

LANE COUNTY

ADOPTED BUDGET

FISCAL YEAR 2019-2020





Lane County BUDGET COMMITTEE

Approved May 16, 2019

Adopted June 18, 2019

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**County of Lane
Oregon**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morill

Executive Director

Readers Guide to the Budget Document

The Lane County budget document represents the entire County Adopted Budget. It is arranged in sections:

- Table of Contents
- Budget Message
- Overview
- Financial Policies
- Financial & Planning Summary
- General Fund
- Capital Budget
- Non-Departmental
- Board of Commissioners
- Individual Department sections in alphabetical order
- Appendix
- Glossary & Acronyms

The **Budget Message**, by the County Administrator, discusses the main issues impacting the Budget and outlines the major budgetary changes from the prior year. It provides examples of challenges and opportunities facing the County in the future as well as the successes achieved in the prior year.

The **Overview** section begins with a broad description of the history, location, and economic conditions of Lane County. This is followed by an Introduction to County Government, with a short description of each department, followed by a Lane County Organizational Chart. This chart represents the County as of July 1, 2019, and provides a graphical representation of the departments and their reporting relationships to the County Administrator, the County Commissioners and the Lane County Citizens.

The **Overview** section also describes Oregon Local Budget Law and includes the Annual Budget Development Process Chart, followed by the Budget Schedule which outlines the specific dates for activities required for budget adoption. The section concludes with a description of the opportunities for citizen involvement.

The **Financial Policies** section contains information on the current policies of the County related to financial and budget management, reserves, investments, interfund loans, video lottery allocation, and debt. New this year is additional information on how the County is complying with its policies.

The **Financial & Planning Summary** section describes the fund structure and basis of budgeting. This is followed by a discussion of the County's Strategic Plan and an analysis of the County's overall budget, including major revenue and expenditure trends. Schedules are included to show how the County has budgeted resources and requirements by fund type, department, and service category. A discussion on the County's General Fund provides additional information and analysis with regard to the allocation of funding. Finally, the Balancing Options section outlines County leadership's decision making points in the development of the budget.

The **General Fund** section provides additional information and analysis with regard to the General Fund and the services it supports. This section also includes revenue and expenditure trend information for the General Fund and the 5-year General Fund Forecast which the County uses to plan for and develop budget direction each year.

The **Capital** section provides an overview of the County's budget for capital outlay and capital projects for FY 19-20 and beyond. A discussion on the impact that may occur on operating budgets resulting from capital projects is also included. Additional capital project details can be found in the County's separate Capital Improvement Plan available at www.lanecounty.org.

The **Non-Departmental** section of the document contains information on the unallocated (non-departmental) budget expenditures and requirements within the County's budget. The receipt of property taxes, video lottery payments, transient room tax collection, timber payments and other countywide

revenues as well as payment of debt payments and management of countywide internal services funds related to benefits and risk management are all included within this section.

The **Board of Commissioners** section includes an overview of the budget for the five elected commissioners of Lane County and the Performance Auditor position which reports directly to them. It also contains information on major accomplishments and achievements in the prior year and the coming budget year specific to the Board of Commissioners.

Individual **Department Budgets** are tabbed in alphabetical order. Each section includes the department's purpose & overview, organizational chart, major accomplishments and achievements in the prior year, anticipated service and budget changes in the coming budget year and goals and strategic planning highlights. The Departments legal level of expenditures (personnel, material & service and capital) are detailed as well as a position listing of all full time equivalent (FTE) positions by Division. Each Department section concludes with detailed line item listing for all department resources and expenditures. This year's document also includes expanded financial data for each division within every department.

The **Appendix** contain the following:

- Net Operating Budget
- 2017-2018 Property Tax Rate and Value Information for Oregon Counties
- Comparative Summary of FTE by Service Category and Historical Changes in FTE
- Comparison of Resources & Requirements by Fund for all County Funds
- General Fund Resource & Requirement line item Detail
- All Funds Resource & Requirement line item Detail
- Summary of Revenue & Expenditures for Major Programs Funded by the State
- Position Salary Ranges effective July 1, 2019
- Legal forms
 - Notice of Budget Committee Meeting
 - Notice of Budget Hearing
 - LB-50 form
 - Budget Adoption Board Order

The **Glossary and Acronym** section is the final section of the document where the County defines terms and identifies acronyms used throughout the document.

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Budget Message

2019 -2020



Creating Solutions to Community Challenges and Excellence in the Workplace

April 2019

Lane County Budget Committee
Lane County, Oregon

Dear Members:

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

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

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

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

“Responsible management of taxpayer resources is necessary to create accountability to our residents.”

THE PATHWAY TO END HOMELESSNESS

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

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

Budget Message

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

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

“This crisis center will improve individual and community outcomes, and lower costs to the overall system.”

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

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

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

SAFE AND EFFICIENT INFRASTRUCTURE

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

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

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

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

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

Budget Message

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

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

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

INVESTING IN TALENT

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

“Our focused investments in employee engagement have contributed to nearly 90% job satisfaction, more than half of all managers are women and nearly 38% of Emerging Leaders graduates have been promoted or in career development roles in the past year.”

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

DATA-DRIVEN DECISIONS

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

CONTINUED PRESSURE ON EXPENSES

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

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

Budget Message

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

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

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

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

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

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

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

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

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

Local Services

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

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

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

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

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

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

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

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

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

Budget Message

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

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

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

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

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

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

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

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

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

Budget Message

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

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

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

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

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

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

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

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

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

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

Budget Message

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

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

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

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

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

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

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

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

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

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

Budget Message

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Conclusion

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

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

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

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



Steve Mokrohisky
County Administrator

“Our employees demonstrate a passion to serve, drive to connect and focus on solutions in the way they respond to challenges and serve our community every day.”

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Overview

Lane County, Oregon

Historical and Geographic Information

Lane County was established in 1851 and is geographically situated on the west side of Oregon, about midway down the state's coastline. It was named for Gen. Joseph Lane, who was Oregon's first territorial governor. Pioneers traveling the Oregon Trail in the late 1840's came to Lane County mainly to farm. The county's first district court met under a large oak tree until a clerk's office could be built in 1852. A few years later, the first courthouse opened in what is now downtown Eugene. With the building of the railroads, the market for timber opened in the 1880's.

The county encompasses 4,722 square miles and, in many ways, typifies Oregon. The county's lands are geographically a microcosm of the state – ranging from

rugged glaciated mountains in the east, through a broad valley spreading across the Willamette River mid-county, to a beautiful and rugged coastline along the western edge. It is one of two Oregon counties that extend from the Pacific Ocean to the Cascades.



Special points of interest include twenty historic covered bridges, Bohemia Mines, coastal sand dunes, Darlingtonia Botanical Wayside, numerous reservoirs, Heceta Head Lighthouse, Hendricks Park Rhododendron Garden, hot springs, Hult Center for the Performing Arts, Lane ESD Planetarium, McKenzie River, McKenzie Pass, Mt. Pisgah Arboretum, Old Town Florence, Pac-12 sports events, Proxy Falls, sea lion caves, vineyards and wineries, Waldo Lake, Washburne State Park tide pools, and Willamette Pass ski area.

Lane County has 12 incorporated cities which include Coburg, Cottage Grove, Creswell, Dunes City, Eugene, Florence, Junction City, Lowell, Oakridge, Springfield, Veneta, and Westfir. Eugene, which is the county seat, is the largest city with a population of 167,780 and Westfir is the smallest with a population of 255. While Oregon as a whole has grown 9.5% from 2010 to 2018, Lane County's growth was slower at 6.7% for the same period. (Source: Portland State University, Population Research Center – 2017 Annual Population Report)

Population Demographics

Although 90 percent of Lane County is forestland, Lane County's population as of 2018 has reached 375,120, and is the fourth most populous county and the third most populous metropolitan statistical area (MSA) in Oregon. (Source: Portland State University, Population Research Center - 2018 Annual Population Report)

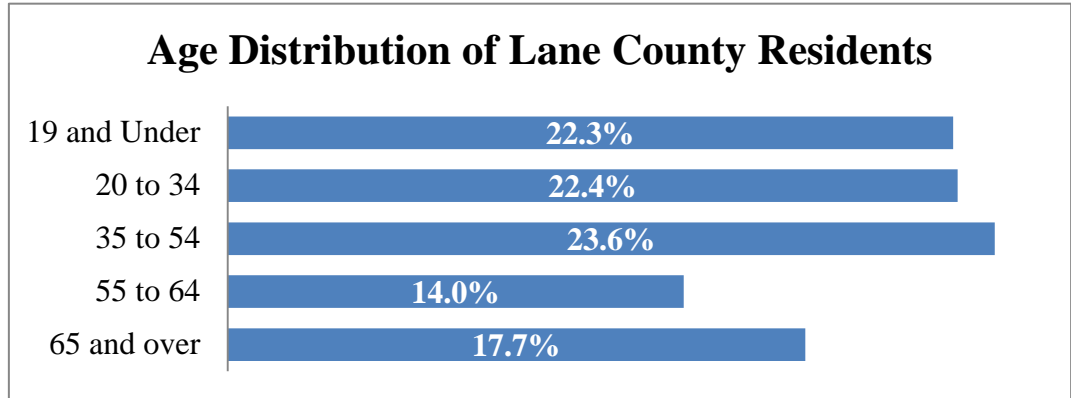
According to the U.S. Census Bureau's 2017 American Community Survey, Lane County's residents identify their nationalities as 87.7% White; 2.6% Asian; 1.1% American Indian/Alaskan Native; 1.1% Black or African American; and 0.2% Native Hawaiian or Other Pacific Islander. 5.0% of residents identify themselves as two or more races. 8.4% of the population identifies themselves as Hispanic or

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Latino, which can be of any race. 91.4% of households speak English only. Of the remaining 8.6%, 5.0% speak Spanish; 1.4% speak Indo-European languages; 1.9% speak Asian or Pacific Islander languages and approximately 0.3 % speaks another language.

Families make up 59.1% of the households in Lane County with 44.4% of those families being married couples.

The median age for Lane County residents is 39.4 years with 22.3% of the total population being under the age of 19 and 17.7% of the total population being 65 years of age and over.



Source: U.S. Census Bureau, 2017 American Community Survey

Education in Lane County

Lane County educational attainment percentage for the population group of 25 years and older compared to the State of Oregon and U.S. averages are presented in the following table.

Education Attainment	Lane County	Oregon	U.S.
Less than 9 th Grade	2.6%	3.8%	5.4%
9 th to 12 th Grade, No Diploma	5.9%	6.0%	7.2%
High School Graduate	23.9%	23.4%	27.3%
Some College & Associate's Degree	38.0%	34.5%	29.1%
Bachelor's Degree	17.7%	20.1%	19.1%
Graduate or Professional Degree	11.9%	12.2%	11.8%

Source: U.S. Census Bureau's, 2017 American Community Survey

Our local educational attainment rates are attributable in part to the outstanding higher learning institutions within Lane County's borders, which include:

University of Oregon

Generations of leaders and citizens have studied at the University of Oregon since it opened in 1876. The university's 295-acre campus is an arboretum of more than 500 species and more than 3,000 specimens of trees. Campus buildings date from 1876 when Deady Hall opened, to new additions of the William W. Knight Law Center (1999), the most environmentally friendly business school facility in the country in the Lillis Business Complex (2003), renovations to the Jordan Schnitzer Museum of Art and Autzen Stadium (2005), John E. Jaqua Academic Center for Student Athletes (2010) and the newest addition of the Matt Knight Arena (2011). As of the fall term 2017, the University of Oregon had 22,980 total students enrolled consisting of 19,351 undergraduate students and 3,629 graduate students.

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Lane Community College

Lane Community College (LCC) was founded in 1964 by a vote of local citizens, as a successor to the Eugene Technical-Vocational School, founded in 1938. The main campus opened in 1968 and is located in the south hills of Eugene, Oregon. There are numerous outreach centers throughout the county including in Cottage Grove and Florence. Lane Community College has the third largest enrollment of the seventeen community colleges in Oregon consisting of approximately 26,000 enrolled in the 2017-18 academic year.

Northwest Christian University

In 1895, Northwest Christian University was founded by pastor-educator Eugene C. Sanderson and was originally named Eugene Divinity School. In 1934, the school became known as Northwest Christian College. On July 1, 2008, the name officially changed to Northwest Christian University (NCU). NCU's buildings are a blend of historic and modern. The oldest building, a Eugene landmark, is the three-story Martha Goodrich Administration Building constructed in 1908 from volcanic stone. One of the newest buildings is the 43,000 square foot, state-of-the-art Morse Event Center completed in the fall of 2003. Today, with expanded curriculum, faculty, and facilities, Northwest Christian University has 800 total students enrolled.

New Hope Christian College

This private, four year Christian college is located on a 36-acre campus in Eugene, Oregon, after merging with the former Pacific Rim Christian College in Honolulu, Hawaii. New Hope Christian College offers Bachelor's Degrees in Creative Arts and Ministry Leadership with several concentrations including Christian Counseling, Cross Cultural Studies, Technology & Production and Pastoral Studies. The college also offers an Associate's Degree in Ministry Leadership. Through Distance Education programs, churches and individuals around the world have the ability to access dynamic training resources from high caliber communicators and practitioners. Currently, approximately 93 students are enrolled.

Economic Conditions, Development & Outlook

The county's location in the western agricultural belt, among the most productive in the nation, and along major West Coast trade routes means that essential food items stay reasonably priced year round. Power is generated locally from abundant resources, keeping electric and natural gas rates among the lowest in the country. Lane County is home to tens of thousands of businesses, which include national and international corporations, a federal courthouse, sixteen school districts, and two large hospital facilities. At the heart of the county's economy are also numerous small and medium-sized businesses.

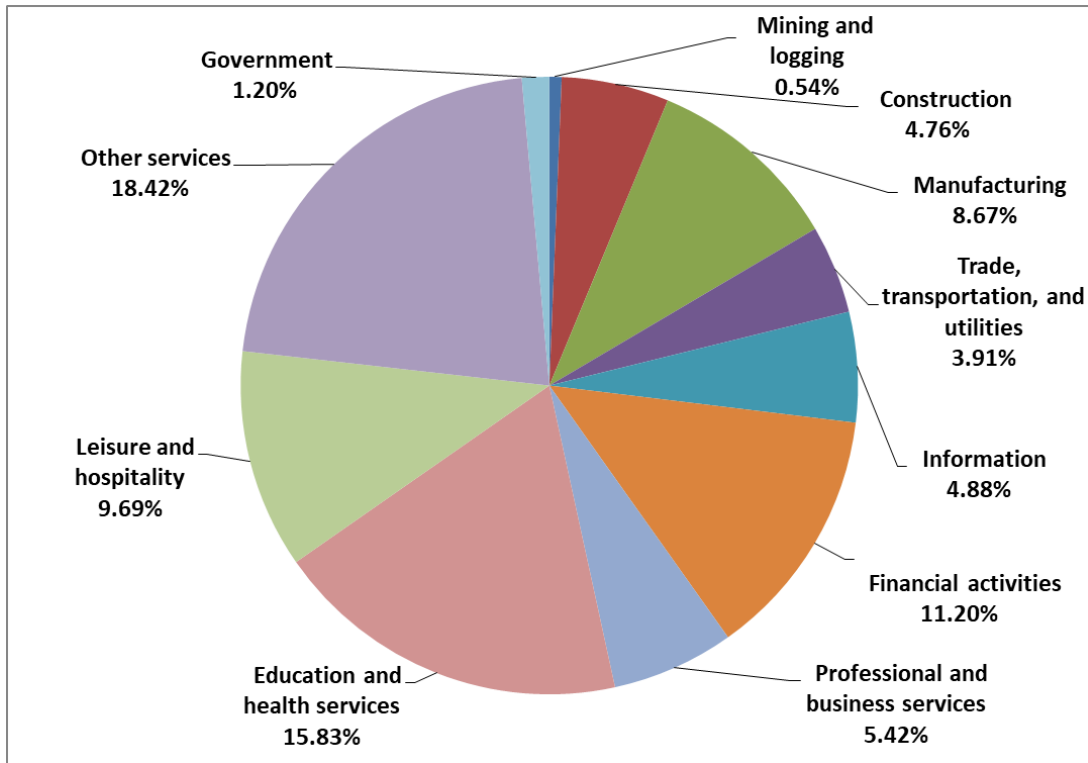
While lumber and wood products remain the largest single component of the manufacturing industry in Lane County, it saw a 35% decline in employment between 2001 and 2010 mainly due to changes in federal logging practices.

Other top industries in the county include Agriculture (with main crops being nursery crops and Christmas trees), Tourism, and Retail Trade. As the home of several educational institutions, including the University of Oregon, multiple utility companies, and a federal courthouse; government employment helps add stability to Lane County's economy.

