	18,536,174
0	0	0	111,996	48,000	53,000	1,292,816	892,505	1,173,513
675,000	688,178	687,000	3,080,144	5,519,749	3,476,185	246,872,553	264,079,924	276,065,381
0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	9,897,864	0	0
2,209,971	2,267,688	2,268,380	0	0	0	22,579,864	17,206,849	15,788,217
2,884,971	2,955,866	2,955,380	3,080,144	5,519,749	3,476,185	279,350,282	281,286,773	291,853,598
0	0	0	1,183,077	12,531,973	6,890,014	227,117,948	272,770,038	280,049,622
0	0	0	0	0	0	8,163,630	11,077,558	11,978,785
0	0	0	0	0	0	19,109	286,888	200,000
3,732,072	3,803,711	3,805,621	0	0	0	20,295,861	3,778,057	3,803,711
3,732,072	3,803,711	3,805,621	1,183,077	12,531,973	6,890,014	255,596,548	287,912,541	296,032,118
0	0	0	0	0	0	20,000	0	0
0	0	0	800,441	893,036	1,100,487	22,963,351	17,496,736	15,730,704
3,732,072	3,803,711	3,805,621	1,983,518	13,425,009	7,990,501	278,579,898	305,409,277	311,762,822
(847,101)	(847,845)	(850,241)	1,096,626	(7,905,260)	(4,514,316)	770,383	(24,122,504)	(19,909,224)
5,616,636	4,768,791	3,913,130	8,833,353	928,093	1,005,311	137,342,044	113,219,540	117,993,498
		-17.94%			8.32%			4.22%
Chg due to reduction in debt following refunding in FY 16-17			Anticipated courthouse related charges in FY 18-19 that did not occur.			n/a		

Lane County Strategic Planning, Priorities, and Objectives

The Board of Commissioners adopted its 2018-2021 Lane County Strategic Plan in March of 2018. This Plan builds upon prior efforts that have established a strong foundation for achieving Lane County's mission. The prior Strategic Plan laid out the long term goals for the future, focusing on Strategic Priorities in the areas of a Safe and Healthy County, Vibrant Communities, and Infrastructure. This Strategic Plan identifies ways to continue to expand on our current priorities by taking into account the drivers of change that will likely impact the accomplishment of goals in the next several years, and to take the progress we have achieved over the last few years to the next level. One of the ways to take it to the next level is by incorporating measures. Our goal is to create accountability for the work being produced (outputs) and whether that work is making a difference (outcomes). This will allow us to evaluate how we are progressing towards achieving our goals. We have regular quarterly updates to the Board of County Commissioners as well as annual work sessions.



To meet the needs of our residents and employees over the next three years, Lane County identified four Strategic Priorities in the 2018-2021 Strategic Plan:

- Safe, Healthy County
- Vibrant Communities
- Robust Infrastructure
- Our People and Partnerships

These Priorities reflect areas of focus that will best help us accomplish the vision of Lane County. The relationship among these priorities is expressed in the Lane County Strategic Plan logo, shown to the left.

Lane County Priorities

The 2018-2021 Strategic Plan lays out a vision of the future, focusing on our priorities of a Safe, Healthy County, Vibrant Communities, Robust Infrastructure and Our People and Partnerships. Under each of these Priorities, there are Key Strategic Initiatives and from there, we have Key Activity Areas, which are similar to tactics. Each department is working on updating their own department work plans to align with the new countywide Strategic Plan. Department work plans will be addressing the Key Activity Areas and Key Strategic Initiatives.

Safe, Healthy County

Our objective is to protect and enhance the safety and health of Lane County residents with a focus on enhancing and managing resources, improving access to, prevention programs, and collaborative initiatives. The Key Strategic Initiatives include:

- Affordable Housing & Homelessness
- Behavioral & Community Health
- Public Safety Funding & Service Delivery
- Incarceration & Recidivism

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Vibrant Communities

Our objective is to manage equitable services for urban and rural residents to enhance opportunities and access by embracing efficient systems and processes, collaboration with partners, and innovative approaches to solving problems. The Key Strategic Initiatives include:

- Resilient, Diverse, & Sustainable Economy
- The Natural Environment
- Equity

Robust Infrastructure

Our Objective is to focus on strategic infrastructure maintenance and investments that have the highest return for safety, vibrant communities, and long term environmental benefit. The Key Strategic Initiatives include:

- Safe Transportation
- Facility Maintenance & Management
- New Facility Development

Our People and Partnerships

Our Objective is to provide a safe, healthy, and inclusive work environment that attracts and retains a diverse, highly skilled workforce with a deeply embedded commitment to delivering value and service to the residents of Lane County through operational effectiveness, fiscal resilience and partnerships. The Key Strategic Initiatives include:

- Fiscal Resilience & Operational Effectiveness
- Employee Engagement & Resilience
- Enhanced Partnerships

Public Participation

The development of the 2018-2021 Lane County Strategic Plan involved a considerable amount of employee and public engagement. We began the process in December of 2017 with two types of focus groups; employee and community focus groups. These were great sessions that allowed us to get a sense of what people were proud of, what worked well and what didn't work as well, how they used the existing plan, and what future challenges and opportunities may be. We had several public meetings, including a kickoff event and presentations to the Board of County Commissioners. We developed employee surveys and community surveys and had an incredible response rate. Once we had a framework in place, we held several open houses for staff and the public to weigh in. Through all of these efforts, we heard consistent themes and that guided us in creating the Priorities, Initiatives and activities that make up the 2018-2021 Lane County Strategic Plan.

Implementation into Budget Process

The 2018-2021 Strategic Plan has been incorporated into the budget process in several ways. When it came to balancing the budget, we ensured that we had the strategic priorities and initiatives in mind. In each of the department sections, the text incorporates department goals and strategic planning. Finally, during the Budget Committee presentations, we will hear how the County is incorporating the Strategic Priorities and Initiatives into the preparations for the upcoming budget year. For more detailed information about our Strategic Plan, please stay in touch by visiting our website at: www.lanecounty.org/strategicplan.