The cities of Creswell and Veneta have both experienced the highest rate of growth since the year 2000. Creswell has grown 52.4% and Veneta has grown 73.4%. Wesfir has seen a decrease in population of 7.1% since the year 2000. (Source: Portland State University, Population Research Center – April 2018 Annual Population Report)

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Lane County Total Nonfarm Employment – June 2019



Source: Oregon Employment Department– June 2019

Change in Lane County Total Nonfarm Employment June 2018 – June 2019

Type of Employment	Jun-19	Jun-18	# Change Previous Year	% Change Previous Year
Total nonfarm employment	166,100	163,400	2,700	1.65%
Mining and logging	900	900	0	0.00%
Construction	7,900	7,400	500	6.76%
Manufacturing	14,400	14,300	100	0.70%
Trade, transportation, and utilities	6,500	6,400	100	1.56%
Information	8,100	8,100	0	0.00%
Financial activities	18,600	18,200	400	2.20%
Professional and business services	9,000	8,700	300	3.45%
Education and health services	26,300	26,000	300	1.15%
Leisure and hospitality	16,100	15,900	200	1.26%
Other services	30,600	30,300	300	0.99%
Government	2,000	1,900	100	5.26%

Source: Oregon Employment Department – Jun 2019

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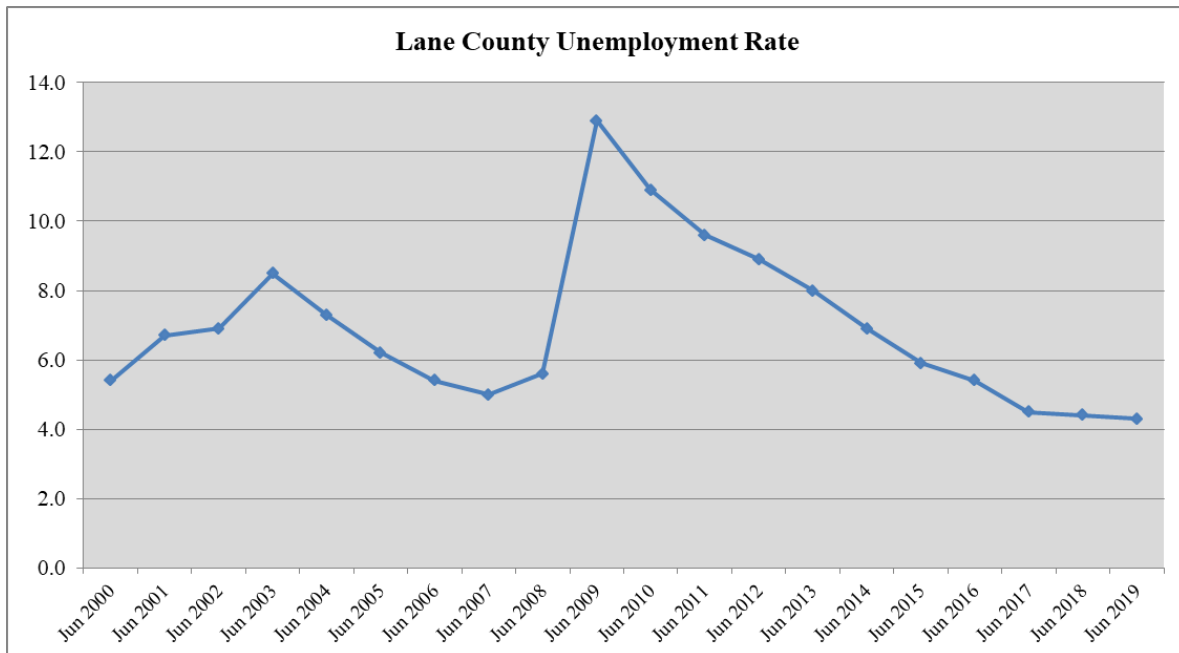
Top 10 Employers in Lane County in 2019

Rank	Name	Industry	# of Employees
1	PeaceHealth Corp	Healthcare	5,855
2	University of Oregon	Education	5,573
3	Eugene 4J School District	Education	2,283
4	City of Eugene	Government	1,866
5	US Government	Government	1,747
6	Oregon State Government	Government	1,715
7	Lane County Government	Government	1,678
8	Springfield School District	Education	1,670
9	Lane Community College	Education	1,500
10	Mckenzie-Willamette Med Ctr	Healthcare	1,066

Source: Eugene Chamber of Commerce

The seasonally adjusted unemployment rate in Lane County for June 2019 was 4.3%, which is a slight decrease from the 4.4% rate as of June 2018; in addition, this rate was down from 10.9% as of June of 2010. Oregon's rate was 4.1% as of June 2019, which was higher than the United States unemployment rate of 3.7%.

As the chart below illustrates, Lane County's economy has recovered from the severe recession that ended in late 2009. What started in construction and manufacturing due to declining home values and restricted credit, spread to the local economy with employment losses in all sectors except health care. Lane County's unemployment rate peaked at 13% in May 2009, about the same as the recession in the early 1980s.



Source: Oregon Employment Department

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Tax Structure

Lane County's tax base consists of property tax rates; however, they contain no sales or business inventory taxes.

Unfortunately, this tax structure in Oregon creates unique problems for state and local governments. The lack of sales tax creates a strong dependence on income and property tax. This in turn means that employment rates are strongly linked to the economic well-being of the entire state.

In 2015, income tax accounted for more than 75% of the state's total tax revenue according to the U.S. Census Bureau. This linkage means that recovery from a recession lags due to the timing of income tax filings and payments. The largest payers of property taxes in the county are businesses.

Top 10 Property Taxpayers in Lane County – 2018

Tax Payer Name	# of Parcels	Tax Amount	Assessed Amount	Market Amount	% of Total County Assessed Value
IP Eat Three LLC	23	3,759,088	307,312,289	309,467,302	1.22%
Century Link	190	2,938,362	194,881,000	194,881,000	1.51%
PeaceHealth	51	2,232,126	680,802,598	1,066,589,888	0.33%
Valley River Center	12	2,052,034	118,256,977	138,108,450	1.74%
Comcast	7	1,861,720	110,043,900	110,043,900	1.69%
Shepard Investment Group LLC	205	1,803,844	101,359,303	148,910,316	1.78%
Verizon Communications	60	1,753,199	110,555,000	110,555,000	1.59%
Northwest Natural Gas Co	89	1,605,648	109,010,000	109,010,000	1.47%
Weyerhaeuser NR Company	40	1,503,455	112,813,809	117,809,039	1.33%
Weyerhaeuser Company	1463	1,349,021	149,396,104	242,684,564	0.90%

Source: Lane County Department of Assessment and Taxation, 2018 – 2019 Tax Reports

Property taxes also have severe limitations due to ballot measures that have been passed by the voters in the past fifteen years. Current provisions in the property tax law include a cap on the amount available for general government purposes (\$10 per \$1,000 assessed) and a limit on the percentage that assessments can be increased annually to 3%, regardless of the change in real market value. Two ballot measures in 1996 & 1997 (47/50) went so far as to reduce property taxes to the 94-95 or 95-96 levels minus 10%.

The property tax revenue shortage is exacerbated in Lane County due to the very low permanent tax rate of \$1.28 per \$1,000 assessed value. See Appendix B, Property Tax Rate and Value Information for Oregon Counties, which shows that Lane County's comparable tax rate is one of the lowest in the state.

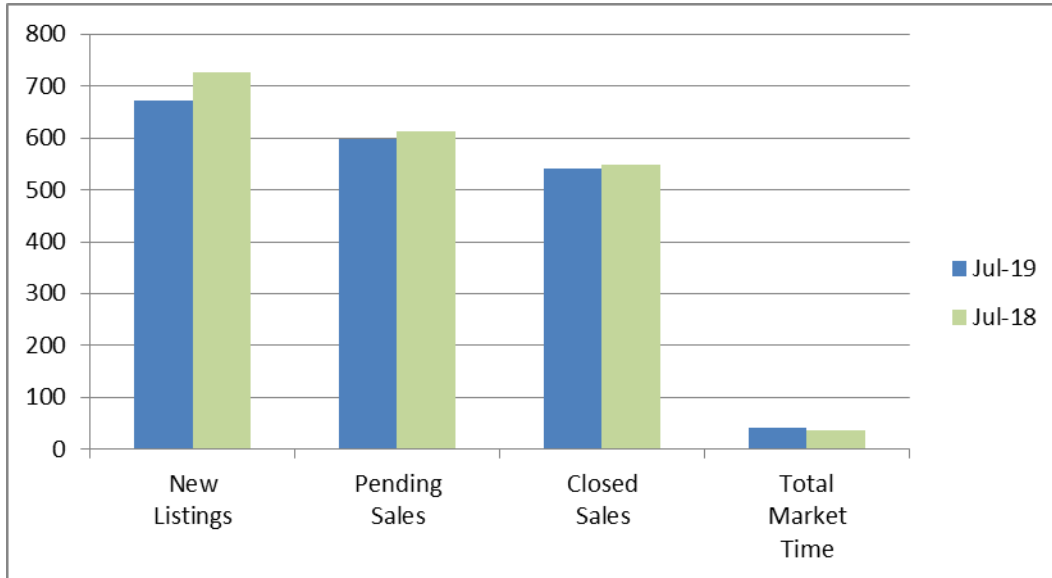
Prior to the decline in the timber industry, Lane County relied on timber harvest receipts and thereby did not seek a higher permanent tax rate. When the timber industry declined in the 1980's and a ballot measure froze permanent tax rates, Lane County began experiencing large revenue shortfalls that are discussed in more detail under the Financial & Planning Summary tab.

In 2018, visitors spent an estimated \$676 million in Lane County, total travel spending during the same period was \$931 million. Employment related to tourism reached 10,790 in 2018, and room tax collections reached a new high of \$12.2 million. Without a sales tax, the revenue that could be generated through tourism is lost and the tax burden remains solely with the residents of the state through property and income tax. (Source: Travel Lane County FY18 Annual Report)

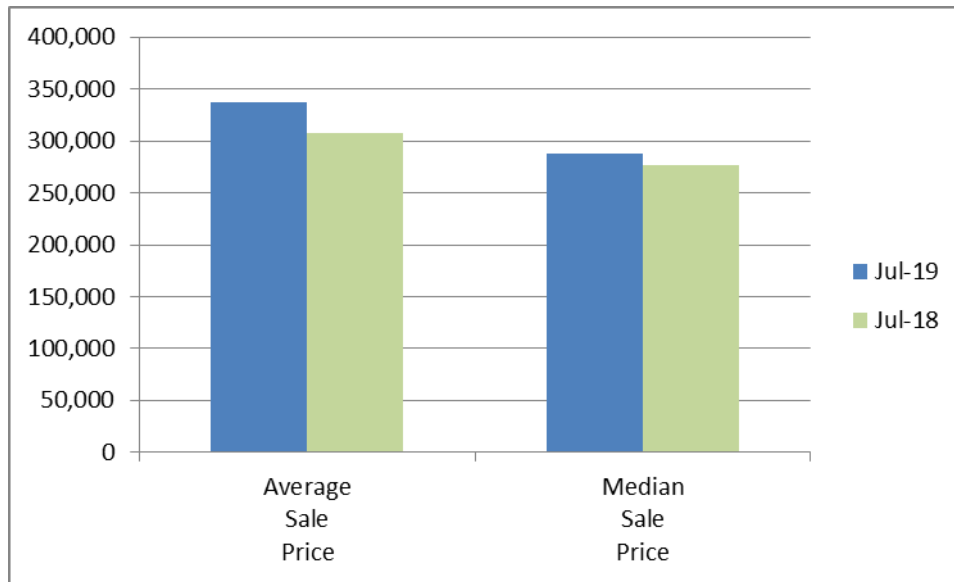
Overview

Housing Costs

The Lane County housing market showed a decrease in new listings and an increase in total market time from July 2018 to July 2019. There was a decrease in pending and closed sales for the same period.



Additionally, the average sale price and median sale price both rose during this time period. (Source: Multiple Listing Service, Market Action July 2019: Greater Lane County & Florence)



Housing statistics for Lane County display that approximately 58.8% of housing being owner-occupied units and 41.2% of renter-occupied units. Of the 87,539 owner-occupied housing units, the average household size is 2.43. Of the 61,213 renter-occupied units, the average household size is 2.33. The median monthly mortgage cost in 2017 was \$1,454 and the median monthly rental rate was \$921.

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Of occupied housing units, 2.4% has no telephone service available, 0.3% lack complete plumbing facilities, and 1.5% lack complete kitchen facilities. 72.3% of all homes are heated using electricity, 17.5% with natural gas, and 7.0% with wood. (Source: U.S. Census Bureau's American Community Survey, 2017 Housing Characteristics.)

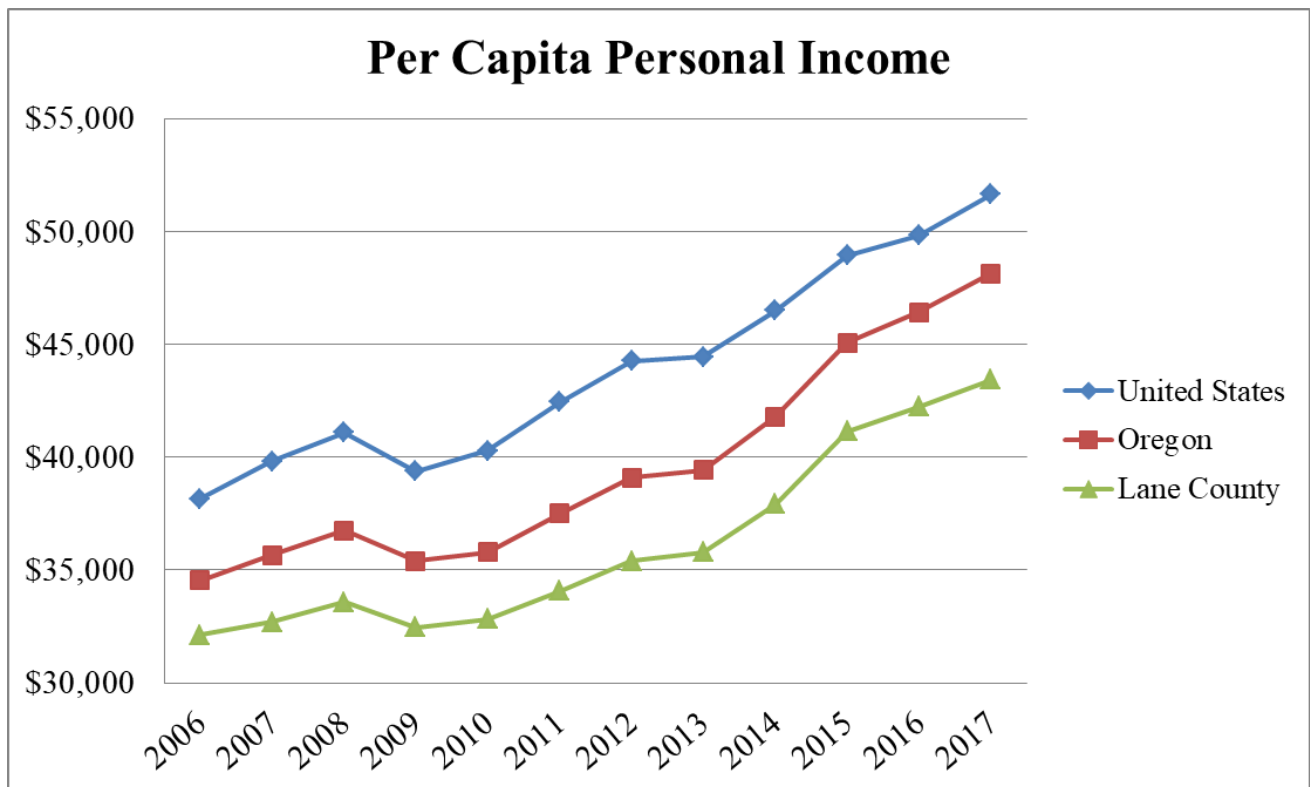
Per Capita Income, Poverty Rates, and Working Dynamics

In 2017 Lane County had a per capita personal income (PCPI) of \$43,430, which was ranked 21st in the state. Oregon State's PCPI for 2017 is \$48,137. Over the past ten years, Lane County's PCPI annual growth rate averaged 3%, which slightly lower than the State rate of 3.2%. (Source: U.S. Department of Commerce, 2017 Bureau of Economic Analysis)

In 2017, an estimated 18.8% of people within Lane County lived below the poverty level, which is higher than the state rate of 14.9%. (Source: Fact Finder, U.S. Census Bureau, 2017 American Community Survey)

Within Lane County during 2017, 59.8% of the population 16 years and over are in the labor force, which is lower than the state total of 62.2%. Of the Lane County labor force, 71.1% of all workers 16 years and over drive to work alone, with 23% who either carpool, take public transportation, walk, or use other means; in addition, 5.9% of all workers 16 years and over work from home. (Source: Fact Finder, U.S. Census Bureau, 2017 American Community Survey)

The per capita income for Lane County is lower than both the state & national averages as shown below:

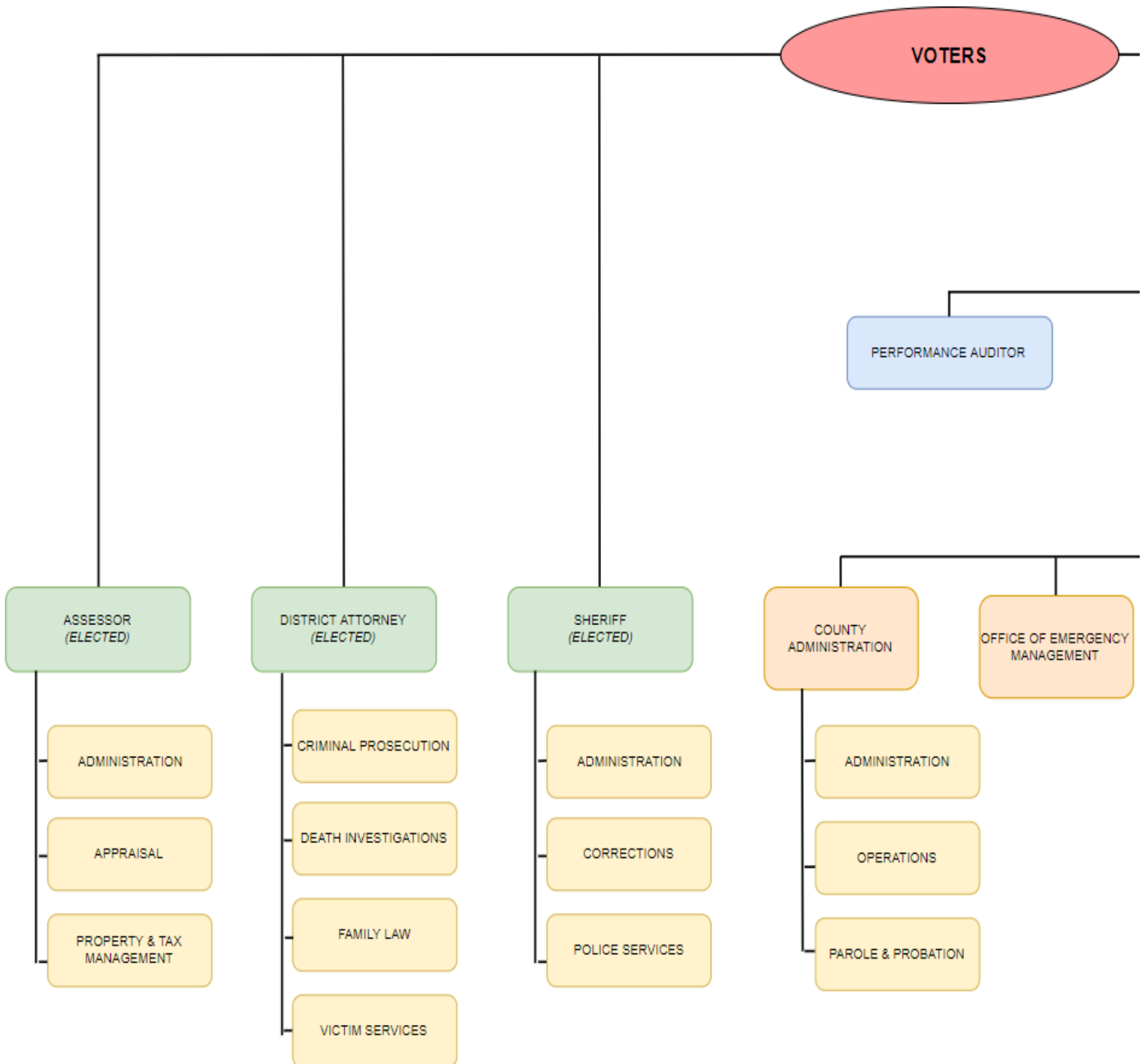


Source: U.S. Department of Commerce, 2017 Bureau of Economic Analysis.

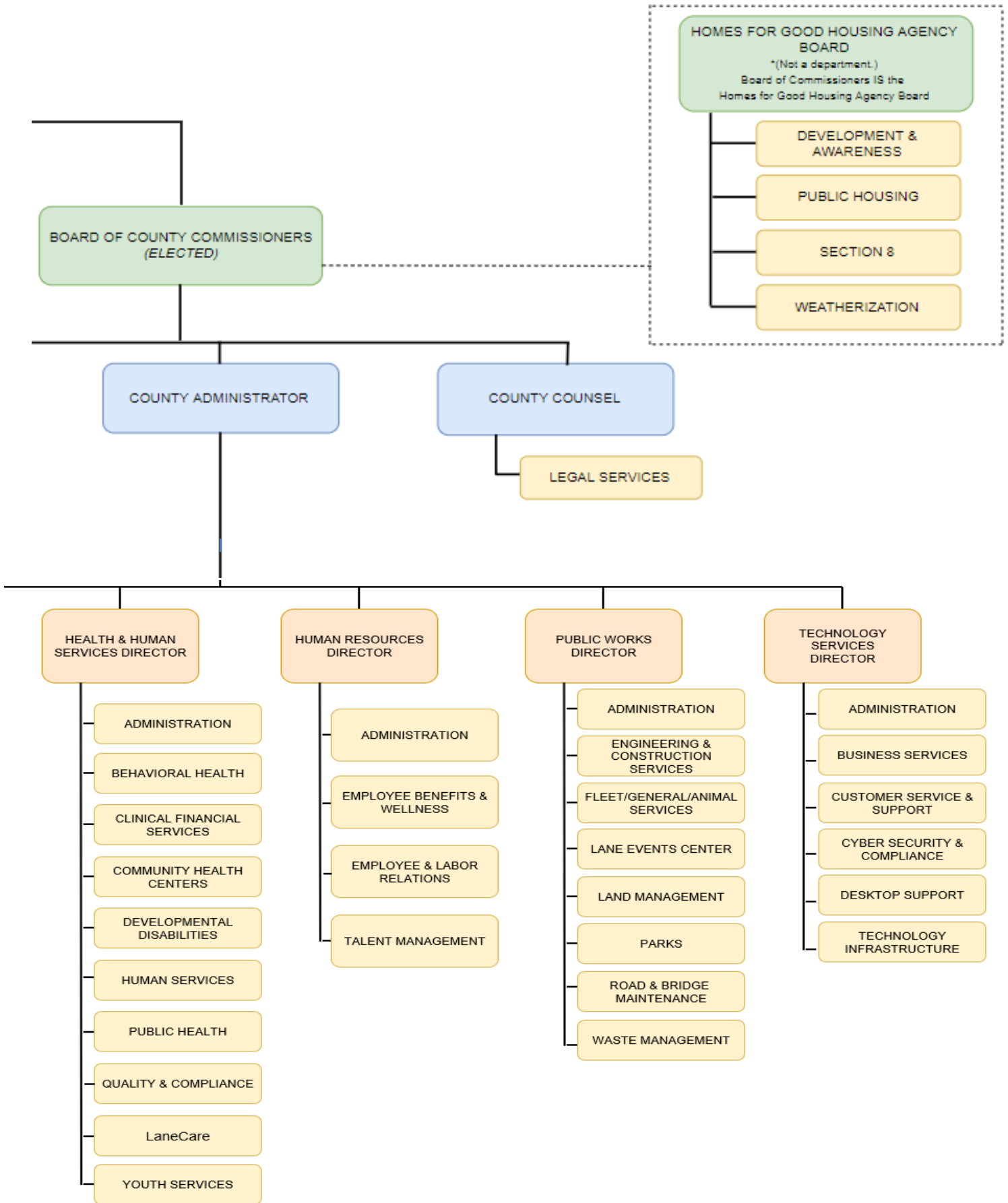
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Overview

Lane County Government

Lane County government operates under a home rule charter approved by voters in 1962. The Charter grants authority to a full-time compensated, five-person Board of County Commissioners to legislate and administer County government within the limits of that non-partisan authority. Lane County voters individually elect commissioners from specific geographic regions for four-year terms. The County operates under the provisions of the County Charter and the Lane County Code, as well as the Oregon Constitution and State law (Oregon Revised Statutes). Board action is effected by a simple majority vote of three of the five Board members.

Departments

There are three categories of the County Departments, including Public Services, Public Safety, and Support Services. Three departments are directed by elected officials, the County Assessor, District Attorney, and Sheriff. The remaining department directors report directly to the County Administrator unless otherwise noted.

Public Services

Assessment and Taxation. The Department of Assessment and Taxation annually assesses all new construction values of real property, maintains the market value of real property through a sales comparison program, and adds the reported value of personal property to the assessment and tax rolls. The department is also a collection agent for over 83 active taxing jurisdictions, including cities, school districts, and special districts within Lane County. The department is headed by the County Assessor who is elected to a four-year term by the voters of Lane County.

Health and Human Services. The mission of Lane County Health and Human Services (HHS) is to promote and protect the health, safety and well-being of individuals, families and our communities. HHS is a broad-based organization which oversees health, mental health, developmental disabilities and social services in a largely subcontracted system. The subcontract providers are our community partners in a complex service delivery system. The HHS budget is mostly categorically restricted dollars from the state and federal governments. The department's use of the General Fund allows for enhancement of services and leveraging of resources.

Public Works. The Department of Public Works' mission is to maintain and enhance the livability and sustainability of Lane County's natural and built environments by providing safe and cost-effective public infrastructure and related services. Public Works consists of ten different funds and two sub-funds for eight divisions – Administrative Services, Engineering & Construction Services, General Services, Land Management, Lane Events Center, Parks, Road & Bridge Maintenance, and Waste Management.

Overview

Public Safety

District Attorney. The District Attorney's office serves as the public prosecutor and representative of the State in criminal and traffic proceedings in circuit and justice courts. The office provides 24-hour legal assistance to police agencies throughout Lane County and special assistance to victims of crime. The department operates the Victim Services program. The District Attorney also serves thousands of children each year through the Family Law Division. The District Attorney, elected by County voters, is a state official who serves a four-year term.

Department of Public Safety. Lane County Sheriff's Office provides law enforcement and corrections services to the citizens of Lane County. The Sheriff's Office is under the direction of an elected Sheriff. The Administrative division of the Sheriff's Office supports the Sheriff, Police Services and Corrections Divisions. The Police Services Division is the primary emergency responder and law enforcement provider for over 90,000 Lane County residents. The Corrections Division provides offenders the opportunity to transition from the Lane County Jail and state prisons to the community through monitoring and assistance with employment, housing, treatment and education. It is also responsible for all booking and release functions, inmate housing, and in custody programs for offenders.

Health & Human Services - Youth Services. The Division of Youth Services, found in the department of Health & Human Services, is responsible for dealing with children under the age of 18 who have committed an offense that would be a crime if committed by an adult. Law enforcement makes over 5,000 referrals to Youth Services each year. Services include intake, detention, court, probation and parole. Special programs exist for sex offenders, arsonists, violent offenders, and alcohol and drug problems. The operating philosophy is built on a "balanced approach" involving community protection (detention at the Juvenile Justice Center), accountability (restitution to victims of crime), and competency (skill development). In FY 17-18, the Family Mediation program moved to Youth Services to allow for closer collaboration on joint restorative services projects between Family Mediation and Youth Services staff.

County Administration – Parole and Probation. Parole and Probation strives to improve the quality of life in Lane County by effectively addressing risk, need, and responsivity (barriers) that promotes positive change and lasting community safety. Parole and Probation supervises offenders on probation, Parole, and Post-Prison supervision. They enforce supervision conditions and refer offenders to evidence based programs for treatment and other services; monitor progress in treatment and other services; make home visits, conduct searches, and arrest or sanction offenders who violate supervision; conduct release and transfer investigations and prepare written reports; maintain case records for each offender; prepare sanction and parole/probation violation reports; work closely with law enforcement agencies, Department of Corrections, Parole Board, and other state and local agencies.

Lane County Office of Emergency Management. The Lane County Office of Emergency Management purpose is to ensure that the county is prepared for a disaster by ensuring coordination of protection, prevention, mitigation, response, and recovery activities that increase the county's capabilities to minimize loss of life and reduce impacts from disasters.

Support Services

Board of Commissioners. The Board of County Commissioners legislates and administers County government within the limits of authority granted in the Lane County Home Rule Charter. The charter grants legislative and administrative power to the full-time, paid five-person board. The Commissioners represent Lane County citizens in over 50 committees and agencies. Commissioners are elected by Lane County voters in specific individual geographic regions for four-year terms. The County's Internal Auditor works directly with the Board of County Commissioners.

Overview

County Administration. The Office of County Administration serves as the focal point for implementing countywide policy approved by the Board of County Commissioners. This is done through the County Administrator, who reports directly to the Board of County Commissioners. The department provides direction to all appointed administrative departments, coordinates with elected department heads, and serves as liaison to interagency associations, local municipalities, and the state and federal governments. The department coordinates and oversees the development and implementation of the County's Strategic Plan. Other operating units in the department include Intergovernmental Relations, Public Information Office, Finance, Budget & Financial Services, and the County Clerk which runs Elections, Deeds & Records and Board of Property Tax Appeals. The Justice Courts and Law Library are also part of County Administration.

County Counsel. The Office of County Counsel serves as attorney and legal advisor to the Board of Commissioners, County Administrator, County elected officials, and County departments. County Counsel handles civil suits brought by or against the County and reviews all proposed contracts between the County and other entities. The department director reports directly to the Board of Commissioners.

Human Resources. The Department of Human Resources provides personnel management and administrative support to County organizations in the areas of personnel services, employee relations and benefits, training and development, risk management and diversity implementation.

Technology Services. The goal of the Department of Technology Services is to help individual departments use computer technologies to provide better service to Lane County's citizens. The department is responsible for supporting the information technology needs of County departments and overseeing the technical operations of a regional information system. The department maintains the County's major finance and human resource applications, as well as a large number of smaller systems. Technology Services also supports a common network operating system connecting the County's nearly 1,400 personal computers. Technical Operations provides information technology services to local government agencies in and near Lane County, including a data center, electronic mail, Internet access, LAN systems support, and operation of a regional network that interconnects local government organizations.

Non-Department

Homes For Good Housing Agency, formerly known as the Housing & Community Services Agency (HACSA), is not a department of Lane County, however, the Board of Commissioners is the Housing Services Board. As such, Homes for Good Housing Agency is indicated on the County organizational chart, but not included in the County Budget. GASB rules require Homes for Good Housing Agency financial reports appear in the County's Comprehensive Annual Financial Report which can be found on the County's website.

Lane County Committees and Other Advisory Bodies

At any given time, the Board of Commissioners is seeking applications from citizens interested in serving on various advisory committees, councils, boards, commissions, and community organizations. These committees serve in an advisory capacity to the Board of Commissioners and other community organizations on a wide variety of topics and issues. Vacancies are posted on the County's website with links to committee applications and can be found at: <https://www.lanecounty.org/cms/one.aspx?pageId=4081105>

Animal Services Advisory Committee: Advises the Public Works Director and Board of Commissioners on matters of animal service operations, program improvements, model and state of the art animal welfare, control programs, and facilities. Five members are appointed by individual Commissioners and two at-large members are appointed by the Board of Commissioners.

Board of Property Tax Appeals (BoPTA): Responsible for hearing appeals for the reduction of real property values in accordance with Oregon law. The Board also considers petitions to excuse liability for the penalty imposed by Oregon law for late filing of real and personal property returns. The Board of Commissioners appoints a pool of potential members who meet as needed between Feb 1st and Apr 15th. ORS Chapter 309.020

Budget Committee: Reviews and approves the County budget, limits the amount of tax which may be levied, establishes a tentative maximum for total permissible expenditures for each fund. Members include the Board of Commissioners and five citizen members appointed by the Board. ORS 294.336

Community Health Council: Provides assistance and advice to the Board of Commissioners and the Community Health Centers of Lane County (CHCLC) in promoting its mission to provide comprehensive health care that is quality-driven, affordable and culturally competent to the people of Lane County. The Council's 14 members include consumers, health care providers and community representatives and are appointed by the Board of Directors. Section 330 of the Public Health Service Act.

Elected Officials Compensation Board: Recommends to the Budget Committee and to the Board of County Commissioners a compensation schedule for County elected officials. The Compensation Board is established pursuant to the authority granted by the Lane County Home Rule Charter. The five members are appointed by the County Administrator and meet as needed, but at least once each year in which there is a general election.

Equity and Access Advisory Board: The mission of the Equity and Access Advisory Board is to guide and advise the county administrator on policies and practices surrounding equity, inclusion and access in both internal and external matters. The Advisory Board will work with the county administrator and staff to address potential issues through education, research, advocacy and/or intervention. It will also address concerns and practices which affect people who live, work, study, worship, travel, or play within Lane County.

Fair Board: Has the exclusive management of the ground and all other property owned, leased, used or controlled by the County and devoted to the use of the County Fair, and is entrusted and charged with the entire business management and financial and other affairs of the fair. The Fair Board consists of not less than three nor more than seven members. Members are appointed by the Board of Commissioners. ORS 565.210

Farm Review Board: Advises the County Assessor with respect to the use of comparable sales figures in assessing agricultural land; also advises the County Assessor as to whether figures or factors are property under ORS 308A.092. The advisory board meets only once annually, usually in April or May.

Overview

Two members are appointed by the Board of Commissioners, two are appointed by the County Assessor and the fifth member is chosen by the other four members. ORS 308A.095

Hearings Official: The Hearings Official holds public hearings on land use permits. Generally these hearings discuss specific proposals with the developer and receive public input from the notified neighbors and interested citizens. The Hearings Official will be appointed by the Board upon recommendation from the County Administrator.

Housing Policy Board: The Housing Policy Board acts as a forum for public input into the community issues related to affordable housing. It reviews low-income housing issues and makes policy, funding, and other recommendations regarding affordable housing to Eugene, Springfield and Lane County governments. Board membership consists of one representative from the Lane County Board of Commissioners; one representative from the Eugene City Council; six citizen at-large members, and ex-officio members as appropriate. One at-large position is reserved for a low income representative.

Human Services Commission: Multi-jurisdictional committee provides advice to the Board of Commissioners and the Eugene and Springfield City Councils on community needs and priorities for human services; assists with the development of intergovernmental human services plans and budgets; plans, reviews and evaluates services in the intergovernmental plan; provides for citizen participation in the planning process for community human services; and makes recommendations to units of local government regarding their specific human services proposals. The seven members include representatives from the County and Cities appointed by their respective agencies.

Lane Workforce Partnership Board: Carries out all responsibilities pursuant to the Job Training Partnership Act (Pursuant to Federal law), subsequent federal workforce legislation and the responsibilities of regional workforce committees pursuant to Oregon State Law. The 33 member are representative of business and industry, who are owners, chief executives, chief operating officers or other business and industry executives who have substantial management or policy responsibility.

Law Library Advisory Committee: Works with County staff to maintain adequate facilities and services for the County law library. Seven members are appointed by the Lane County Bar, two at-large lay citizens are appointed by the Board of Commissioners and one member of the University of Oregon Law Library staff serves as an ex-officio member.

Mental Health Advisory/Local Alcohol and Drug Planning Committee: Advises the Board as the local mental health authority, and the Director of the Department of Health and Human Services on community needs and priorities for mental health services, and assists in planning, review and evaluation of those services. Thirteen members are appointed by the Board of Commissioners. ORS 430.342, ORS 430.630(7), and OAR 309-014-0020(3), OAR 309-016-0020(2), OAR 415-056-005(10).

Metropolitan Wastewater Management Commission: Operates and maintains the regional sewerage facilities, and adopts financing plans and operational budgets. Membership consists of one elected official each from Lane County, the City of Eugene and the City of Springfield, plus two lay citizens appointed by the City of Eugene, one by Lane County and one by the City of Springfield.

Parks Advisory Committee: Advises on parks needs and facilities, recommends projects and long-range planning, and acts as liaison for the community. The seven members are appointed by the Board of Commissioners.

Performance Audit Committee: To ensure independence of the performance audit function, an audit committee is created to advise the Board of County Commissioners on significant audit matters. The audit committee consists of five voting members, one County Commissioner and four at-large members, appointed by the Board of County Commissioners, and five ex-officio non-voting members.

Overview

Planning Commission: Provides recommendations to the Board for adoption of comprehensive land use plans for Lane County and amendments to such plans, and for adoption of ordinances intended to carry out the purposes, principles and proposals expressed in the comprehensive plan. Perform the duties and functions as required by Lane County ordinances and orders, including but not limited to LC Chapters 9, 10, 11, 12, 13, 14, 15, and 16 and the citizen involvement component of the Statewide Planning Goals and the applicable comprehensive plans. Advises and cooperates with other planning agencies within the state. Promotes public interest in and understanding of comprehensive plan and of planning and zoning in general. The nine-member Planning Commission is appointed by the Board. ORS 215.020

Poverty and Homelessness Board: Provides advice to the Board of Commissioners and the intergovernmental Human Services Commission with the goal of reducing and preventing poverty and homelessness in Lane County. It assists the development of the delivery of housing and services to meet the specific needs of people who are impoverished or homeless, improving their stability. It assists to maximize the allocation of local, state, and federal funds made available for this purpose. It serves as the administrative board for the Lane County Community Action Agency and as the oversight board for the Lane County Continuum of Care.

Public Health Advisory Committee: Makes recommendations to the Health Administrator and advises the Board of Health and Board of Commissioners on public health, planning, policy development, control measures, funding, public education and advocacy. The committee consists of five members appointed by individual Commissioners, two at-large representatives, and five members from health professions.

Public Safety Coordinating Council: Develops and recommends plans designed to prevent criminal involvement by youth, provides for coordination of community-wide services involving treatment, education, employment and intervention strategies aimed at crime prevention, and coordinates local juvenile justice policy. The Council has up to twenty members as defined by statute and are selected by the Board of Commissioners. ORS 423.560

Transportation Advisory Committee: Reviews road improvement needs; develops a Five-Year Capital Improvements Program; reviews and provides recommendations for long-range planning for future transportation needs, including alternative transportation modes and makes recommendations to the Board of Commissioners. The seven members are appointed by the Board of Commissioners.

Overview

Lane County Budget

The purpose of Lane County's budget is to provide the fiscal means to implement the community's goals, as represented by the Budget Committee and the Board of County Commissioners. The Budget Committee is made up of five citizens-at-large (appointed by the Board), and the five County Commissioners. Oregon Revised Statutes determine the composition of the Budget Committee and establish the precise process that must be adhered to in order for the local government to collect taxes.

Oregon Local Budget Law

Oregon's Local Budget Law (Chapter 294 of the Oregon Revised Statutes) does several things:

- It establishes standard procedures for preparing, presenting and administering the budgets of Oregon's local governments.
- It encourages citizen involvement in the preparation of the budget before its formal adoption.
- It provides a method of estimating revenues, expenditures and proposed taxes.
- It offers a way of outlining the programs and services provided by local governments and the fiscal policy used to carry them out.