2018-2021 Lane County Strategic Plan Overview



Vision: Lane County is recognized as the best county in which to live, work, and play.





Mission: We responsibly manage available resources to deliver vital, community-centered services with passion, drive, and focus
Purpose: To improve lives

Core Behaviors: Passion to serve • Driven to connect • Focused on solutions

Strategic Priority

Key Strategic Initiative

Measures

 <p>Protect and enhance the safety and health of Lane County residents with a focus on enhancing and managing resources, improving access to, prevention programs, and collaborative initiatives.</p>	<p>Affordable Housing & Homelessness</p> <p>Behavioral & Community Health</p> <p>Public Safety Funding & Service Delivery</p> <p>Incarceration & Recidivism</p>	<p>Proportion of cost burdened low-income households</p> <p>Availability of supported housing units</p> <p>Number of Tier 2 and 3 Primary Care Patient Centered Medical Homes (PCPCH)</p> <p>Public safety response time</p> <p>Recidivism rate(s)</p> <p>Diversion program graduates</p> <p>Percent of families with incomes below the living wage</p> <p>Percent of population within close proximity to healthy food retail outlets</p> <p>Total employment in targeted industry sectors</p> <p>Material diverted from waste stream</p> <p>Minority business outreach</p> <p>Annual visits to Lane County</p> <p>Crashes and fatalities by mode</p> <p>Condition of capital assets</p> <p>Space utilization</p>
 <p>Manage equitable services for urban and rural residents to enhance opportunities and access by embracing efficient systems and processes, collaboration with partners, and innovative approaches to solving problems.</p>	<p>Resilient, Diverse, & Sustainable Economy</p> <p>The Natural Environment</p> <p>Equity</p>	<p>Percent of population within close proximity to healthy food retail outlets</p> <p>Material diverted from waste stream</p> <p>Minority business outreach</p> <p>Annual visits to Lane County</p> <p>Crashes and fatalities by mode</p> <p>Condition of capital assets</p> <p>Space utilization</p>
 <p>Focus on strategic infrastructure maintenance and investments that have the highest return for safety, vibrant communities, and long term environmental benefit.</p>	<p>Safe Transportation</p> <p>Facility Maintenance & Management</p> <p>New Facility Development</p>	<p>Material diverted from waste stream</p> <p>Minority business outreach</p> <p>Annual visits to Lane County</p> <p>Crashes and fatalities by mode</p> <p>Condition of capital assets</p> <p>Space utilization</p>
 <p>Provide a safe, healthy, and inclusive work environment that attracts and retains a diverse, highly skilled workforce with a deeply embedded commitment to delivering value and service to the residents of Lane County through fiscal resilience and partnerships</p>	<p>Fiscal Resilience & Operational Effectiveness</p> <p>Employee Engagement & Resilience</p> <p>Enhanced Partnerships</p>	<p>General Fund reserves</p> <p>County bond rating</p> <p>Employee engagement and satisfaction</p> <p>Employee retention rate</p>

Motto: Lane County Proud

Financial & Planning Summary

Lane County 2018-2021 Strategic Plan - Status of Activity Areas		3/20/19
#	Key Activity Areas	Status
Safe, Healthy County		
1a1	Affordable housing action plan	
1a2	Varied housing options to address homelessness	
1b1	Address food security and access to healthy food	
1b2	Land use policies / investments for community development	
1b3	Access to primary /behavioral / oral health care	
1c1	Phase II of 10-Year Public Safety Plan	
1c2	Next steps for formation of Metro Plan Amendment	
1d1	Evidence based practices adult and youth parole/probation systems	
1d2	Collaborative efforts to address behavioral health issues in the public safety system	
Vibrant Communities		
2a1	Increase broadband access in rural communities	
2a2	Implement rural economic development plan - rural community priority projects	
2a3	Support investments that lead to jobs w/ incomes above median wage w/ a focus on traded sector ind.	
2a4	Support existing and new traded sector business retention and expansion	
2a5	Monitor and invest in business innovation opportunities in our region	
2a6	Advocate for economic development tools / opportunities at local, state & federal level	
2a7	Sector Strategy Initiatives related to Tech, Food & Bev. & Advanced Wood Products	
2b1	Continue to monitor marijuana regulations and potential land use issues	
2b2	Identify resources and stewardship planning - transportation, facilities, waste mgmt, and procurement	
2b3	Improve existing park grounds and create partnerships to invest in infrastructure	
2b4	Market Lane County parks as a destination for residents and visitors	
2c1	Equity and Access Plan, improve access to services for underrepresented communities	
2c2	Promote greater understanding and acceptance for all people	
2c3	Establish procurement processes to encourage participation by minority-and woman-owned businesses	
Robust Infrastructure		
3a1	Create a Bike/Pedestrian Plan for Lane County that includes Safe Routes to Schools	
3a2	Collaborative model of engineering, education and enforcement to address transportation safety	
3b1	Safe and resilient road and bridge system for Lane County	
3b2	Countywide Capital Improvement Plan	
3b3	Capital Management Plan to address space allocation planning and best uses for County owned property	
3b4	Lane County Events Center Business Plan to maximize flexibility, attract new events & increase revenue	
3b5	Adopt and implement a new Parks Master Plan	
3c1	Complete funding and construction of the new Courthouse	
3c2	Pursue a new location for Adult Parole and Probation & renovate existing facility	
Our People and Partnerships		
4a1	Align department work plans with the 2018-2021 Strategic Plan	
4a2	Support effective core operational services, such as Technology Services and Assessment and Taxation	
4a3	Pursue efforts to maintain a structurally balanced budget	
4a4	Coordinate strategic partners to advocate for Lane County's interests in Salem and Washington DC	
4a5	Performance audits to identify successes and solutions to improve services	
4a6	Pursue opportunities for efficient service delivery models, such as one-stop services	
4a7	Develop and implement internal cost controls to reduce expenses	
4a8	Emergency preparedness and the Continuity of Operations Planning (COOP) within Lane County	
4a9	Workforce plan focusing on knowledge management, resilience, and professional development	
4b1	Identify and implement opportunities for employee engagement	
4b2	Identify and implement opportunities for employee wellness	
4b3	Align values and core behaviors in recruitment, performance evaluation processes and trainings	
4c1	Enhance reporting and data availability in the areas of health, safety, economy and environment	
4c2	Collaborate, share tools, and enhance communication with internal and external partners	
4c3	Collaborative and decentralized approach to Strategic Plan monitoring and reporting	

Legend:

- Good progress towards outcome
- Some progress towards outcome
- Minimal progress towards outcome

Items crossed out above have been incorporated into other Key Activity Areas, or expanded upon since the adoption of the Plan.

Financial & Planning Summary

Balancing Options

The following list chronicles some of the key events, preparations, deliberations, and decision points that preceded the creation of the Adopted Budget for FY 19-20.

November 2018

The General Election of November 2018 resulted in a change in governing body for Lane County with the election of two new commissioners – Joe Berney for District 2 (Springfield) and Heather Buch for District 5 (East Lane).

January 2019

Budget Kickoff with Leadership Team

The County held its annual budget kickoff meeting with Leadership Team, which consists of the Board of Commissioners, Department Directors and County Administrator. This meeting is the start of budget preparation of the coming year. Brian Rooney, Oregon’s local economist, provided information on employment trends, unemployment rates, GDP growth, the housing market, and a look forward at leading economic indicators and recent economic news from the Lane County area. The Team also heard presentations on a Property Tax Overview, State & Federal Legislative Updates, Public Safety System, Housing and Homelessness and a review of the County’s General Fund including an initial 5-year Financial Forecast.

While Lane County continues to face fiscal challenges due to a low permanent property tax rate and available local revenue per capita to provide services to our community, the FY 19-20 budget was projected remain stable, with no structural deficit. With that information, budget direction for FY 19-20 consisted of:

- Budgeting wages to include Board adopted changes
- Including a vacancy variance rate in the personnel budget
- 0% increase in medical rates; adjusting rates by specific plan to account for actual costs
- PERS employer rate increases as set by the PERS Board
- Limiting Material & Services growth to the Oregon Economic Forecast of 2.5% where possible.

In addition to the specific direction stated above, the following goals were identified:

- Remain structurally balanced
- Continue to strive to meet 20% reserve policy for General Fund
- Maintain current service levels

Budget Kickoff w/Departments

Departments received initial budget direction and began to build their budgets on January 14, 2019.

Phase I

General Fund Departments were initially requested to enter their Adjusted Base Budgets, which is defined as “current budget year level of service with updated expenses and revenues.” This phase helps to identify any previously unknown issues and verify the initial 5 year financial forecast amounts for FY 19-20. There were no substantial changes identified in this phase.

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Phase II

The Budget Office determined the rate for the vacancy variance for the General Fund for FY 19-20 to be 3% of regular salaries and benefits. The implementation of a vacancy variance rate is pursuant to best practices and County policy. All County funds have taken vacancy rates into account when developing their personnel expense budgets with varying adjustments based upon the projects for the specific fund/service.

March 2019

In late mid to late March, the Budget Office and County Administrator met with each department to review service levels, anticipated changes in revenue and expenditures, and areas of concern or high need in their budget for FY 19-20. Following those meetings, the County Administrator identified key investments for the FY 19-20 Proposed Budget as detailed in his budget message. These items include:

- Identified funding in the amount of \$1 million for a Behavioral Health Crisis Center to divert individuals experiencing a mental health and/or substance abuse crisis away from the jail and emergency room, to a treatment facility for individuals requiring a short-term stay over 24 hours.
- Addition of a paralegal and additional discovery record costs in the District Attorney's office to provide staffing for a newly State mandated service to record grand jury proceedings.
- \$65,000 General Fund to replace the aging Search & Rescue boat.
- Addition of an Administrative Analyst within Behavioral Health.
- Addition of 1.5 FTE in Emergency Management to 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.
- \$75,000 for Emergency Operations Center on the Public Works Delta Campus and \$30,000 for vehicle purchase.
- Identified funding for a homeless systems transition and a continued expansion of the successful Dawn to Dawn shelter and navigation services launched in early 2019 through a partnership between Lane County, City of Eugene and Saint Vincent de Paul.
- Addition of 2.0 FTE in Parks consisting of a Volunteer Coordinator and Sr. Account Clerk, as well as \$468,000 in Transient Room Tax funding for a Facility Condition Index and investments to enhance and maintain park assets.
- Addition of a 1.0 FTE in County Administration to provide assistance to the Board of Commissioners.
- Addition of 2.0 FTE in Human Resources for a Talent Management Program Manager and Sr. Management Analyst.
- \$100,000 in General Fund for Elections computer server replacement and \$10,000 for Warehouse shelving – both to be funded from existing Elections Extra Help reserves.

May 2019

The Budget Committee began review of the FY 19-20 Proposed Budget at their first meeting on May 2, 2019 with the presentation of the Budget Message, Budget Overview and a Public Hearing. There were additional worksession meetings on May 7, May 8, May 9, and May 14, where the committee received presentations from County departments and received additional information on FY 19-20 budget initiatives. Final budget approval occurred on the evening of May 16, 2019 where the committee made the following changes to the Proposed Budget:

- Increased Extra Help budget for Performance Auditor by \$7,200
- Increased individual commissioner accounts by \$11,000 each in order to allow for hiring of interns or Extra Help.