Budget Characteristics

The budget is a financial plan containing estimates of revenues and expenditures for a single fiscal year. Lane County's fiscal year begins on July 1 and ends the following year on June 30. The budget document must have certain ingredients per State law. It must show the major items of budget resources, and revenues and expenditures must be recorded on a fund-by-fund basis, using the cash basis, the modified accrual basis or the accrual basis of accounting. State law allows each municipality to select its preferred method. Lane County uses the modified accrual basis.

The budget must contain a summary statement by funds showing the estimate of budget resources and expenditures. The sheet or sheets which reflect each activity's or fund's estimate of expenditures and resources must also show (in parallel columns) the actual expenditures and resources for the two fiscal years preceding the current year, the estimated expenditures and resources for the current year, and the estimated expenditures and resources for the ensuing year. In addition, personnel services, materials and services, capital outlay for each organizational unit or activity of each fund, and the major items for debt service, special payments and operating contingencies for each fund must be listed separately.

The General Fund pays for many public services such as public health, public safety (i.e., the Sheriff's Office), assessment and taxation, and prosecution, as well as several support services, including human resources and financial services. Budgeting allows a local government to evaluate its needs in light of the revenue sources available to meet those needs. A complete budget justifies the imposition of ad valorem (according to value) property taxes, which account for the majority of General Fund revenues. Oregon law does not allow local governments to increase property taxes, even through a supplemental budget process. Oregon law also prohibits local governments from expending or borrowing monies beyond their adopted budgets.

Lane County's budget is a combination of both a fixed and flexible budget, depending on the area of operations. For example, internal service areas (Support Services) are dependent on property tax revenues and transfers from other department funds and have fixed budgets. Their operational resources are established based on historical need and approved changes, and that amount cannot be exceeded for the year. In the event a fixed-budget department will run over, a supplemental budget must be approved and adopted by the Board, per State budget law. Since many of the external service areas are fee or "enterprise" supported, activity levels have a great impact on projected revenues and resource demands, and therefore those department budgets are more flexible.

Lane County's Budget Process

Budget preparation begins in early winter and results in the completion of a proposed budget to be considered by the Budget Committee in spring. Once the Budget Committee has considered and approved the budget, the Board of County Commissioners holds a public hearing and adopts the budget. An illustration of the process with a schedule of Lane County's Budget Process follows this description. Citizens participate and provide input into the County budget process in many ways (see the next section on Community Involvement). Steps in the budget process:

1. Proposed Budget Prepared:

The Lane County Leadership Team, made up of the Commissioners, department directors, and the County Administrator, usually meet in late fall to review the previous year's activities and the financial forecast for the next five years. The Leadership Team provides direction and agrees on the assumptions to be used in budgeting for the coming year. County department managers then begin building the budget, based on goals/priorities set forth by the County Commissioners.

Proposed budgets must reflect projected expenditure and revenue forecasts, activity levels and external limitations or pressures such as State tax measures, technology requirements, labor union contracts and capital improvement projects. Finished department budgets are submitted to the County Administrator's Office for subsequent review, revision and approval by the County Administrator.

2. Notice of Budget Committee Meeting Published:

Once the proposed budget document is prepared by County staff, a "Notice of Budget Committee Meeting" is published. The notice contains the dates, times and places of several meetings, including presentation of the Budget Message, Budget Committee public hearings and deliberations. The notice is published once in the five to thirty days before the meeting and can be found in The Register-Guard newspaper.

3. Budget Committee Meets:

The budget message, delivered at the first Budget Committee meeting, explains the Proposed Budget and any significant changes in the County's financial position. Budget Committee meetings are public meetings, during which interested parties may attend. The public may also provide testimony or public comment at scheduled meetings not designated as work sessions.

The Proposed Budget is made available to each member of the Budget Committee before their first meeting. At this time, the Proposed Budget is also made available to the community. A copy is placed in the County Administrator's Office and an electronic version is available on the County's internet website www.lanecounty.org/budget.

4. Budget Committee Approves Budget:

The Budget Committee hears public testimony, presentations from each department, and comments from the Budget Manager and budget analysts. It also reviews the Proposed Budget, any add/reduction packages and any additional material requested. The committee deliberates and makes any necessary additions or reductions from the budget proposed by the County Administrator, before approving the budget. The Approved Budget specifies the amount or rate of ad valorem taxes for each fund receiving tax revenue. The Budget Committee is the only group that can set the property tax to be levied each year. It also sets the maximum amount that will be appropriated to each department within each fund.

5. Budget Summary and Notice of Budget Hearing Published:

After the budget is approved, a budget hearing must be held by the Board of County Commissioners.

Overview

The Board publishes a Financial Summary of the budget and a Notice of Budget Hearing five to thirty days before the scheduled hearing, during which additional public testimony is invited.

6. Budget Hearing Held:

The purpose of the hearing is to listen to citizens' testimony on the Approved Budget.

7. Budget Adopted, Appropriations Made, Taxes Declared and Categorized:

By law, the Board may make changes in the Approved Budget before it is adopted. Prior to the beginning of the fiscal year to which the budget relates, it can also make changes to the adopted budget. However, there are limitations:

- Taxes may not be increased over the amount approved by the budget committee.
- Estimated expenditures in a fund cannot be increased over the amount approved by the budget committee by more than \$5,000 or 10 %, whichever is greater.

After considering public testimony provided at the Budget Hearing, the Board of Commissioners deliberates and adopts the budget, no later than June 30. The Board prepares a resolution or ordinance that formally adopts the budget, makes appropriations and, if needed, levies and categorizes taxes. The budget is the basis for making appropriations and certifying the taxes.

8. Notice of Property Tax Levy:

Each taxing district imposing a property tax levy must give notice of its property tax levy to the County Assessor by July 15.

9. Amendments to the Budget:

Supplemental Budgets: There are times when an adopted budget gives no authority to make certain expenditures or when revenues are received for which the governing body had no previous knowledge. In these cases it is possible to use a supplemental budget to authorize expenditures or spend additional revenues in a current fiscal year. Supplemental budgets may require publication and a public hearing depending on the size of the changes being proposed. Each supplemental is discussed and adopted by the Board of Commissioners. The budget committee is not involved in adopting supplemental budgets. Supplemental budgets cannot be used to authorize a tax levy.

Board Orders Amending the Budget: In addition to the supplemental budget process, when needed, the Board can amend appropriations to the current year budget at a regular, publicly announced, meeting providing the changes do not exceed 10% of total fund expenditures and meet all other Oregon Budget Law requirements. These amendments happen periodically throughout the year, often as a result to changes in grant funding.

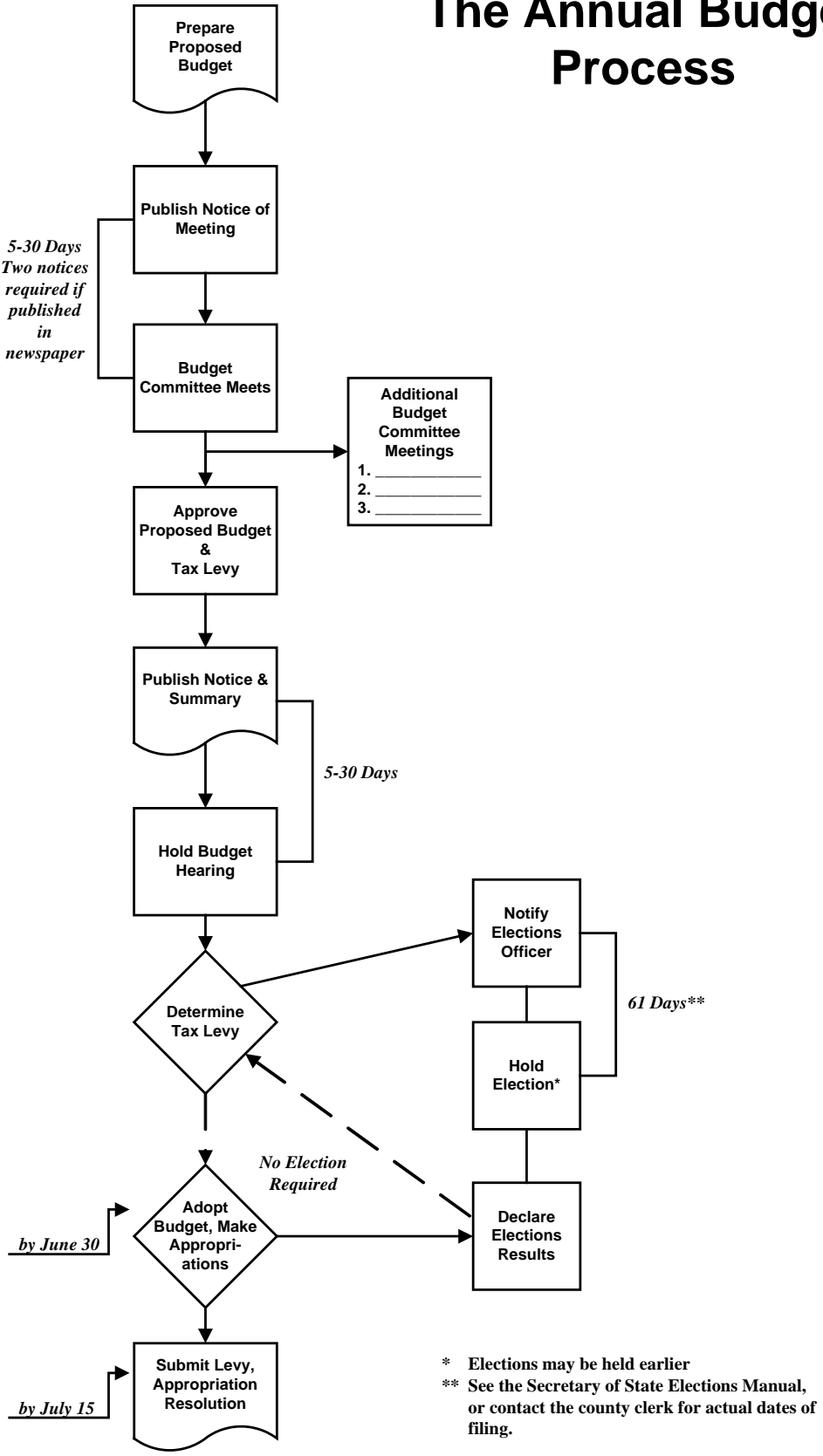
Community Funding Request Process

Community Funding Request Forms were made available in January of 2019 and were due back to the County Administration Office on March 1, 2019 for consideration in the FY 19-20 Budget.

For the FY 19-20 budget process, no official community funding requests were received.

Community groups wishing to submit a request for budget committee consideration and possible inclusion in the next budget can submit a Community Request Form to the Budget Committee. All requests are forwarded to the full budget committee for consideration. Community groups submitting requests are provided with a scheduled time to appear before the budget committee to provide additional information and answer questions. Contact the County Administrator's Office at 541-682-4203 or check the Budget Committee Schedule posted on our website at: www.lanecounty.org/budget to obtain more information on submitting a community funding request in the future.

The Annual Budget Process



* Elections may be held earlier
 ** See the Secretary of State Elections Manual, or contact the county clerk for actual dates of filing.

Overview

Budget Preparation Schedule

<u>Date</u>	<u>Description of the Event</u>	<u>Product/Outcome</u>
<i>Friday, October 12, 2018</i>	Departments begin to prepare listing of Capital Improvement Plan (CIP) projects	CIP Forms distributed
<i>Tuesday, December 18, 2018</i>	Draft of CIP presented to Board of County Commissioners	Preliminary CIP project list decisions
<i>Monday, January 14, 2019</i>	Departments begin to prepare Base budget, review budget with advisory committees, as appropriate, and prepare Adjusted Base Budget.	Budget Instructions distributed
<i>Tuesday, February 19, 2019</i>	Departments complete data entry and submit Budget	Department Request Budget
<i>Wednesday, March 6, 2019</i>	Departments complete Service Option Sheets for all services receiving General Fund	Service Option Sheets
<i>Thursday, March 14 – Friday, March 22, 2019</i>	County Administrator and budget staff review departmental budgets and hold departmental reviews.	Preliminary budget decisions
<i>Monday, March 25 – Friday, April 12, 2019</i>	Final preparation of Proposed Budget by budget staff	Proposed Budget
<i>Monday April 15, 2019</i>	Send Proposed Budget document to printer.	--
<i>Friday, April 26, 2019</i>	Notice of Budget Committee meeting published via website.	Posted on Lane County public meeting notice calendar.
<i>Friday, April 26, 2019</i>	Notice of Budget Committee meeting on Proposed Budget published in accordance with ORS 294.401.	Legal Advertisement
<i>Thursday, May 2, 2019</i>	Budget Committee receives County Administrator's budget message and holds public hearing on Proposed Budget.	Budget Message; Proposed Budget; Public Hearing
<i>Tuesday, May 7, Wednesday, May 8, Thursday, May 9, Tuesday, May 14, 2019</i>	Budget work sessions. Departments present their budgets and highlight services changes.	Budget Committee Work sessions
<i>Thursday, May 16, 2019</i>	Budget Committee public comment, final discussion, deliberations, and approval of budget. The public is welcome to attend.	Approved Budget

Overview

<i>Wednesday, June 5, 2019</i>	Publish Budget Summary and Notice of Public Hearing on Approved Budget in accordance with ORS.	Legal Advertisement
<i>Monday, June 10, 2019</i>	Departments complete changes to CIP plans and submit revised documentation.	Finalized CIP project forms
<i>Tuesday, June 11, 2019</i>	Board of County Commissioners holds public hearing on approved budget.	--
<i>Tuesday, June 18, 2019</i>	Board of County Commissioners adopts budget and CIP	Budget and CIP Adoption

Overview

Citizen Involvement Opportunities

Citizen Budget Committee

The County's ten-member Budget Committee is made up of five county commissioners and five citizens as mandated by Oregon Revised Statute 294.336. Each commissioner appoints one of the five citizens. This committee reviews and approves the County budget, limits the amount of tax which may be levied by the County and establishes a tentative maximum amount for total permissible expenditures for each department and fund in the County budget.

Citizen members serve staggered terms of up to three years ending on December 31st of the final year. Citizens may be appointed for multiple terms. Initial budget committee meetings are scheduled in April of each year where relevant topics relating to Lane County's budget are presented to the committee by experts in their corresponding field. Regular Budget Committee meetings usually occur twice a week in April and May of each year. Please contact the Commissioners' Office at 541-682-4203 if you are interested in the Budget Committee or need additional information.

Public Hearings/Public Comment

Citizens can appear in person to share comments directly with the Budget Committee at one of the open meetings, or with the Board of County Commissioners prior to budget adoption. Written material can either be hand delivered, mailed, faxed, or submitted via email attention Lane County Budget Committee.

Metro TV and Webcasts

If you are unable to attend Board of Commissioner or Budget Committee meetings in person, Metro TV telecasts all Board and Budget Committee meetings on Comcast cable channel 21. You may also view the meetings as a webcast at the County's internet website www.lanecounty.org under Government, Board of Commissioners, Board Meeting Webcasts.

Lane County Website

In addition to webcasts of meetings, budget related information is available on the County's Internet site: www.lanecounty.org/budget including links to the current year budget, the proposed budget, agendas for upcoming Budget Committee and Board meetings, and Commissioners' email addresses.

Lane County Expenditure & Revenue Transparency Reporting

In accordance with direction from the Lane County Commissioners, the Financial Services Division of County Administration prepares monthly transparency reports for its Citizens. Transparency Reporting includes monthly schedules of revenues and expenditures, and access to approved board orders and minutes of board meetings. These transparency reports are designed to meet the reporting requirements of Oregon Revised Statute 294.250. The Expenditure & Revenue Reporting can be found at: <https://www.lanecounty.org/Finance>. Once you are on the Lane County Finance page, click on Other Reports / Expenditure & Revenue Transparency Reporting.

Social Media

For those of you who would like to follow decisions of the Lane County Board of Commissioners online, you can follow us on twitter "@LC Board".

Lane County Administration
125 East 8th Avenue, Eugene, OR 97401
Phone: 541-682-4203
Fax: 541-682-4616
Email: lcbupl@co.lane.or.us
www.lanecounty.org/budget

Lane County Diversity and Equity

Equity and Respect, as they specifically relate to equity and inclusion, are part of Lane County's core principles as stated in the Values of our 2018-2021 Strategic Plan. Lane County is dedicated to partnering with private and public organizations and community members to enhance these values internally and externally. The following are some of Lane County's endeavors in the community and within our organization.

Community Engagement

The Lane County Equity and Access Advisory Board was created in early 2017 and has been meeting for just over two years. This board is made up of members of the community from across Lane County and advises the County Administrator.

The Equity and Access Advisory Board meets monthly and has created a strategic plan whose focus aligns with the five original equity priorities set by the Lane County Board of County Commissioners in October of 2015:

- Create a human rights advisory body
- Institutionalize equity efforts
- Improve employee recruitment, selection retention and advancement
- Require annual equity and access training for Lane County employees
- Engage community partners as an equity and service resource

In addition to these focus areas, the Equity and Access Advisory Board partnered with the Lane County Public Health Advisory Committee to engage the community and came up with recommendations that were presented to the Board of Health on June 19, 2018 that will help reduce health disparities in Lane County.

Each quarter, the Equity and Access Coordinator assists in planning and facilitating community conversations around health equity. These are part of the Lane Equity Coalition. Topics in 2018 and early 2019 included: "Concerning Democracy: How Systemic Bias in Services Strengthens White Nationalism," "Taking Action for Equity: Confronting Health Disparities in Lane County," "Healthy Hearts and Healthy Minds: Conversations with Youth about Health," and "Sex, Health, and Equity."

Additionally, the County Administrator and Equity and Access Coordinator are continuing to foster individual relationships with community leaders to better understand the needs and concerns of our community.

Equity Community Consortium

Lane County is an active participant in the Equity Community Consortium (ECC). From the ECC Memorandum of Understanding:

- The Equity Community Consortium (ECC) is an information and resource sharing and coordination forum for agencies and jurisdictions that provide governmental and public services in the Eugene-Springfield metropolitan area.
- The ECC represents a commitment of our agencies to equity and inclusion and to create agencies that better serve, reflect and understand the communities that we serve.
- Our Vision is: *To be a community that is enhanced by supporting a genuinely inclusive climate where diverse voices and perspectives are active, present, valued and respected.*

Overview

- The Core Values of the ECC are:
 - We believe deeply that all people, voices and life experiences add value to our community life and that active listening builds trust.
 - We believe that working for equity and inclusion is a dynamic and on-going process that is a priority.
 - We believe that it is critical to have leadership from within the community and formal and informal partnerships that represent multiple perspectives, in order to advance equity and inclusion.
 - We believe that changing community and workplace culture requires leaders to foster an environment that encourages and expects growth, learning, empathy and courage.

First Friday Communities of Color Networking events

These events are hosted by each of the 12 ECC member organizations. Each month a different member agency takes the lead to organize and host the event. The First Friday Event occurs on the first Friday of each month unless there is a Holiday that day/weekend. The events are free, open to the public and usually include food, music and a chance to meet and network with others.