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- Eliminated addition of 1.0 FTE initially proposed to provide assistance to the Board of Commissioners.
- Reduced State revenue from Project 416 and Community Prosecution Funding in the District Attorney's office by \$363,001.
- Increased transfer from Road Fund to General Fund for Patrol by \$268,023.
- Increased expense budget in Sheriff's Office for radio system, Bear Mtn, Indian Ridge solar repairs, tower audits and site audits by \$39,978.

The Committee's final approval also included: approval for the use of transient room tax dollars for operational purposes for Lane Events Center in an amount up to \$1,005,526 and Parks in an amount up to \$746,805. Tax levies approved were: 1) Local Option Levy for Jail and Critical Youth Services in the amount of 55 cents per \$1,000 assessed value; 2) Local Option Tax to support 4-H and OSU Extension Programs in the amount of 1.5 cents per \$1,000 assessed value; and 3) Lane County Permanent Tax Rate of \$1.2793 per \$1,000 of Assessed Value.

June 2019

The Board of Commissioners held the required Public Hearing on the Approved Budget on the morning of Tuesday, June 11, 2019. On Tuesday, June 18, 2019, the Board of Commissioners adopted the budget with adjustments detailed on the Adjustments to the Approved FY 2018-2019 Budget table on the following pages.

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LANE COUNTY								
ADJUSTMENTS TO THE PROPOSED FY 2019-2020 BUDGET								
Fund	Department	Item No.	Adj. Type	Description of Adjustment	FTE Chng	Resources Change	Requirements Change	Net Effect On Fund
		1	INC	Increase Extra Help budget for Performance Auditor by \$7,200	0.00	0	7,200	7,200
	County Admin	2	INC	Increase individual Commissioner accounts by \$11,000 each (total \$55,000) in order to allow for hiring of interns or Extra Help	0.00	0	55,000	55,000
		3	RX	Eliminate Program Specialist added in Proposed Budget;	(1.00)	0	(94,978)	(94,978)
124 General Fund				Net Dept. Change	(1.00)	0	(32,778)	(32,778)
	District Attorney	3	RD	Reduction in anticipated funding from Project 416 and Community Prosecution Funding	0.00	(363,001)		363,001
				Net Dept. Change	0.00	(363,001)	0	363,001
	Sheriff's Office	4	INC	Increase budget for radio system - Bear Mtn, Indian Ridge solar repairs, Tower audits, Site audits.	0.00	0	39,978	39,978
		5	INC	Increase transfer from Road Fund for patrol	0.00	268,023	0	(268,023)
				Net Dept. Change	0.00	268,023	39,978	(228,045)
	Non-Departmental	6	TA	Reduction in reserves due to increases for Performance Auditor Extra Help (\$7,200); Sheriff's Office (\$39,978) and Commissioner accounts (\$55,000)	0.00	0	(102,178)	(102,178)
				Net Dept. Change	0.00	0	(102,178)	(102,178)
				General Fund Total Change	(1.00)	(94,978)	(94,978)	0
	Public Works	7	RD	Increase transfer to General Fund by \$268,023 and decrease reserve to balance fund.	0.00	0	0	0
				Road Fund Total Change	0.00	0	0	0
				Total Change All Funds	(1.00)	(94,978)	(94,978)	0

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LANE COUNTY ADJUSTMENTS TO THE APPROVED FY 2019-2020 BUDGET										
Fund	Department	Item No.	Adj. Type	Description of Adjustment	FTE Chng	Resources Change	Expenditures Change	Transfer Out Change	Contingency Change	Reserve Change
	Assessment & Taxation	1	INC	Increase personnel expenditures due to reclassification of Sr. Office Assistant positions to new Assessment & Taxation Specialist classification	0.00	0	38,864	0	0	0
				Net Dept. Change	0.00	0	38,864	0	0	0
	County Administration	2	AD	Addition of 1.0 FTE Manager position for Homeless Systems Transformation; funded 50% by City of Eugene.	1.00	88,104	172,207	0	0	0
				Net Dept. Change	1.00	86,104	172,207	0	0	0
	District Attorney	3	RD	Decrease in Justice Reinvestment grant funding	0.00	(10,133)	0	0	0	0
				Net Dept. Change	0.00	(10,133)	0	0	0	0
	Public Safety (Sheriff's Office)	4	RD	Change in funding for motor carrier enforcement; eliminating revenue and expense of \$18,975 in General Fund; see Public Safety/Sheriff's Office Special Revenue Fund for addition of full position.	0.00	(18,975)	(18,975)	0	0	0
				Net Dept. Change	0.00	(18,975)	(18,975)	0	0	0
124	General Fund	5	RD	Decrease reserves to rebalance fund (A&T - \$38,864) (DA - \$10,133); (County Admin - \$54,000)	0.00	0	0	0	0	(102,897)
		6	RD	Reduce material and service expense set aside for funding of 1.0 FTE Manager in County Administration; see addition under County Administration above.	0.00	0	(86,103)	0	0	0
		7	RD	Reduce material and service expense set aside for funding of 2.0 FTE in HHS (\$83,930); Dusk to Dawn (\$350,000). See addition within Fund 285 in Health & Human Services	0.00	0	(433,930)	0	0	0
	Not Allocated to Organizational Unit	8	INC	Increase transfer from Elections Extra Help reserve to County Admin Elections for Ballot Sorter Computers (\$54,000); see addition in Special Revenue Fund for County Administration below.	0.00	0	0	54,000	0	0
		9	INC	Increase transfer to Health & Human Services/Human Services Division for 2.0 FTE for homeless systems transformation in amount of \$83,930; \$350,000 for continued Dusk to Dawn expansion and \$50,000 for Architect expenditures for Dusk to Dawn. Reduce reserves for Architect Expenditures.	0.00	0	0	483,930	0	(50,000)
		10	RED	Eliminate Dues payment for Membership in Association of O&C Counties and increase contingency to balance.	0.00	0	(79,440)	0	79,440	0
				Net Unallocated Change	0.00	0	(599,473)	537,930	79,440	(152,997)
				General Fund Total Change	1.00	56,996	(407,377)	537,930	79,440	(152,997)

Financial & Planning Summary

LANE COUNTY ADJUSTMENTS TO THE APPROVED FY 2019-2020 BUDGET											
Fund	Department	Item No.	Adj. Type	Description of Adjustment	FTE Chng	Resources Change	Expenditures Change	Transfer Out Change	Contingency Change	Reserve Change	
216 Parks & Open Spaces Fund	Public Works	10	RD	Reduce Fund balance to match FY 18-19 usage for FEMA storm expenditures	0.00	(120,000)	0	0	0	0	
		Net Dept. Change				0.00	(120,000)	0	0	0	0
	Not Allocated to Organizational Unit	11	RD	Decrease reserves to balance fund	0.00	0	0	0	0	0	(120,000)
		Net Unallocated Change				0.00	0	0	0	0	(120,000)
Parks & Open Spaces Fund Total Change					0.00	(120,000)	0	0	0	(120,000)	
225 General Road Fund	Public Works	14	TA	Increase projected beginning fund balance by \$3,945,000; Increase LRAPA Dues (\$3,810) and decrease other material and services expenditure to balance; increase capital expenditure for Customer Service Center (CSC) Office Area to match planned project (\$480,000); add Fleet HVAC project (\$450,000); increase capital expenditures for planned deferred and road and bridge projects (\$3,445,000); increase material and services \$50,000 by for Tableau Business Intelligence and Dashboards.	0.00	3,945,000	4,405,000				
		Net Dept. Change				(1.00)	0	0	0	0	0
	Not Allocated to Organizational Unit	15	TA	Outsourcing Weighmaster function to Sheriff's Office. Decrease personnel and related expense by \$150,858 and increase payment to Sheriff's Office by same amount.	0.00	0	0	0	0	0	0
		Net Dept. Change				0.00	(200,000)	(200,000)	0	0	0
Net Dept. Change					(1.00)	3,745,000	4,205,000	0	0	0	
227 Federal Forest SubFund	Not Allocated to Organizational Unit	17	RD	Reduce Reserves to pay for design and construction of CSC office area.	0.00	0	0	0	0	(480,000)	
		Net Unallocated Change				0.00	0	0	0	0	(460,000)
	Not Allocated to Organizational Unit	18	INC	Increase transfer to Sheriff's Office for motor carrier vehicle; decrease reserves to balance fund	0.00	0	0	52,403	0	0	(52,403)
		SubFund Total Change				0.00	0	0	52,403	0	(52,403)
Road Fund Total Change					(1.00)	3,745,000	4,205,000	52,403	0	(512,403)	

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LANE COUNTY ADJUSTMENTS TO THE APPROVED FY 2019-2020 BUDGET										
Fund	Department	Item No.	Adj. Type	Description of Adjustment	FTE Chng	Resources Change	Expenditures Change	Transfer Out Change	Contingency Change	Reserve Change
240 Corner Fund	Public Works	12	RX	Decrease revenue \$100,000 to match current projections; Eliminate vacant Associated Surveyor position	(1.00)	(100,000)	(52,514)	0	0	0
	Net Dept. Change				(1.00)	(100,000)	(52,514)	0	0	0
	Not Allocated to Organizational Unit	13	INC	Decrease contingency to balance fund	0.00	0	0	0	(47,486)	0
	Net Unallocated Change				0.00	0	0	0	(47,486)	0
Corner Fund Total Change				(1.00)	(100,000)	(52,514)	0	(47,486)	0	
County Administration		19	INC	Increase transfer from General Fund for additional elections sorter; increase capital expenditure for purchase of sorter.		54,000	54,000			
	Net Dept. Change				0.00	54,000	54,000	0	0	0
	SubFund Total Change				0.00	54,000	54,000	0	0	0
	Public Works	20	RD	Reduction in revenue to match current projections;		(10,000)				
Not Allocated to Organizational Unit		21	RD	Decrease contingency to balance fund	0.00	(10,000)	0	0	0	0
	Net Dept. Change				0.00	(10,000)	0	0	0	0
	SubFund Total Change				0.00	(10,000)	0	0	(10,000)	0
	Sheriff's Office	22	AD	Add \$200,318 community law enforcement funding; 1.0 FTE deputy position (\$125,356) and material and services expenses by \$37,937 for motor carrier program movement from Public Works	1.00	200,318	163,293	0	0	0
Net Dept. Change				1.00	200,318	163,293	0	0	0	
Not Allocated to Organizational Unit		23	INC	Increase transfer to General Fund; increase contingency to balance		0	0	27,025	10,000	0
	Net Unallocated Change				0.00	0	0	27,025	10,000	0
	SubFund Total Change				1.00	200,318	163,293	27,025	10,000	0
	Non Departmental	24	INC	Increase LCOG Dues by \$1,150 to match actual anticipated expense; increase video lottery revenue to program to balance	0.00	1,150	1,150			
Not Allocated to Organizational Unit		25	INC	Increase payment of video lottery for economic development for LCOG Dues increase; decrease reserves to balance.	0.00		1,150			(1,150)
	SubFund Total Change				0.00	1,150	2,300	0	0	(1,150)
	Special Revenue Fund Total Change				1.00	245,468	219,593	27,025	0	(1,150)
	Special Revenue Fund Total Change				1.00	245,468	219,593	27,025	0	(1,150)