Our advertisements describe the event as follows: “Join us the first Friday of every month for some good food, good music and great company! CCN is a safe space to hang out, relax, network, catch up and meet new people of color and allies. Our goal is to create space that fosters friendships and networks for people of color in the local area. All are welcome so please don’t be shy! CCN is proudly sponsored each month by a different partner agency in the Equity and Community Consortium (ECC). To get updates about future First Friday Communities of Color Network events subscribe to the listserv: [http://listserv.lesd.k12.or.us/mailman-lesd/listinfo/firstfriday.](http://listserv.lesd.k12.or.us/mailman-lesd/listinfo/firstfriday)”

Lane County hosts one Networking event each year, on the first Friday in August. This August we co-hosted an outdoor event with the City of Eugene at The Campbell Center. The event was attended by between 75-100 people from the community, Lane County, The City of Eugene and other ECC organizations.

Equity Summits

Lane County Equity Summits are held twice a year, in the spring and the fall. They are four hours long. Topics are selected by the Equity and Education Committee (E2) and planned by a planning team made up of committee members and other employees from department diversity committees. Typically the Summits are set up to have an outside speaker in the Spring and in the Fall learn from our selves. This past year, we had two successful summits.

Examples of recent summits are:

- Equity 101, an introduction to Equity.
- Bridges out of Poverty: Strategies for Professionals and Communities.
- Gender Matters! Breaking Down Barriers to Respect Across Lines of Gender and Sexuality

The next Summit will occur in Fall of 2019.

County Diversity Committees

The Equity and Education Committee (E2) is made up of a mix of county leadership (County Administrator and Department Directors) and employees from across the County. The group meets once a month and coordinates the Diversity Sack Lunches, Diversity Films and Discussions, Equity Summits, identifies projects, provides input on County initiatives and is a place where diversity and inclusion discussions happen.

Overview

Department Diversity Committees: Several Departments and Divisions have Diversity or Equity Committees that support their team(s). These committees provide support for planning their Department's Diversity Sack Lunch, promote diversity events and provide a forum for department/division specific initiatives. Committees meet either monthly or quarterly and their activities vary based on the needs of the department. Some examples of projects these groups undertake include: Sponsoring training development on behalf of their department, facilitating discussions or department specific events such as showing a diversity related movie and hosting a discussion, addressing current trends or topics, and organizing ways department can appreciate the diversity within their own teams.

Diversity sack lunches are hosted each month by a different Department in the County. The Department is responsible for setting the date, finding a location, selecting a topic, and hosting. These lunches are an opportunity to present information related to diversity, cultural awareness and helping to understand and appreciate differences. The topic is up to the Department and speakers can be from within the County or external. The sessions are 12:00-1:00 p.m. and held in a location where people can bring their lunch. Events are attended by anywhere from 10-60 employees. All employees are welcome. Examples of these hosted events are:

- Showing a series of short Sprout Films and discussion (Films are created by and about people with disabilities)
- NAACP of Lane County speaking about Juneteenth in addition to speaking about local projects
- The City of Eugene Hate and Bias Report
- Homes for Good
- Willamette Family Fathers Program
- CASA of Lane County
- Volunteers in Medicine

Lane County Employee Training

Effective January 2017, Lane County employees are required to complete three hours of diversity related training per year. There is flexibility in the program so employees and their managers can determine the training that best needs the employees' needs. Our Health and Human Services department and District Attorney's Office has had this annual requirement for several years.

Each month, a different film was shown with a facilitated discussion following it. Examples of these films that were shown in 2019 include:

- I am Not Your Negro
- Hidden Figures
- Unnatural Causes
- Farmingville
- Straight-laced
- Cesar Chavez

We are currently offering two Hiring courses that contain information on our processes and how those processes reduce bias in recruitment and hiring. A discussion of hidden bias is part of the courses.

During spring of 2019, 6 Equity 101 facilitators were trained to offer a course that will be offered quarterly. This will enable Lane County to offer more training in house.

Overview

Government Alliance on Race and Equity (G.A.R.E.) cohort

Lane County has been a member of GARE since June 2018. In June of 2019, 8 employees from across the County attended the first of nine trainings as part of the NW GARE cohort. Employees that are part of the cohort are from the Public Works Department, Health and Human Services, County Administration, Assessment and Taxation, and Human Resources.

This cohort focuses on building support and understanding of racial equity and local government's role in accomplishing it. The nine trainings that the cohort will attend are focused on: learning local history, data, community engagement, measuring progress, racial equity tool and how to use it, and workforce and contracting equity.

Lane County Department/Division Activities/Events and Training

Public Works new employees attend a 3-hour required Diversity training and a half-day Basics Principles class that focuses on fostering positive work relationships. Additionally, the department has a 16-member Diversity Committee that meets monthly. The Public Works Diversity Committee (PWDC) works to promote a respectful workplace and to enhance departmental diversity. This committee provides a forum for discussion of issues of diversity, equity, inclusion and respect. This past year, the Committee continued to focus on developing diversity training options for work groups whose members lack internet access. It met with PW's Title VI Coordinator and provided feedback regarding the Department's Limited English Proficiency (LEP) Plan. The Department is also implementing the Committee's recommendation that a video on unconscious bias be shown to interview panels prior to interviews. Committee members continue to submit diversity-related articles for the monthly department newsletter.

Health and Human Services maintains an Equity and Inclusion Committee composed of members from each of the 10 Divisions. This group is charged with creating and implementing an annual Health and Human Services equity plan, including four subcommittees: staff training, recruitment, retention and promotion, shift service delivery, and foster a county-wide commitment of equity. The Department has also adopted a Health Care Equity policy and procedure that ensures the appropriate provision of aids, language assistance and other services to allow for equitable access to all H&HS divisions. H&HS has 74 bilingual positions across the department and has added additional bilingual Spanish positions in Developmental Disabilities. Each division in H&HS also contributes specific work towards equity and diversity. In Public Health, staff support the Regional Health Equity Coalition and other work through the Lane County Community Health Improvement Plan's priority on Health Equity. Public Health released the 2017 Lane County Health Disparities Report that documents health disparities among racial and ethnic populations in Lane County. Youth Services staff support equity and reduction in disproportionate minority contact through collaborative work with other organizations to train staff on implicit bias, cultural awareness and implementation of tools to reduce potential for implicit bias. The Community Health Centers provided medical, mental health and dental care to a total of 31,194 patients in 2018. 3,545 or 11.4% of the patients served at the CHCs in 2018 are non-English speakers. Several of the H&HS Divisions also hold contracts with Centro Latino Americano to provide services to the Latino community. These contracts total \$267,333 and include such services as mental health treatment for youth and adults, addiction treatment, youth mentoring and human services access.

Members of the **District Attorney's Office** hosted a Diversity Sack Lunch in September 2018 on the Services and Clients of the Relief Nursery. The Relief Nursery is a partner with our Treatment Courts with a mission to prevent the cycle of child abuse and neglect through early intervention that focuses on building successful and resilient children, strengthening parents and preserving families. The families the Nursery serves are often from a lower economic demographic, non-English speaking and children with learning disabilities. The DA's office also is participating in one of the National Alliance on Mental Illness walking events.

Overview

The **Sheriff's Office's** Training Coordinator schedules new employee diversity-related training which provides each new hire with approximately 3 hours of diversity-related training within their first year of employment and at least 3 hours of diversity-related training annually. This department hosted a Diversity Sack Lunch in August with guest speaker Jake Spavin from Willamette Family, Inc., who spoke about the Dad's Program and substance abuse treatment for men in their programs along with the challenges they face with treating this segment of the population.

County Counsel department provides regular training to Lane County Managers and Supervisors on workplace harassment, discrimination and equity several times per year. Working with Human Resources they have developed a new training program that will speed training for new supervisors. Kinzi Silburn, Administrative Support Technician, is applying to be an Equity Facilitator for the County. Finally, the office has streamlined processes to make our services available to ensure equal access to a greater number of people.

Assessment and Taxation (A&T) actively participates with the E2 Committee meetings and encourages all A&T staff to attend Lane County Equity Summits and monthly diversity sack lunches. A&T has an active Diversity Committee who facilitated the Privilege Walk with A&T staff, facilitated the movie *Facebook Diversity Training* and a sack lunch about human trafficking in Lane County.

County Administration has continued to focus on promoting diversity, equity within the organization and throughout the county through the Equity and Access Coordinator position as well as partnerships between County Departments. Four staff participated in the E2 county-wide committee and the department hosts two of the Monthly Diversity Sack lunches each year. Staff provide support to the Equity and Access Advisory Board and its current focus areas of: hate and bias response, pay equity, health disparities, reports and recommendations, and community engagement. Staff supported county efforts to create a "servicios" section on the County website, with the most visited webpages translated into Spanish. Parole and Probation continues to increase its skills in effectively working with specialized populations. Parole and Probation developed a specialized caseload which incorporates a women's specific cognitive behavioral treatment program "*Moving on*" within our Sponsors Women's Program.

Human Resources (HR)'s Recruitment & Selection Team screened 7,521 applications in 2018, 24% of which identified as a race other than white, up from 23% in 2017. We posted 370 jobs, and 498 individuals were hired for those openings. We also facilitated 27 application workshops throughout Lane County at organizations like: NAACP, Siletz Tribe, and Sponsors. Two of the workshops were internal interviewing and application workshops. In 2018, Lane County hosted 14 interns through the Centralized Internship Program, inviting underrepresented groups in Lane County opportunity to gain experience in the government sector. Of those interns, one was hired into a regular full-time position, and three others are working beyond their internship in a temporary capacity.

Recruitment & Selection participated in four Elevate Lane County and #WorkReady programs highlighting employment opportunities within the government sector to high school and middle school aged students throughout Lane County. Recruitment & Selection participated in three job fair events, specifically for Veteran's, in Lane County, and 15 other job fair events for the general population, including rural areas like Florence. Recruitment & Selection also participated in one job fair specifically for individuals with diverse abilities.

Lane County hosted the third annual University of Oregon Public Policy, Planning, & Management program County Day. The event was established for the students to get an inside look at the operations of local government, and 22 University of Oregon students came to hear presentations from various departments and their leaders. Three of the students who attended the event were hired for internships in 2018.

Overview

Recruitment & Selection participated in community panels and boards regarding recruitment and retention, including: Food for Lane County, Lane County Stand Down, Engaging Local Government Leaders, the Equity Community Consortium, and the Coalition for Communities of Color. Recruitment & Selection sponsored training for Lane County employees from the Oregon Commission for the Blind on working with people with low vision.

Lane County's HR Training and Organizational Development managed a monthly Diversity Sack Lunch speaker series, monthly Diversity related film showings and discussions, assisted with two Equity Summits, managed a DVD film library, and created an Equity Facilitator program. HR Training also supports administrative needs for departments wishing to utilize LEAP, the County's Learning Management System, for department specific training offerings. In addition we provided reporting to departments on the County's Annual Diversity Training requirement. For the 2018 calendar year, employees completed 7,813 hours of Diversity training and 83% of regular status employees met or exceeded the 3-hour requirement, up 2% from 2017. (Note – new hires starting after July 1, 2018 could negotiate a lower number of hours to complete based on new hire training needs for their position.)

Overview

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Financial Policies

Balanced Budget

Lane County does not formally define “Balanced budget” in its financial policies, instead the definition in Oregon Local Budget Law is used. Oregon Revised Statute 294.388(1) states:

Each municipal corporation shall prepare estimates of expenditures and other requirements for the ensuing year or budget period. The estimates must be reconciled so that the total amount of expenditures and other requirements in each fund equals the total amount of resources in the fund for the same period.

Lane County budget and financial policies from the Lane Manual is provided below:

Financial and Budget Management

4.005 Purpose

The purpose of these policies is to provide guidance to the departments in the prudent management of the financial affairs of Lane County to meet the goal of maintaining financial stability. The following financial and budget policies are adopted in support of the County’s Strategic Plan, to ensure stability in service delivery and promote the efficient use of public funds. *(Revised by Order No. 84-12-19-9; Effective 12.19.84; 06-5-31-1, 5.31.06; 18-05-01-06, 5.1.18)*

4.010 Policies

Departments will use the following policies in administering their budgets, developing long-range goals and plans, and dealing with the public and other governments.

1) Budget and Management Policies

- a) The County’s annual budget will be structurally balanced throughout the fiscal year with recurring expenditures at or below the level of recurring revenues. If structural imbalance occurs in any Fund, a plan will be developed and implemented to restore structural balance.
- b) The County budget will provide for an appropriate balance between operating and equipment/capital portions of the budget to ensure that equipment and facility maintenance and replacement are adequately funded and are appropriate when compared to service levels.
- c) Long-range financial plans, including financial forecasts of revenues and expenditure estimates will be completed for all operating funds to ensure financial and service stability.
- d) Allocation of funds from discretionary general fund revenue will be re-established annually, after considering other revenue sources available to fund services, the level and appropriateness of expenditures, and the consideration of all mandated and critical County services.
- e) Financial reports detailing budget expenditure status and relevant economic and financial information will be presented to the Board of Commissioners no less than bi-annually.
- f) The County will prepare and publish its Adopted Budget document in accordance with local budget law and with the goal of obtaining the Distinguished Budget Presentation Award issued by the Governmental Finance Officers Association.
- g) The County will prepare and publish a Comprehensive Annual Financial Report in accordance with state law, the principles of the Governmental Accounting Standards Board, and the Generally Accepted Accounting Principles, with the goal of obtaining the Certificate of Achievement in Excellence in Financial Reporting issued by the Government Finance Officers Association.
- h) The County will manage its separate funds in a manner that insures that one fund does not improperly subsidize another fund.

Financial Policies

2) Revenue Policies

- (a) One-time revenues will be used for one-time expenditures or projects and will not be used for recurring operating purposes unless specifically approved by the Board of Commissioners through the budget process.
- (b) Prior to initiation of new projects, services, grants, or capital improvement projects, financial impact analyses will be completed and considered. The analysis will identify the short term and long-range effects of new initiation on the County, including any commitment for additional County resources.
- (c) The County will strive to diversify revenues and to develop sustainable revenue sources in order to maintain services during economic downturns and/or fluctuations of any existing revenue source.
- *(d) Charges for service will be reviewed annually and set by the Board of Commissioners upon recommendation from the County's Finance & Audit Committee. Analysis will take into account beneficiaries of the service, amounts charged by other agencies for similar services, the actual direct and indirect cost of providing the services, and statutory limits. Generally fees will be set to recover the cost of providing the service.
- (e) The County may sell or lease services that were developed to meet a County need, but the sale or lease will be secondary to the original purpose for developing the service.

3) Expenditure Control/Cost Recovery Policies

- (a) Personnel expenditure budgeting will take into account anticipated vacancy rates.
- (b) Contracting for services provided by outside agencies or vendors will be considered when contracting out is both cost effective and consistent with County employee policies.
- (c) Intergovernmental agreements to provide, receive, or cooperate in the provision of service delivery will be encouraged wherever services can be more effectively provided on a collective basis. Billing for services provided to user agencies will be sufficient to fully recover costs of operation, including depreciation of equipment, direct and indirect costs.
- (d) Department expenditures may not exceed appropriations, and expenditure of discretionary general fund may not exceed the amount allocated to the department.
- (e) Fees and charges for internal service funds will be set at a cost recovery level. For replacement reserves, the charges will be established at a level to fund the replacement over the expected useful life of the equipment. Internal service charges will be reviewed annually for appropriateness.
- (f) The County will charge the allowable indirect cost allocation to all departments and funds in the most equitable manner possible and will recover the allowable indirect cost allocation from all grants, contracts and intergovernmental agreements. Exceptions will be made only upon Board approval. Indirect cost revenues, except for depreciation and use allowance revenues, are to be received into the General Fund to pay for the cost of central services provided. Depreciation and use revenues are to be received into the Capital Improvement Fund and assigned to general capital improvement projects as approved by the Board.
- (g) All grant, contract, and other service generated revenues (e.g. fees, reimbursements) are considered fully expended prior to expending other County funds unless otherwise directed by specific grant or contract requirements.
- (h) Any services or programs that are largely or wholly supported by time-limited grant or contract funds will be considered to automatically sunset at the expiration of the grantor contract.
- (i) General funds will not be moved to another fund for future carryover, except for approved equipment replacement payments as set by budget direction during the annual budget process or in a supplemental budget transfer appropriation.

Financial Policies

4) Reserve Policies:

- (a) General Fund. Lane County will establish and strive to maintain a minimum 20% reserve of anticipated operating revenues, to ensure adequate cash flow, a strong standing with bond rating agencies, and protection of service levels to the community in the event of unforeseen events, revenue volatility, or economic downturns. This reserve is in addition to contingency amounts. The reserve will have two components:
 - (i) Emergency Reserve.
 - (1) Purpose. The first 17% of the reserve will be designated an emergency reserve and will be maintained to ensure adequate cash flow and a strong bond rating.
 - (2) Conditions for Use. The emergency reserve will be available for appropriation ordered by the Board for expenditure necessary to respond to a threat of public health or safety that involves one or more of the following: a severe revenue shortage threatening critical services; an involuntary conversion or destruction of Lane County property, a civil disturbance, a natural disaster, or other public calamity.
 - (ii) Service Stabilization Reserve.
 - (1) Purpose. The additional reserve beyond the emergency reserve amount will be designated a service stabilization reserve, which will provide the potential to achieve or maintain a very strong bond rating.
 - (2) Funding. Priority will be given to fund this component of the reserve when the County receives one-time discretionary general fund revenue or excess year-end lapse funds resulting from lower-than-budgeted expenditures.
 - (3) Conditions for Use. The reserve will be available for appropriation to reduce the impact of revenue fluctuations and drops in revenue growth due to economic downturns when continuation of existing service levels to the community are threatened. The following trends will guide the use of the service stabilization reserve.
 - (A) Overall General Fund operating revenue growth below 2.5% annually;
 - (B) Current Year Property Tax revenue growth below 2.5% annually;
 - (C) Local housing prices more than 10% below any time in prior 24 months;
 - (D) The Year-over-year Eugene/Springfield MSA unemployment rate more than two percentage points higher than any time in the prior 12 months, or an overall unemployment rate in excess of 7%.
 - (iii) Replacement of Reserve. In the event the total reserve falls below the 20% minimum amount, replenishment will begin as soon as feasible, preferably within the fiscal year following use, with full replenishment occurring within five fiscal years.
 - (iv) Additional Reserves. In the event the total reserve exceeds 25% of operating revenues, within a specific Board of Commissioner plan to do so, the Budget Officer will provide recommendation to the Board on the reserve. If a recommendation for expenditure is presented, priority will be given to one-time expenditures that result in future operating cost reductions or prepayment of debt obligations.
- (b) Road Fund. Lane County will establish and strive to maintain a minimum 40% reserve based of anticipated operating revenues, to ensure adequate cash flow, protection of service levels to the community in the event of unforeseen events, revenue volatility or economic downturns and maintain Road Fund assets. This

Financial Policies

reserve is in addition to contingency amounts. The reserve will have three components:

- (i) Emergency Reserve.
 - (1) Purpose. The first 17% of the reserve will be designated an emergency reserve and will be maintained to ensure cash flow.
 - (2) Conditions for Use. The emergency reserve will be available for appropriations ordered by the Board for expenditures necessary to respond to a threat to public health or safety that involves one or more of the following: a severe revenue shortage threatening critical services, an involuntary conversion or destruction of Lane County Road Fund assets, or an unexpected asset failure.
- (ii) Catastrophic Reserve.
 - (1) Purpose. The next 15% of the reserve will be designated as a catastrophic road fund reserve. It will provide the ability to prepare and complete repairs to a road fund asset failure due to an extreme event.
 - (2) Conditions for Use. The catastrophic reserve will be available for appropriations ordered by the Board for expenditures necessary to respond to a Lane County Road Fund asset failure that involves one or more of the following: an involuntary conversion or destruction of Road Fund assets, a civil disturbance, a natural disaster, or other public calamity.
- (iii) Service and Asset Stabilization Reserve.
 - (1) Purpose. The additional reserve beyond the emergency and catastrophic reserves will be designated as a service and asset stabilization reserve.
 - (2) Funding. Priority will be given to fund this component of the reserve when the County receives one-time discretionary road fund revenue or excess year-end funds resulting from lower-than-budgeted expenditures within road fund budgets.
 - (3) Conditions for Use.
 - (A) The reserve will be available for appropriation to reduce the impact of revenue fluctuations and drops in revenue growth due to economic downturns when continuation of existing service levels to the community is threatened.
 - (B) The reserve will be available for appropriation to provide resources for a Lane County Road Fund asset capital improvement, preservation or construction.
 - (C) The following trends will guide the use of the service and asset stabilization reserve:
 - (a-a) Overall Road Fund operating revenue growth below 2.5% annually;
 - (b-b) State Highway Allocation revenue growth below 2.5% annually;
 - (c-c) Local housing prices more than 10% below any time in the prior 24 months;
 - (d-d) The Year-over-year Eugene/Springfield MSA unemployment rate more than two percentage points higher than any time in the prior 12 months, or an overall unemployment rate in excess of 7%.
 - (4) Replenishment of Reserves. In the event the total reserve falls below the 40% minimum amount, replenishment will begin as soon as feasible, preferably within the fiscal year following use and not later than within five years.