Financial & Planning Summary

LANE COUNTY
ADJUSTMENTS TO THE APPROVED FY 2019-2020 BUDGET

Fund	Department	Item No.	Adj. Type	Description of Adjustment	FTE Chng	Resources Change	Expenditures Change	Transfer Out Change	Contingency Change	Reserve Change				
285 Intergov. Human Services Fund	Health & Human Services	26	AD	Add 1.0 FTE Community Service Workers & 1.0 FTE Admin Analyst for homeless system transformation to be paid 50/50 with City of Eugene (\$167,857). Increase Agency Payments \$700,000 for continued operation of expanded Dusk to Dawn to be paid 50/05 with City of Eugene & Professional & Consulting \$50,000 for architect expenditure for Dusk to Dawn. Increased City of Eugene revenue by \$433,927; and County General Fund Revenue by \$483,930.	2.00	917,857	917,857	0	0	0				
				27	TA	Reduce Position #51175, N3016 Supervisor from 1.0 to 0.8 FTE as approved in FY 18-19 Supplemental #4 - reduce personnel expenditures by \$19,091 and increase miscellaneous payments to offset.	(0.20)	0	0	0	0	0		
						28	INC	Increase in revenue from state and federal sources. Move 0.50 FTE of position #51120 from Jobs program to WIOA to align with updated revenue/resources. Increase personnel expenditures due to recent hire.	0.00	121,154	121,154	0	0	0
								1.80	1,039,011	1,039,011	0	0	0	
Intergov Human Svcs Fund Total Change					1.80	(20,107)	(20,107)	0	0	0				
286 Health & Human Services SubFund	Health & Human Services	29	RX	Eliminate Temp Office Assistant 2 position due to reduction in State Funding for Women Infants & Children Program	(0.50)	(20,107)	(20,107)	0	0	0				
				30	TA	Addition of 4.0 FTE added in Board Orders 19-04-30-03 and 19-04-30-05 due to additional fee revenue.	4.00	528,084	528,084	0	0	0		
						31	INC	Increase in Mental Health revenue from Coordinated Care Organization by \$600,000; increase Professional and Consulting expenditure by \$300,000; correction from missed entry from Department request	0.00	602,314	287,700	0	0	0
				32	TA			Increase FTE & expenditures for addition of Sr. Office Assistant position added in FY 18-19 Supplemental #4	1.00	-	78,017	-	-	-
Net Dept. Change						4.50	1,110,301	883,704	0	0	0			
Not Allocated to Organizational Unit	RD	33	RD	Adjust contingency to balance fund	0.00	0	0	0	221,983	4,614				
				Net Unallocated Change					0.00	0	0	0	221,983	4,614
SubFund Total Change					4.50	1,110,301	883,704	0	221,983	4,614				

Financial & Planning Summary

LANE COUNTY ADJUSTMENTS TO THE APPROVED FY 2019-2020 BUDGET										
Fund	Department	Item No.	Adj. Type	Description of Adjustment	FTE Chng	Resources Change	Expenditures Change	Transfer Out Change	Contingency Change	Reserve Change
288 Subfund of 286 Health & Human Services Fund	Health & Human Services	34		Increase in Medicaid wrap revenue and expenditures \$147,349 Update 1.0 FTE Office Assistant 2 and 0.50 Temp FTE Office Assistant 2 increased to 1.0 FTE positions as approved in FY 18-19 Supplemental budget #4. Adjust Salary and benefits due to reclassifications and recent hire.	1.50	147,349	147,349			
				SubFund Total Change	1.50	147,349	147,349	0	0	0
					1.00	0	75,404	0	0	0
289 Subfund of 286 Health & Human Services Fund	Not allocated to Organizational Unit	36	RD	Decrease reserves to balance fund	0.00					(75,404)
				Net Dept. Change	1.00	0	75,404	0	0	0
				Net Unallocated Change	0.00	0	0	0	0	(75,404)
Health & Human Services Fund Total Change					7.00	1,257,650	1,106,457	0	221,983	(70,790)
Fund 521 Lane Events Center Fund	Public Works	37	TA	Correct General Liability Expenditures	0.00			(10)		
				Net Dept. Change	0.00	0	(10)	0	0	0
				Net Unallocated Change	0.00	0	0	0	0	0
Not allocated to Organizational Unit					0.00				10	
Fund 522 Subfund of 521 Lane Events Center Fund	Public Works	39	INC	Increase Fund Balance to anticipated actual and increase capital expenditures for project and architecture expenditures.	0.00	40,000	85,000			
				Net Dept. Change	0.00	40,000	85,000	0	0	0
				Net Unallocated Change	0.00	0	0	0	0	0
Not allocated to Organizational Unit					0.00					(45,000)
Lane Events Center Fund Total Change					0.00	40,000	85,000	0	0	(45,000)
Lane Events Center Fund Total Change					0.00	40,000	84,990	0	10	(45,000)

Financial & Planning Summary

ATTACHMENT B

LANE COUNTY ADJUSTMENTS TO THE APPROVED FY 2019-2020 BUDGET

Fund	Department	Item No.	Adj. Type	Description of Adjustment	FTE Chng	Resources Change	Expenditures Change	Transfer Out Change	Contingency Change	Reserve Change
Fund 530 Waste Management Fund	Public Works	41	INC	Increase garbage fee revenue to reflect rate change effective 07/01/2019 approved in BO 19-05-07-03	0.00	450,000	0	0	0	0
	Net Dept. Change				0.00	450,000	0	0	0	0
	Not allocated to Organizational Unit	42	INC	Increase contingency (moving towards 5% goal) and increase reserves for future Glenwood move/build facility transition	0.00	0	0	0	350,000	100,000
Net Unallocated Change				0.00	0	0	0	0	350,000	100,000
Waste Management Fund Total Change					0.00	450,000	0	0	350,000	100,000
Fund 570 Land Management Fund	Public Works	43	TA	Increase personnel expenditures by \$62,013 due to reclass LMD Tech position to Program Manager position-Planning program Director to support LMD reorganization ; decrease Extra Help (\$25,013), training (\$15,000) and hearings official expenditures (\$22,000) to match anticipated actuals.	0.00	0	0	0	0	0
	Net Dept. Change				0.00	0	0	0	0	0
	Land Management Fund Total Change					0.00	0	0	0	0
Total Change All Funds					8.80	6,614,125	6,195,160	617,358	603,947	(802,340)

Term	Definition
AD	New Addition to the Budget in FTE and/or Service
INC	Increase in Budget Appropriations
RB	Rebudget Funds from Uncompleted Projects
RD	Decrease in Budget Appropriations
RX	Reduction of Budget in FTE and/or Service
TA	Technical Adjustment to the Budget, i.e., a correction to a routine oversight or error.