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- (5) Additional Reserves. In the event the total reserve exceeds 45% of operating revenues, without a specific Board of Commissioners plan to do so, the Budget Officer will provide recommendation to the Board on the reserve. If a recommendation for expenditure is presented, priority will be given to one-time expenditures that result in future operating cost reductions or preservation of road fund assets.
- (c) Other Funds
- (i) Debt Service Funds and other Funds used to process pass through payments to other entities are excluded from reserve requirements.
 - (ii) For all other Funds, reserve levels will be established specific to the funding source, service type and assets owned. The recommended level will be verified and reviewed for adequacy through the annual budget process.
- 5) Governmental Fund Balance Policies
- To enhance the usefulness and consistency of governmental fund balance information, the following terms will be used to classify governmental fund balances:
- (a) Non-spendable. Includes constrained amounts that cannot be spent such as inventories, prepaid expenditures, long-term loans and notes receivable, permanent contributions, and property held for resale.
 - (b) Restricted. Includes constrained amounts whose restrictions are either 1) externally imposed by creditors, grantors, contributors, or laws/regulations, or 2) internally imposed by law through constitutional provisions or enabling legislation. Enabling legislation authorizes the County to assess, levy, charge, or mandate payment of resources from outside the government, and includes a legally enforceable requirement that those resources be used only for specific purposes. All Lane County Board Ordinances/Resolutions and legislation in the Lane County Home Rule Charter and the Lane Code are considered enabling legislation. Legally enforceable means Lane County can be compelled by those outside the government to use those resources for the purposes specified in the legislation.
 - (c) Committed. Includes constrained amounts that can be used only for specific purposes imposed by the Lane County Board of Commissioners. Commitments can only be reversed by taking the same action employed to commit the amounts (e.g., board order). The difference between Restricted and Committed is that committed resources can be redeployed for other purposes with appropriate due process. Compliance with the commitment is not legally enforceable by those outside the government. All Lane County Board Orders and legislation in the Lane Manual are considered Committed.
 - (d) Assigned. Includes amounts constrained by the intent that they be used for specific purposes. Intent can be expressed by either the Lane County Board of Commissioners, Lane County advisory committees or officials the Board of County Commissioners has delegated authority to. All Budget Committee and Finance & Audit Committee decisions and policies in the Administrative Procedures Manual are considered Assigned.
 - (e) Unassigned. Defined as the residual fund balance that is not non-spendable, restricted, committed, or assigned. *(Revised by Order No. 02-1-30-1; Effective 1.30.02; 06-5-31-1, 5.31.06; 10-7-7-5; 7.7.2010; 13-03-12-02, 3.12.13; 18-05-01-06, 5.1.18)*

*- Revenue revisions for FY19-20 include fees for Lane County Solid Waste Services as described in Order No. 19-05-07-03 and fees for the Lane County Land Management Division as described in Order No. 19-06-18-09.

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Investment Policies

4.015 Purpose.

The purpose of these policies is to provide direction to the Director of Operations or delegated County Treasurer in the investment of surplus cash in all funds, including moneys held in a fiduciary capacity. *(Revised by Order No. 94-6-28-7, Effective 6.28.94; 04-12-8-4, 12.8.04; 18-05-01-06, 5.1.18)*

4.020 Policies.

The following are the policies to be used by the Director of Operations or delegated County Treasurer in administering the investment program.

- (1) Investment practices shall be in accord with all applicable state and federal statutes and regulations. Investments shall be made in accordance with such statutes and regulations, including but not limited to Oregon law governing County financial administration and depositories of public funds and securities, as applicable.
- (2) Maturity of such investments will be made to coincide as nearly as practical with the expected use of the funds and may not exceed three (3) years or statutory requirements, unless matched to a specific cash flow and approved by the Board of Commissioners.
- (3) Investment of County funds shall be made only upon the authorization of the Director of Operations, delegated County Treasurer, or designee.
- (4) Other Lane County officials receiving money in their official capacity must deposit such funds with the Director of Operations or delegated County Treasurer, or at the discretion of the Director or Treasurer, in checking/negotiable order of withdrawal accounts.
- (5) All investments shall be placed to ensure a competitive rate of return and be consistent with considerations of safety, liquidity and yield.
- (6) The County Administrator is delegated the authority and responsibility to develop and maintain Administrative Procedures to implement these policies.
- (7) LM 4.020 shall be adopted not less than annually by the Board of Commissioners. *(Revised by Order No. 04-12-08-04, 12.8.04; Readopted without changes by Order No. 02-05-15-08, 5.15.02; 06-02-15-03, 2.15.06; 07-02-21-04, 2.21.07; 08-02-06-05, 2.6.08; 09-01-28-10, 1.28.09; 10-02-24-01, 2.24.10; 11-03-15-09, 3.15.11; 12-03-14-06, 3.14.12; 13-03-12-01, 3.12.13; 14-04-15-01, 04.15.14; 18-05-01-06, 5.1.18; 18-03-13-02, 3.13.18)*

Interfund Loans

4.035 Purpose.

The purpose of these policies is to outline the requirements and responsibilities of departments regarding the use of interfund loans as a short-term financing resource to address cash flow needs in County operations or capital financing plans. *(Revised by Order No. 04-4-28-16; Effective 4.28.06)*

4.040 Policies.

The following are the policies to be used by departments entering into interfund loan transactions:

- (1) Interfund loans are a tool employed by the County to assist funds and programs experiencing short-term, transitory cash imbalances created in the conduct of activities approved by the Board of County Commissioners.
- (2) Interfund loan requests must be reviewed and approved by the County's Finance and Audit Committee prior to taking a request for authorization to the Board of County Commissioners.
- (3) Interfund loans must be authorized by an order of the Board of County Commissioners, which shall state the fund from which the loan is to be made, the fund to which the loan is to be made, the purpose for which the loan is made and the principal amount of the loan, along with a schedule for repayment of principal and interest, or a statement that interest is not applicable to the loan.

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- (4) Interfund loans must be made in compliance with all other statutory requirements and limitations of Oregon law governing County financial administration. The County and Municipal Financial Administration provisions of Oregon law are included in LM 4.040(5) and (6) below.
- (5) Interfund loans are to be characterized as either “operating” or “capital” and shall meet the following additional requirements, consistent with their character:
 - (a) An “Operating Interfund Loan” is defined as a loan made for the purpose of paying operating expenses. An operating interfund loan:
 - (i) Shall be budgeted and repaid no later than the end of the fiscal year subsequent to the period in which the loan was made;
 - (ii) If not repaid in the same fiscal year in which it is made, the full repayment of the loan shall be appropriated as a budget requirement in the subsequent fiscal year; and
 - (iii) Is required to be assessed interest, unless otherwise stated in the adopting order.
 - (1) If interest is assessed, the rate of interest will be equivalent to the actual earnings rate in the Lane County Investment Pool, unless otherwise stated in the adopting order.
 - (2) If interest is assessed, such interest will be computed as simple interest on the outstanding balance from the date of the loan to the date of repayment or partial repayment, unless otherwise stated in the adopting order.
 - (b) A “Capital Interfund Loan” is defined as a loan made for the purpose of financing the design, acquisition, construction, installation, or improvement of real or personal property and not for the purpose of paying operating expenses. A capital interfund loan:
 - (i) Shall not exceed 120 months in duration;
 - (ii) Shall set forth in the adopting order a schedule under which the principal amount of the loan, together with interest thereon at the rate provided for pursuant to LM 4.040(5)(b)(iii) below, are to be budgeted and repaid to the lending fund;
 - (iii) Shall be assessed interest at a rate that is equivalent to the actual earnings rate in the Lane County Investment Pool, unless otherwise stated in the adopting order; and
 - (iv) Shall accrue interest computed as simple interest on the outstanding balance from the date of the loan to the date of repayment or partial repayment, unless otherwise stated in the adopting order.
- (6) Loans shall not be made from the following funds or restricted resources:
 - (a) From debt service reserve funds to the extent that the amount of the loan exceeds the amount required to be held in the reserve fund by covenant with the holders of the bonds or other obligations;
 - (b) From debt service funds; nor
 - (c) From monies restricted to specific uses under constitutional provisions, unless the purpose of the loan is an allowed use under constitutional provisions.
- (7) In addition to the statutory requirements and limitations of Oregon law governing County financial administration, listed in LM 4.040(5) and (6) above, the following additional policies and provisions shall apply to all County interfund loans:
 - (a) Interfund loans shall not be made from funds otherwise restricted by law, bond covenants, grantor requirements, Board order or ordinance for specific uses, unless the purpose of the loan is an allowed use under those restrictions or the restricting entity approves the loan transaction.
 - (b) Interfund loans are not to be used to fund on-going operating activities other than those approved by the Board of County Commissioners in a formal budget action.
 - (c) Interfund loans are not to be used to balance the on-going operating budget of the borrowing fund due to a shortage of spending authorization.

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- (d) Interfund loans will be granted only after it has been demonstrated that reasonable consideration was given to other potential resources available to the fund and when the loan is required to meet a pressing need or to take advantage of a special opportunity.
 - (e) Interfund loans made to General Fund departments or programs shall not obligate unrestricted General Fund general revenue sources for future loan repayments beyond the current fiscal year.
 - (f) Interfund loans may be made only if there is a likely expectation that the fund receiving the loan will have the ability to repay it. In other cases, the use of an interfund transfer should be considered for appropriateness.
 - (g) Consideration shall be given to the adequacy of resources in the lending fund, and in no case shall an interfund loan be made when the consequence of that loan would be to deter or otherwise interfere with any function or project for which the fund was established.
 - (h) Interfund loans may be repaid in advance without any additional accrual of interest (if applicable) or any other penalties.
- (8) No County fund shall carry a deficit cash balance for more than six months during any 12-month period without the written authorization of the County Administrator. Lacking that authorization, the fund managers shall be required to proceed with initiating an interfund loan authorization discussion with the Finance and Audit Committee and request to the Board of County Commissioners
- (9) At no time shall a County fund carry a deficit fund balance at fiscal year end. *(Revised by Order No. 04-4-28-16; Effective 4.28.16; 18-05-01-06, 5.1.18)*

Video Lottery Allocation Policy

4.100 Purpose.

The Video Lottery Allocation Policy reaffirms that video lottery receipts must be applied to programs and activities which support economic development in Lane County. Video lottery revenue is received from the State of Oregon as a transfer from the Oregon State Lottery Fund. The Oregon State Lottery Fund is governed by the Oregon Constitution, Article XV Section 4. This policy defines economic development activities for Lane County and provides guidance for strategic allocation of video lottery funds to economic development programs and activities. This policy reaffirmation is the basis for all video lottery allocation decisions for the benefit of Lane County citizens, and is meant to encourage partnerships between the County, communities within the county, non-profit organizations, private parties, and others directly involved in economic development activities that meet one or more of the economic development objectives or categories listed in paragraph 4.105 below. *(Revised by Order No. 01-2-21-2; Effective 5.1.02; 05-11-30-3, 11.30.05; 18-05-01-06, 5.1.18)*

4.105 Definition of Economic Development.

Economic development is defined as a program, group of policies, or activity that seeks to improve the economic well-being and quality of life for a community. Ideally, economic development will create and retain jobs, enhance employment opportunities, increase family wage income, and provide a stable tax base. Creation of new high-paying jobs and improvement of workers' wages are the principal outcomes anticipated from this economic development policy. Other outcomes may also include community development investments in infrastructure, commercial and business parks, public/private partnerships, organization capacity development, and strategies that leverage funds and resources to accomplish the following:

- (1) **Business Development.** Programs that encourage business growth and investment that create new employment opportunities, attract and expand business, increase tourism, and facilitate start-up and emerging businesses.
- (2) **Workforce Development.** Partnerships between business, education and government that build the skills of the local workforce and increase opportunities for families to meet or

Financial Policies

exceed the median household income for Lane County. *(Revised by Order No. 01-2-21-2; Effective 5.1.02; 05-11-30-3, 11.30.05; 18-05-01-06, 5.1.18)*

4.110 Allocation.

After establishing appropriate reserve levels pursuant to the County's reserve policies, the Board of Commissioners will annually allocate the revenues derived from the State's video lottery distribution to counties for economic development between two economic development categories through the annual budget process as follows:

- (1) Category 1 - General Economic Development. The Board will strive to allocate no more than fifty percent (50%) of the County's annual receipts to this category. The purpose of the General Economic Development allocation is to pay for ongoing County programs and services which meet the adopted definition of economic development. Guidelines for determining eligibility for this category are:
 - (a) The cost of administering the County's Economic Development program.
 - (b) Participation in forums for exchanging ideas and addressing the economic development needs of the County.
 - (d) Contracting with other agencies for the purpose of community/county promotion, marketing/recruitment, and other economic development support services, the sole purpose of which is to build capacity over time and increase and/or stabilize the economy of the County and its residents.
 - (e) County programs or any contract(s) with other agencies to provide economic development support services to the County and/or communities within the county.
- (2) Category 2 - Economic Development Strategic Investment. The Board will strive to allocate no less than fifty percent (50%) of the County's annual receipts from video lottery revenue to the Economic Development Strategic Investment category. The purpose of this category is to assist communities to pro-actively leverage video lottery dollars through public-private partnerships that will make a measurable difference in the economic growth and stability of Lane County. General guidelines for allocation from this category are:
 - (a) Any activity or project supported must demonstrably and directly increase the chance of making a measurable difference to the economy of Lane County and its residents.
 - (b) Projects are expected to have some financial support other than video lottery money.
 - (c) Projects or facilities identified in a recognized capital improvement plan (e.g., the County, communities within the county or economic development organization's capital improvement plan) will receive priority consideration.
 - (d) Projects that require multi-year commitments may be funded and some or all of the funds for this category may be carried forward for future allocation. *(Revised by Order No. 01-2-21-2; Effective 5.1.02; 05-11-30-3, 11.30.05; 18-05-01-06, 5.1.18)*

Debt Policies

4.025 Purpose.

The purpose of these policies is to provide direction to the Director of Operations or delegated County Treasurer in the issuance and management of the County's borrowing and capital financing activities. *(Revised by Order No. 06-9-13-9, Effective 9.13.06; 18-05-01-06, 5.1.18)*

4.030 Policies.

The following are the policies to be used by the Director of Operations or delegated County Treasurer in administering the issuance of debt.

- (1) Debt management practices shall be in accord with all applicable state and federal statutes and regulations. Debt shall be issued in accordance with such statutes and regulations, including but not limited to, Oregon law governing local government borrowing and Oregon facilities financing as applicable.
- (2) Debt shall be issued in a manner that minimizes the County's debt service and issuance costs while maintaining the highest practical credit rating.
- (3) Repayment schedules for debt retirement for capital projects shall not exceed the useful life of the asset acquired through the debt issuance.

Financial Policies

- (4) Bonds and long-term debt obligations shall be issued only upon the authorization of the Board of County Commissioners. *(Revised by Order No. 06-9-13-9, Effective 9.13.06; 06-12-13-6, 12.13.06; 18-05-01-06, 5.1.18)*

Lane County Debt Policy and Legal Debt Limitation Calculation

The County continues to manage and administer its debt program in compliance with the restrictions and limitations of State law with regard to bonded indebtedness for counties, as outlined in Oregon Revised Statutes 287.052 – 074 and related sections. These statutory restrictions not only establish legal limitations on the level of limited tax and general obligation bonded debt which can be issued by the County (1% and 2% of the real market value of all taxable property, respectively), but the statutes also outline the processes for public hearings, public notice and bond elections, as well provisions for the issuance and sale of bonds and restrictions on the use of those bond proceeds.

Financial Policies

COMPUTATION OF LEGAL DEBT MARGIN – GENERAL OBLIGATION BONDED INDEBTEDNESS	
<i>June 30, 2018</i>	
Oregon Revised Statute 287.054 provides a debt limit on general obligation bonds of 2% of the real market value of all taxable property within the County's boundaries.	
Real Market value	\$47,310,338,510
Debt limit rate	2.00%
Debt limit	946,206,770
Less applicable bonded debt *	0
Legal debt margin	\$946,206,770
Total debt as a percent of debt limit	0.00%
* No additional debt has been authorized as of July 1, 2019.	
COMPUTATION OF LEGAL DEBT MARGIN - LIMITED TAX BONDED INDEBTEDNESS	
<i>June 30, 2018</i>	
<u>Limited Tax Bonds (excluding Pension Bonds)</u>	
Oregon Revised Statute 287.053 provides a debt limit on limited tax full faith and credit bonds of 1% of the real market value of all taxable property within the County's boundaries.	
Real Market value	\$47,310,338,510
Debt limit rate	1.00%
Debt limit	473,103,385
Less net applicable bonded debt	23,242,286
Legal debt margin	\$449,861,099
Total debt as a percent of debt limit	4.91%
<u>Summary of limited tax obligations:</u>	
Limited Tax Full Faith and Credit Bonds, Series 2002A	390,000
Limited Tax Full Faith and Credit Bonds, Series 2003B	970,000
Limited Tax Full Faith and Credit Bonds, Series 2009A	3,520,000
Limited Tax Full Faith and Credit Bonds, Series 2011	7,495,000
Limited Tax Full Faith and Credit Bonds, Series 2011R	2,100,000
Limited Tax Full Faith and Credit Bonds, Series 2017	8,870,000
	23,345,000
Less: Funds applicable to the payment of principal thereof per ORS 287.053(1):	
Lane Events Center Debt Service Fund	(102,714)
Net applicable bonded debt *	\$23,242,286
<u>Limited Tax Pension Bonds</u>	
Debt limit (5% of real market value)	\$2,365,516,926
Debt applicable to limit:	
Limited Tax Pension Bonds, Series 2002	\$55,816,876
Legal debt margin	\$2,309,700,050
Total debt applicable to the limit as a percentage of debt limit	2.36%

Financial Policies

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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.

Financial & Planning Summary

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.

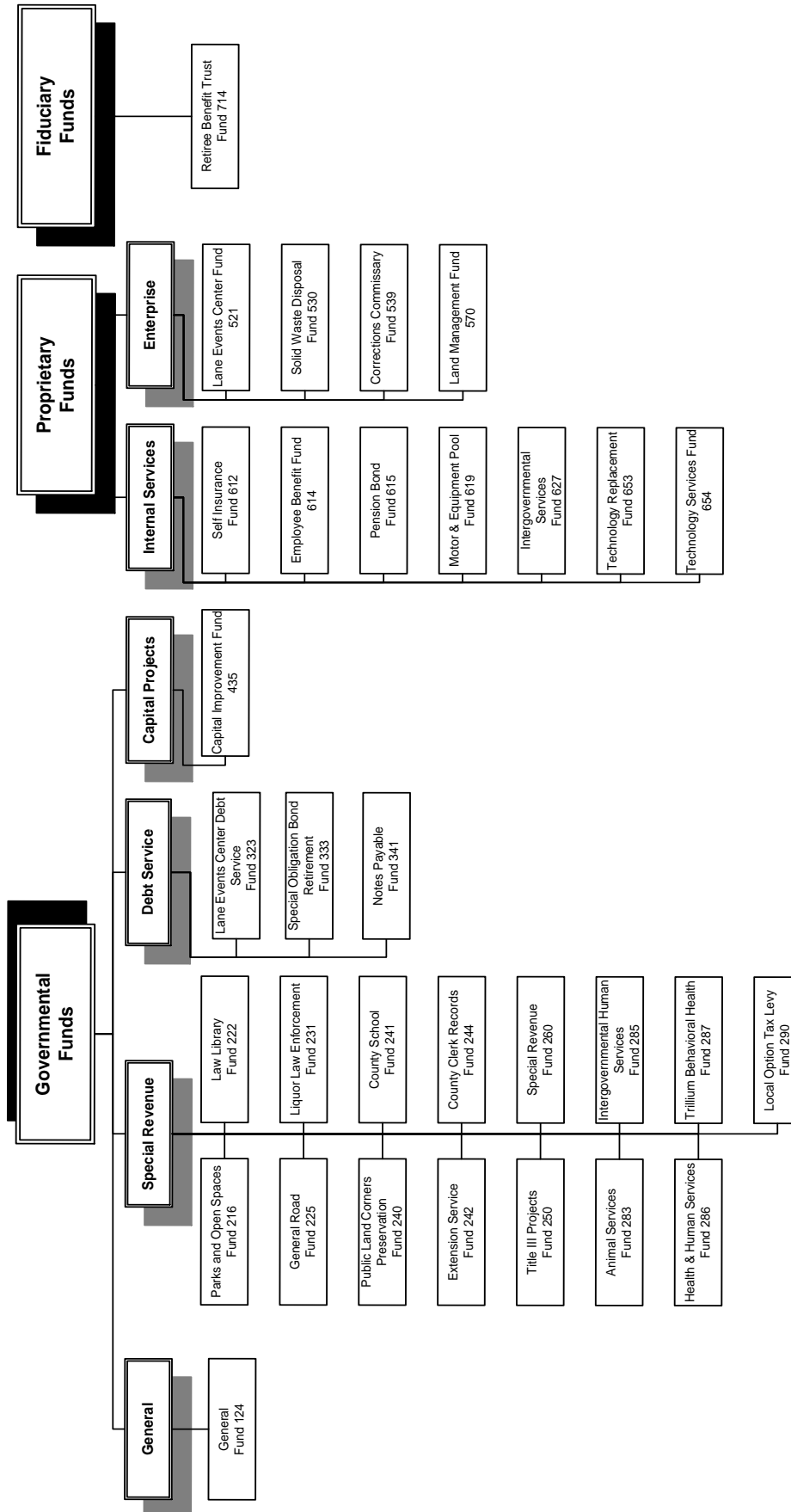
Basis of Budgeting and Accounting

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/

Financial & Planning Summary



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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

Financial & Planning Summary

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

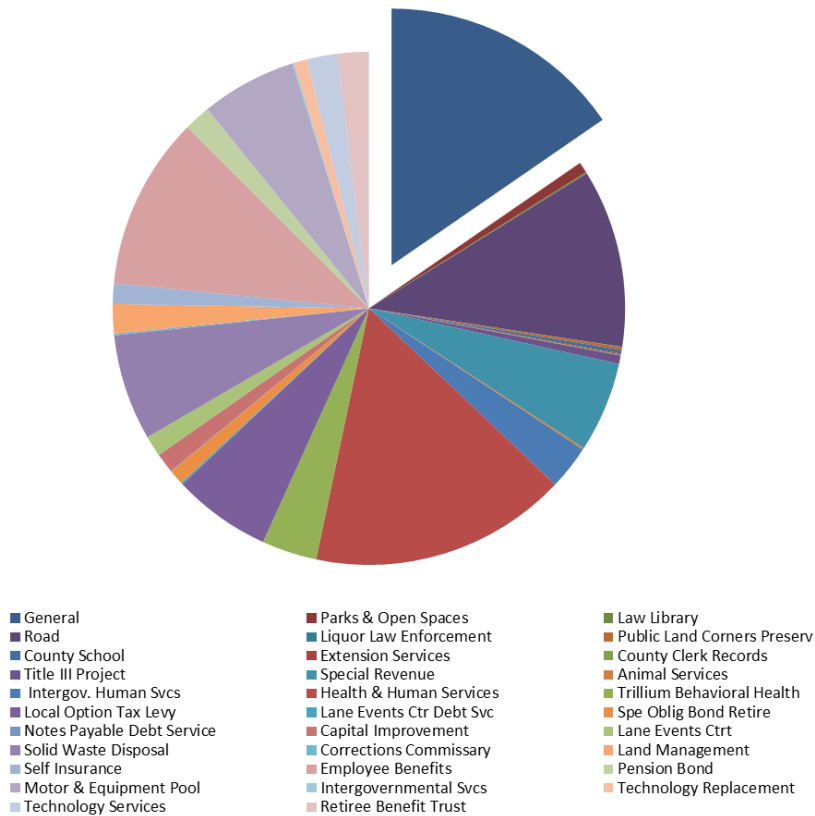
Financial & Planning Summary

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.



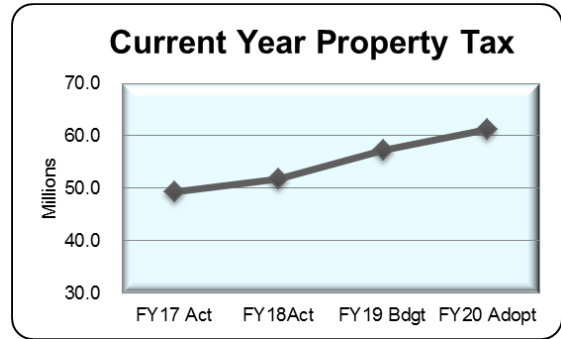
Major Revenue & Resource Trends

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

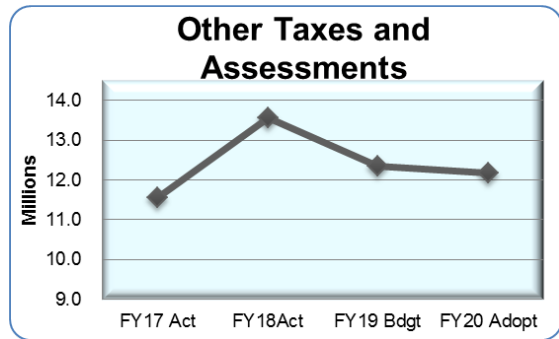
Current Year Property Tax revenue is anticipated to represent 14.4% of the County’s total revenue in FY 19-20. Lane County's permanent tax rate under voter approved Measure 50 is \$1.2793 per \$1,000 of Assessed Value (AV). The current AV is increased by a constitutionally restricted limit of 3% plus 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



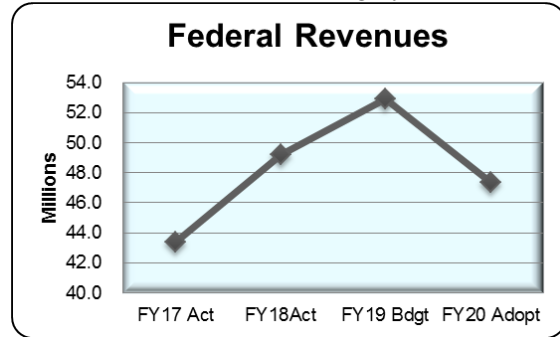
and other miscellaneous taxes and assessments. This portion of Taxes & Assessments will represent 2.86% of total County revenue and is projected to remain flat for FY 19-20. Federal PILT payments are not currently budgeted for FY 19-20 due to lack of an authorization of the funding. In past years, the 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.

Financial & Planning Summary

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.

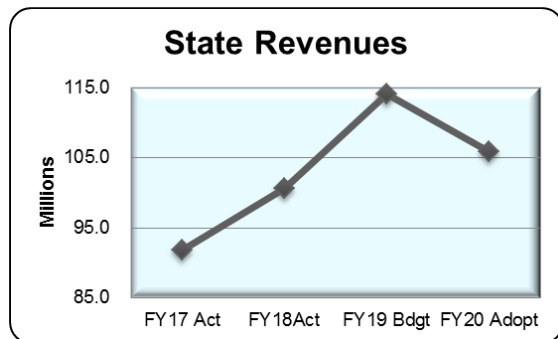


The County’s largest source of federal funding is now from Medicaid Wrap payments received through the County’s Community Health Centers within the Department of Health & Human Services. That revenue source has steadily increased in recent years with an anticipated amount of \$22 million in FY 19-20, 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.

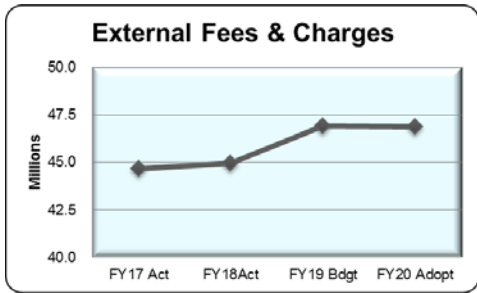
Current projections for State shared revenue taxes on cigarette, liquor, amusement device and a recreational vehicle fee are stable and expected to total just over \$3.4 million in FY 19-20. Liquor tax continues to experience growth year over year while cigarette tax revenues are declining. Video Lottery 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

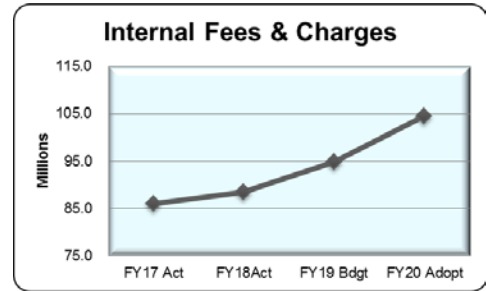


External Fees

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.

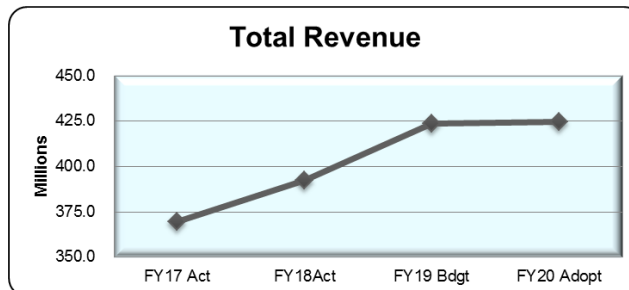


Interest Earnings

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

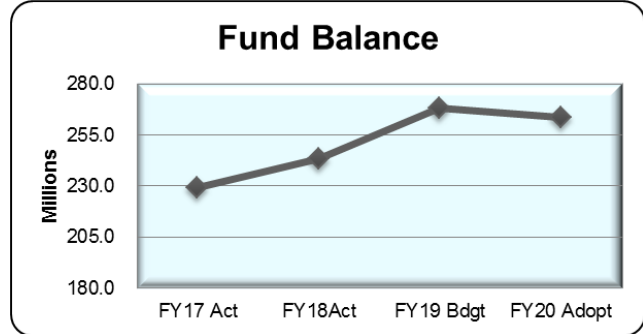
Other Resources

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.

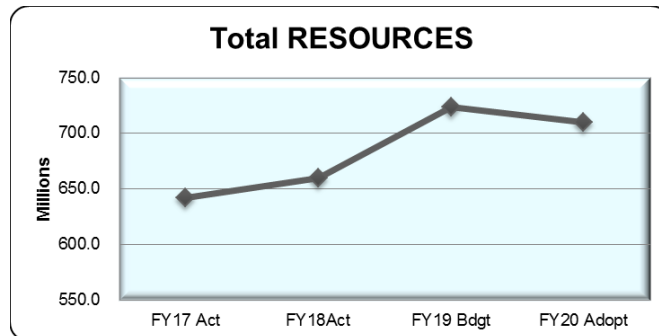


Transfers

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

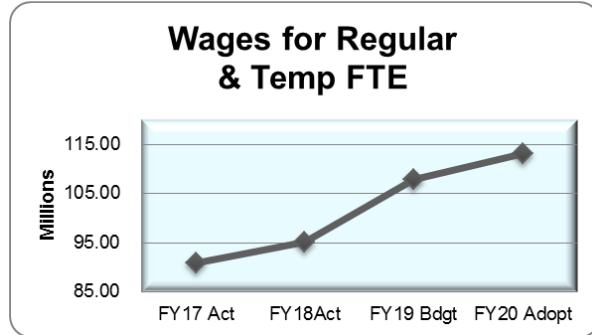
Major Expenditure Trends

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

Personnel Services

Wages

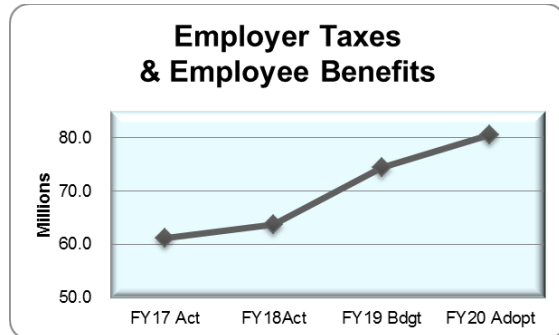
Lane County's services, like most governmental agencies, are labor intensive. The total wages for both regular and temporary employees (total of 1,664.59 FTE) are budgeted at \$113.02 million for FY 19-20, an increase of 4.8% from current year. The County also hires Extra Help employees (working no more 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



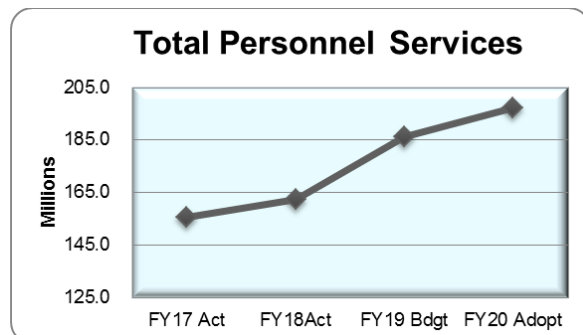
Medicare as well as benefit costs associated with medical insurance, retirement, deferred compensation and other employer paid benefits. Taxes and benefit costs now average \$48.2 thousand per FTE. Health insurance costs continue to remain fairly steady following the County's move to a self-funded model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

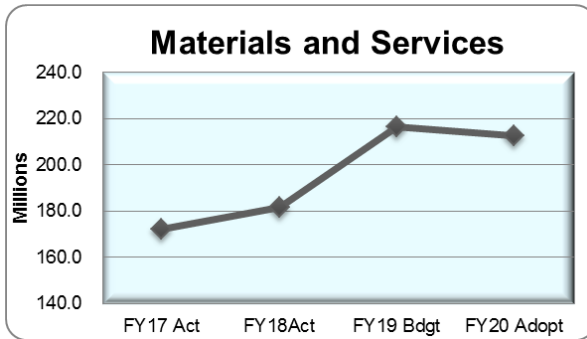


Financial & Planning Summary

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.

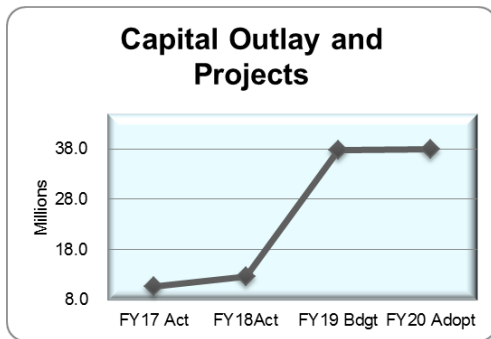
Materials & Services

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.

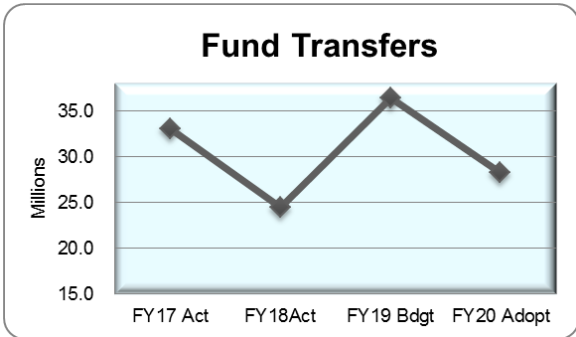
Financial & Planning Summary

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.

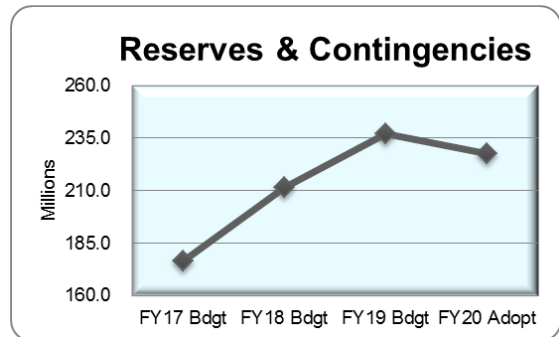
Fund Transfers

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.