Financial & Planning Summary

Service Option Sheets

Service Option Sheets (SOS) are designed to provide detail on all County services receiving a General Fund allocation through the budget process. Every County service requesting General Fund must complete a SOS. The SOS are used by the Board of Commissioners, Budget Committee, and County Administrator throughout the budget process to understand level of services, mandates, other revenue received or generated by the service and leveraged revenue. By using this standardized form, policy makers are able to clearly determine where the County's General Fund is being allocated and are able to make changes if they determine it is appropriate or necessary.

How to Read Service Option Sheets

(see the SOS sample on the next page)

The **Top Section** of the SOS includes the name of the County department which provides the service and an executive summary of the service. The right hand side of the top section indicates the service category (general government/public safety/public health & welfare) and a quick reference on whether any Mandates and/or Leverage relate to the service.

Mandate: The majority of County General Fund supported services have some associated state or federal requirements or mandate. In many cases, the mandate uses **SHALL** language, indicating the County **must** provide the service. For other services, there is **Related** mandate language, which can mean there are rules around **how** the County provides a service if it is provided.

Leverage: Many services the County provides result in additional revenue to the County or the community based upon the General Fund allocated by the County. Example: Prop Tax Assmt, Collection & Distribution, in FY 18-19 the County is allocating \$5.4 million in General Fund, which will then result in additional revenue of \$41.7 million to the County's General Fund, \$12.4 million to other County Funds, and \$515.8 million to other taxing districts (cities, schools, fire districts, libraries, etc.) If the General Fund leverages at least one additional dollar for each General Fund dollar allocated, the service has a **HIGH** leverage indication. If the service leverages less than one additional dollar for each General Fund dollar, the service has a **Some** leverage indication. Leverage details can be found at the bottom or back side of the Service Option Sheet.

The **Service Description** section of the SOS reflects the Revenue, Expense and General Fund allocation, along with the Full Time Equivalent (FTE) positions. This is followed by a description of the services to be provided. This section describes the services that are being 'purchased' by the General Fund allocation.

The **State/Federal Mandate** section provides details of the relevant State or Federal statutes. The final section of the form contains information related to the **Leverage Details**, which itemizes the additional revenue received by either the County's General Fund, other County funds, or directly to the community.

Financial & Planning Summary

The Adopted SOS are available on the Budget and Financial Planning page of the County's website: www.lanecounty.org/budget.

Sample SOS:

Lane County - Service Option Sheet - FY 19-20 Adopted				
SOS 35:	Prop Tax Assmt, Collection & Distribution	Service Category: General Government		
Dept:	Assessment and Taxation	Mandate	None	Related
Contact:	Mike Cowles / Krista Noble 541-682-6798	Leverage	None	Some
			SHALL	HIGH
Executive Summary				
<p>The Assessor is mandated by state law to administer and collect property taxes in accordance with property tax limitations outlined in the state constitution, statutes and administrative rules. The 2018 certified tax roll contained approximately 179,000 tax accounts with a real market value of 62 billion and a taxable value of \$34.2 billion. The taxable value generates \$548.5 million in revenue for local governments/schools. The department is the designated agency to collect property tax revenues for all tax districts in the county. Approximately 11% of taxes collected go to Lane County. The Oregon Department of Revenue annually reviews staffing/workload to ensure ability to meet the minimum requirements set by the State as required under ORS 294.175.</p>				
Service Descriptions				
Adopted Budget Total	Revenue	Expense Total	General Fund	FTE
	1,591,060	6,649,147	\$5,058,087	49.00
<p>The Appraisal division prepares the annual assessment roll. The Property & Tax Management division prepares the annual tax roll, which is certified by the Assessor. Tax bills are sent to all property owners by law. The department collects and distributes the taxes to 85 tax districts, including Lane County. Budgeted 2019-20 state revenue has been held steady to account for this year's estimated distribution.</p>				
State/Federal Mandate				
<p>Assessment and Taxation is a state mandated function of the Oregon Property Tax System. Oregon Constitution Article XI and ORS Chapters 92, 192, 285A, 294, 307, 308, 308A 309, 311 and 446 state the Assessor must perform the mandates and has legal liability; and the annual submission of the County Assessment Function Funding Assistance Program (CAFFA) Grant is dependent on compliance of mandates. Failure to comply with state mandates requires state takeover and loss of CAFFA Grant Funding, State Liquor and Cigarette taxes and a charge back cost to the county. See ORS 294.175 - 294.187.</p>				
Leverage Details				
<p>The General Fund portion of this program leverages the following:</p>				
\$43,539,582	back to the Discretionary General Fund			
\$17,454,132	into other non Discretionary County Funds			
\$548,516,479	directly to community members			
*Amount details to be determined				
<p>For the purpose of this comparison, only include leveraged funds that are dependent on General Fund revenue. Do not include funds that would still be leveraged if the General Fund portion of the service were decreased or eliminated.</p>				
Additional Detail				
<p>Dept IDs: <u>3140010, 3140020, 3140080</u></p>				

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A summary of the FY 19-20 Adopted SOS are found below:

SOS Form Summary

Form #	Service Name	Dept	Revenue	Expense	General Fund	FTE
Public Safety						
1	Civil Process, Inmate Transport and Court Security	SO	351,000	1,857,178	1,506,178	11.00
2	Law Enforcement, 9-1-1 Response	SO	2,881,470	13,021,052	10,139,582	69.50
3	Mandatory and Evidence-Based Inmate Services	SO	-	1,072,336	1,072,336	6.00
4	Marine Patrol, Enforcement and Water Rescue	SO	437,609	671,990	234,381	3.50
5	Offender Community Service	SO	59,200	243,844	184,644	1.60
6	Resident Deputies	SO	-	503,634	503,634	3.00
7	Search and Rescue	SO	215,760	600,158	384,398	2.00
8	Violent and Sex Crime Investigations	SO	-	1,148,747	1,148,747	5.00
9	Violent Offender Jail Capacity	SO	5,632,192	16,050,881	10,418,689	80.00
10	Family Law	DA	1,707,522	2,177,276	469,754	14.00
11	Death Investigations	DA	-	499,102	499,102	3.00
12	Criminal Prosecution	DA	909,708	7,571,257	6,661,549	49.00
13	Victims' Services	DA	594,500	850,729	256,229	7.00
14	Emergency Management	EM	588,178	553,905	(34,273)	2.50
15	Detention	HHS	394,308	1,543,407	1,149,099	8.00
16	Nutrition Services	HHS	102,163	773,727	671,564	5.00
17	Phoenix Residential Treatment Program	HHS	200,000	1,518,492	1,318,492	8.00
18	Supervision Services	HHS	497,771	2,568,700	2,070,929	14.80
19	Youth Services Administration	HHS	127,822	931,981	804,159	3.00
20	MLK, Jr Education Center	HHS	718,858	1,081,169	362,311	7.00
21	Program Services	HHS	-	978,042	978,042	7.00
22	Restorative Services	HHS	-	198,181	198,181	1.67
23	Commitment Investigation	HHS	285,603	401,746	116,143	2.50
24	Behavioral Health Crisis Center	TBD	-	1,000,000	1,000,000	0.00
Public Health & Welfare						
25	Communicable Disease Control	HHS	543,954	1,748,183	1,204,229	9.00
26	Health Svc High Risk Preg Women/Infants	HHS	-	612,991	612,991	0.00
27	Human Services	HHS	926,263	1,832,670	906,407	1.24
28	Resource Development	HHS	15,000	96,001	81,001	0.65
29	Veterans Services	HHS	430,308	880,509	450,201	4.00
30	Women, Infants & Children Nutrition Pgrm.	HHS	1,552,520	2,252,844	700,324	16.40
31	Animal Services	PW	334,392	808,862	474,470	3.50
32	Dawn to Dawn Shelter	TBD	-	400,000	400,000	0.00
33	Homeless Systems Transformation	TBD	-	170,033	170,033	3.00
34	Public Health Bldg Debt Service Payment	ND	-	685,707	685,707	0.00
General Government						
35	Prop Tax Assmt, Collection & Distribution	AT	1,591,060	6,688,011	5,096,951	49.00
36	Board of Property Tax Appeals	CAO	18,886	47,043	28,157	0.25
37	Elections and Voter Registration	CAO	537,000	2,190,286	1,653,286	6.40
38	Justice Courts	CAO	428,250	354,077	(74,173)	2.00
39	Recording, Research, Marriage Licenses	CAO	2,034,914	702,674	(1,332,240)	5.10
40	Property Management	PW	570,935	484,104	(86,831)	1.00
C1	Budget & Financial Planning	CAO	605,446	573,626	(31,820)	4.00
C2	County Governance	CAO	1,993,857	2,020,458	26,601	11.25
C3	County Records Retention Management	CAO	26,290	30,053	3,763	0.25
C4	Equity & Access	CAO	-	145,654	145,654	1.00
C5	Financial Services - Central	CAO	1,784,016	1,882,286	98,270	13.00

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General Government (cont.)						
C6	Intergovernmental Relations	CAO	236,473	257,932	21,459	1.00
C7	Performance Auditor	CAO	159,771	179,561	19,790	1.00
C8	Mail Room	CAO	83,331	88,106	4,775	1.00
C9	Operations Admin	CAO	243,916	278,149	34,233	1.00
C10	Public Information Officer	CAO	201,212	187,491	(13,721)	1.00
C11	Warehouse	CAO	153,864	124,251	(29,613)	1.00
C12	Legal Services	CC	1,233,991	1,640,501	406,510	2.00
C13	Risk Management	CC	177,614	172,804	(4,810)	1.00
C14	Workers' Compensation	CC	127,085	123,694	(3,391)	1.00
C15	Human Resources Administration	HR	270,446	575,705	305,259	3.00
C16	Labor Relations	HR	309,464	311,226	1,762	2.00
C17	Workforce Wellness Solutions	HR	977,532	849,873	(127,659)	7.50
C18	Talent Management	HR	988,645	1,171,601	182,956	8.00
C19	Facilities	PW	2,796,730	3,512,120	715,390	22.50
C20	General Fund Reserve & Contingency	ND	-	19,558,512	19,558,512	0.00
C21	Federal Lobbying	ND	-	23,847	23,847	0.00
C22	Countywide Intergov Dues & Agreements	ND	-	53,806	53,806	0.00
C23	Misc. Non-Departmental Expense Items	ND	-	85,221	85,221	0.00
C24	Public Access Television	ND	-	102,731	102,731	0.00
C25	Capital Planning Reserve	ND	-	5,000,000	5,000,000	0.00
TOTAL DISCRETIONARY GENERAL FUND					\$ 79,663,908	498.11

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