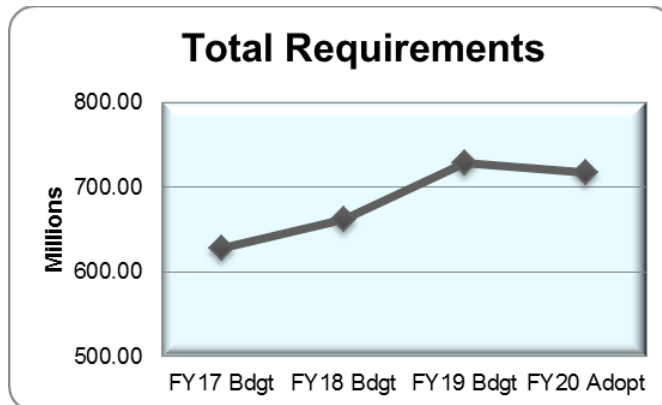
Reserves & Contingencies

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

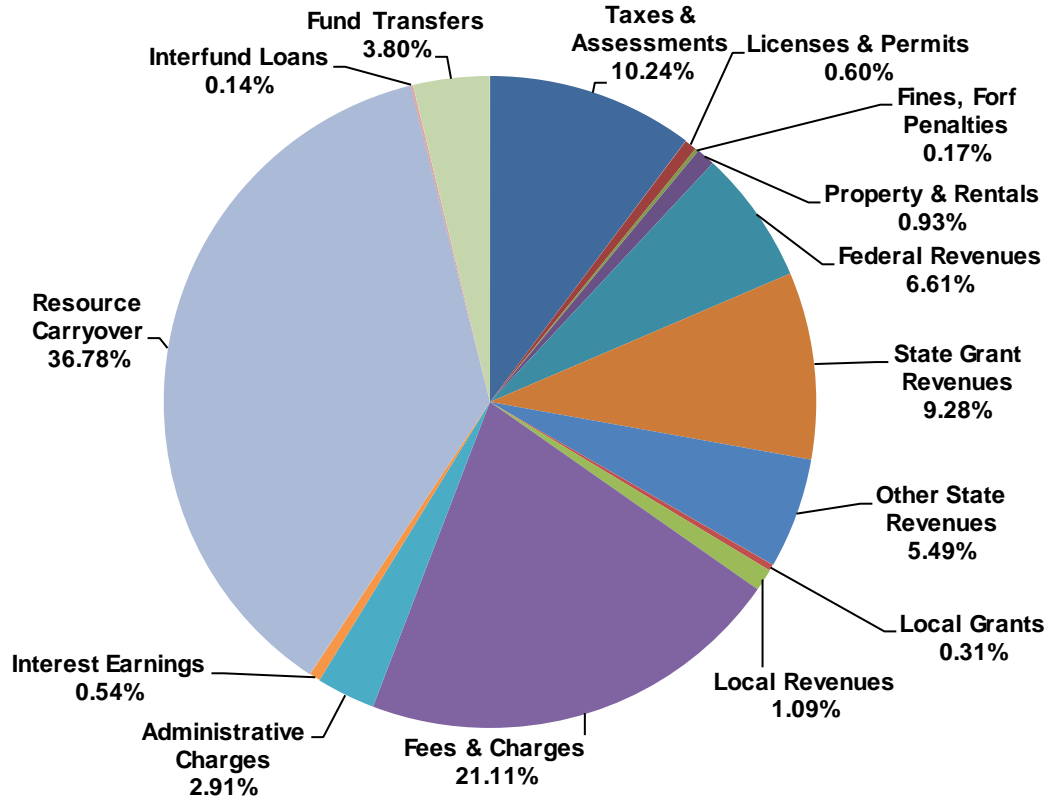
FY 19-20 DEPARTMENT LEVEL ADOPTED EXPENDITURES BY FUND TYPE & DEPARTMENT						
Department Name	General	Special Revenue	Capital Projects	Enterprise	Internal Services	Total Dept
Assessment & Taxation	6,688,011					6,688,011
Board of County Commissioners	1,146,929					1,146,929
County Administration	8,330,777	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

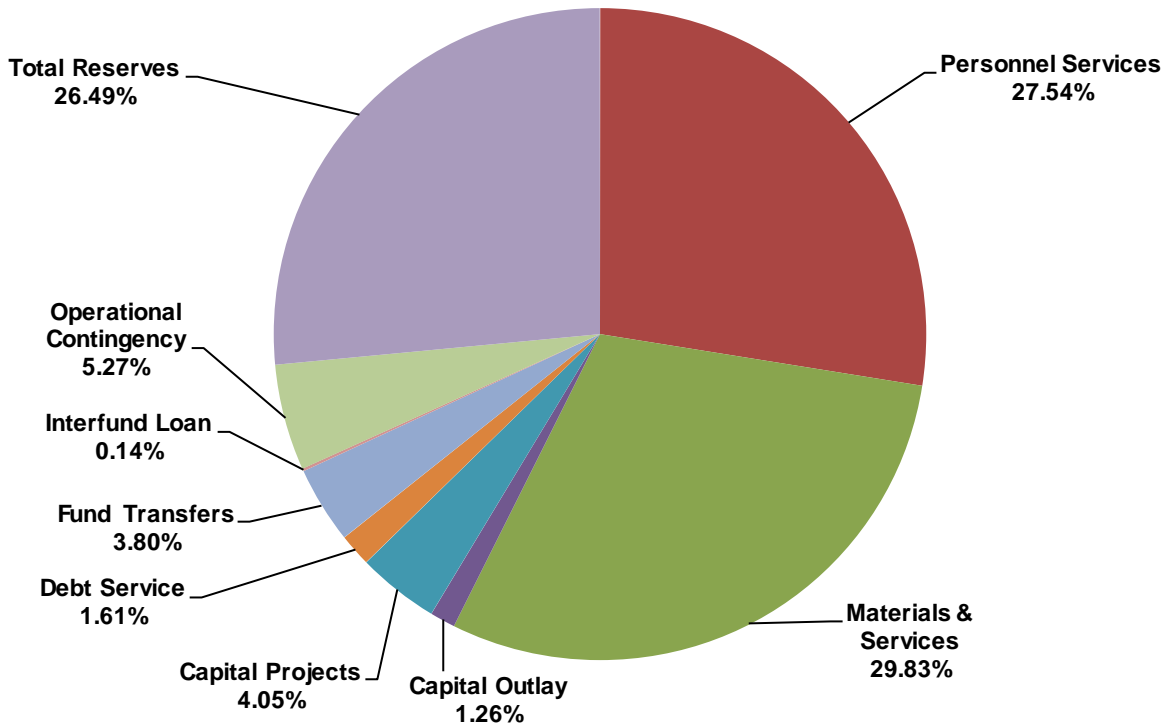
FY 19-20 ADOPTED RESOURCES BY SERVICE CATEGORY								
ALL FUNDS COMBINED								
Revenue	Culture & Recreation	Community Development	Gen Gov't	Public Health	Roads & Infrastructure	Public Safety	Non-Operating	Total
Taxes & Assess	3,233,984	3,895,457	436,000	515,420	4,000	18,729,000	46,559,183	73,373,044
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

Financial & Planning Summary

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>Safe, Healthy County</p>	<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>Vibrant Communities</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 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>Robust Infrastructure</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>Annual visits to Lane County</p> <p>Crashes and fatalities by mode</p> <p>Condition of capital assets</p> <p>Space utilization</p>
<p>Our People & Partnerships</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.

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.

Financial & Planning Summary

- 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
124 General Fund		3	RX	Eliminate Program Specialist added in Proposed Budget;	(1.00)	0	(94,978)	(94,978)
				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
225 General Road Fund	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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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
		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)
124 General Fund		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
	Not Allocated to Organizational Unit	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
		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)

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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	
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.							
		Net Unallocated Change				0.00	(200,000)	(200,000)	0	0	0
SubFund Total 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)	

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	
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	0	(47,486)	0
		Net Unallocated Change				0.00	0	0	0	(47,486)	0
Corner's Fund Total Change					(1.00)	(100,000)	(52,514)	0	(47,486)	0	
County Administration	Public Works	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
	Not Allocated to Organizational Unit	SubFund Total Change			0.00	54,000	54,000	0	0	0	0
		Net Dept. Change				0.00	(10,000)	0	0	0	0
260 Special Rev Fund	Sheriff's Office	20	RD	Reduction in revenue to match current projections;		(10,000)					
		Net Dept. Change				0.00	(10,000)	0	0	0	0
	Not Allocated to Organizational Unit	SubFund Total Change			0.00	(10,000)	0	0	(10,000)	0	0
		Net Unallocated Change				0.00	0	0	0	(10,000)	0
Non Departmental	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	SubFund Total Change			0.00	0	0	27,025	10,000	0	0
		Net Unallocated Change				1.00	200,318	163,293	27,025	10,000	0
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
				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
				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
				Intergov Human Svcs Fund Total Change	1.80	1,039,011	1,039,011	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
				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
				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
				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	221,883	4,614
				Net Unallocated Change	0.00	0	0	0	0	221,983
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
			Health & Human Services	35	AD	Add 1.0 FTE Bill-OA2 added in FY 18-19 Supplemental #4. Position to scan documents (\$75,404). Reduce reserves to rebalance fund. To be funded by reserves for projected 3 year period.	1.00	0	75,404	0
289 Subfund of 286 Health & Human Services Fund	Not allocated to Organizational Unit			Net Dept. Change	1.00	0	75,404	0	0	0
				Net Unallocated Change	0.00	0	0	0	0	(75,404)
				SubFund Total Change	1.00	0	75,404	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	0	(10)	0	0	0
				Net Dept. Change	0.00	0	(10)	0	0	0
				Not allocated to Organizational Unit	0.00	0	0	0	10	0
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	0	0	0
				Net Dept. Change	0.00	40,000	85,000	0	0	0
				Not allocated to Organizational Unit	0.00	0	0	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	350,000	100,000	0
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						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>				

Financial & Planning Summary

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

Financial & Planning Summary

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

Financial & Planning Summary

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General Fund

General Fund

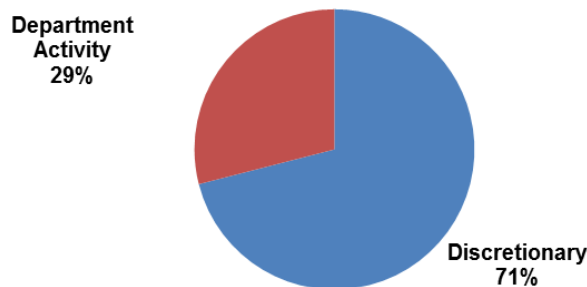
The General Fund is the County’s primary operating fund and supports a multitude of the County’s core services including public safety, public health and general government services such as elections, assessment & taxation and internal support services. For FY 19-20 the total General Fund budget is \$110,431,456, which is an increase of \$1.78 million or 1.65% from the FY 18-19 final modified budget of \$108,648,586.

General Fund Resources

Resources	FY 19-20	Percent of Bdgt
Current Year Property Taxes	\$42,484,645	38.47%
Other Taxes & Assessments	3,391,538	3.07%
Licenses & Permits	868,050	0.79%
Fines, Forfeitures & Penalties	833,200	0.75%
Property Rentals	235,160	0.21%
Federal Revenue	4,740,233	4.29%
State Revenue	11,530,144	10.44%
Local Revenues	1,805,847	1.64%
Fees & Charges	2,732,833	2.47%
Administrative Charges	13,351,260	12.09%
Interest Earnings	400,000	0.36%
Intrafund Transfers	288,400	0.26%
Transfers from Other Funds	2,044,091	1.85%
Beginning Fund Balance	25,726,055	23.30%
Total Resources	\$110,431,456	100%

The majority of the resources available within the General Fund are discretionary funds, also referred to as discretionary general fund (DGF). These funds are available for distribution to any department or service without specific regulations or requirements and they are generally not generated by specific department activities. DGF is primarily made up of property taxes, federal timber funds, state shared revenues and reserves. DGF is budgeted to total \$78,418,977 in FY 19-20, while revenue generated by department activities is projected at \$32,012,479.

General Fund Resources - Discretionary v. Department Activity

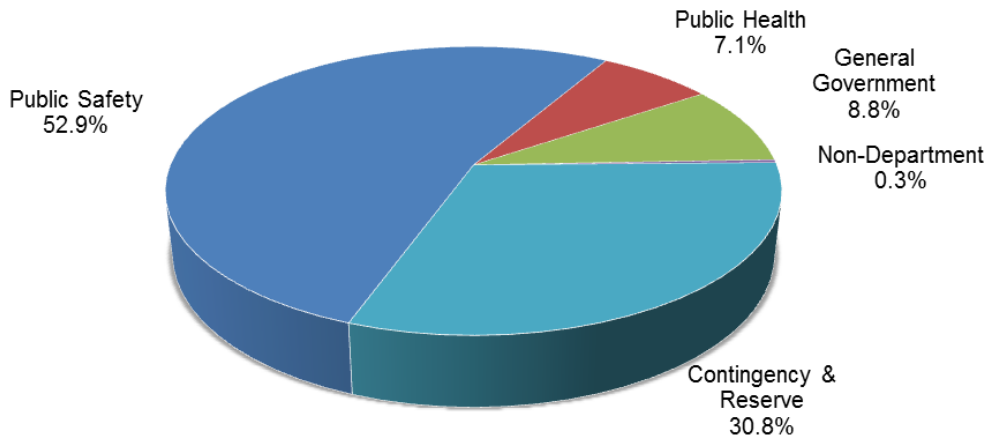


General Fund

Discretionary General Fund by Service Category

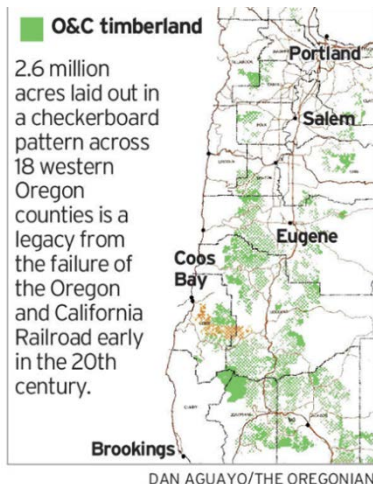
DGF is primarily allocated to the area of public safety, but also must be used to support other services such as public health and general government services including assessment and taxation, elections and internal support functions due to lack of other funds available to pay for those mandated and/or required services. County policy and practice is that DGF is allocated after all other funds available to support a specific service, unless a general fund match or level of support is required. This means that based upon other funding available, the allocation of discretionary general fund can vary slightly from year to year. The services found within each category are identified on the Service Option Sheet Summary found at the end of this section.

Discretionary General Fund FY 19-20 Allocation by Service Category



The General Fund reserve, which represents 30.8% of the discretionary general funds budgeted to be spent in FY 19-20, has reached the recently adopted level of 20% minimum of operating revenue, while also allocating \$750,000 for a vacancy variance contingency as well as reserves for future capital planning associated with the Countywide CIP.

A Historical Perspective on Federal Timber Revenue



For well over 90 years, Lane County citizens have relied on timber harvest revenue from federal Oregon & California (O&C) railroad lands to fund a significant portion of critical county services. These services include Sheriff's patrols, the adult jail, criminal prosecution, youth detention, public health, and elections. However, revenue from federal timber harvests began a significant decline with the change in federal forest policies in the early 90's. From 1992 through 2000 the County was forced to make numerous budget cuts as seen below while trying to preserve essential services.

Secure Rural Schools Legislation

Congress enacted a new federal guarantee called the Secure Rural Schools (SRS) and Community Self-Determination Act in 2000. This Act provided a new six-year guarantee at a much higher level than previously granted. However, the Act restricted annual growth to half

General Fund

the national inflation rate (CPI-U) and was set to sunset in the fall of 2006. The Act was renewed for one additional year in 2007. In FY 07-08, this revenue made up nearly 25% of unrestricted or discretionary revenues.

In late 2008, the SRS Act was extended for an additional four (4-year) but at a reducing level based on FY 06-07 funding levels. In mid-2012, the Act was again extended for one (1-year) at 95% of the FY 11-12 funding levels. In the General Fund, the continued step down has caused funding to go from a high of \$15 million in FY 06-07, down to \$4.6 million in FY 12-13. In addition, federal sequestration in 2013 resulted in a decrease of an additional 5.1% of the 12-13 amount, bringing the actual revenue received down to \$4.46 million. In mid-April, 2015, Congress passed an additional two-year extension of the SRS payments, at a continued 5% step down each year. The payment received by Lane County government in FY 15-16 was approximately \$13.66 million – which is \$36.26 million less than was received in FY 07-08 before the step down of payments began. In March 2018, Secure Rural Schools was again renewed for a two year period, with 5% reduction each year. These one-time payments were allocated and reserved in a way that met the strategic initiatives of the County’s 2018-2021 Strategic Plan.

As of June 2019, there is no authorization for additional Secure Rural Schools payments and they are not included in the FY 19-20 budget.

Permanent Property Tax Rates and Limitations

In 1990 Oregon voters approved Measure 5 restricting taxation for government services to \$10 per \$1,000 of assessed value. In the late spring of 1997, Oregon voters approved Ballot Measure 50, a revision of Ballot Measure 47, to significantly change the entire property tax system. Prior to Measures 47/50, Oregon counties imposed taxes based upon the amount of tax to be levied. Increases in assessed value and any value added as a result of new construction meant that everyone else’s taxes would go down slightly to compensate for the new money coming in.

Measure 47/50 changed the system to a rate based one of so many dollars per \$1,000 of assessed value. Now as the value grows, so does the revenue. The new system also allows for the first time the inclusion of the assessed value of new construction, thereby generating additional revenue for the county each year.

Upon enactment, Measure 50 also rolled back assessed values to the level assessed two years prior, a 17% reduction, and then placed a constitutional restriction on future growth to a 3% annual increase in assessed valuations as opposed to the 6% growth allowed under the previous tax levy system. This growth restriction has created a “structural deficit” within the General Fund. Annual expenditure growth has averaged between 5% and 6% while growth in overall General Fund revenue has been closer to 3% to 3.5%.

Measure 50 also locked in all of the then current property tax rates, thereby establishing a “permanent” tax rate for each taxing district. So while Lane County services had been subsidized by federal timber revenue for many, many years, the subsequent decline in timber revenue meant that asking the voters to increase the property tax base to support critical services as many other Oregon cities and non-timber supported counties have done was no longer an option.

General Fund

Comparable County Comparison

In this table, Lane County’s permanent property tax rate is compared to five counties most similar: Washington, Clackamas, Marion, Jackson, and Deschutes. Data was gathered for FY 17-18, the most recent fiscal year in which data is available.

FY 2017-2018 COUNTY COMPARISON						
	Lane	Washington	Clackamas	Marion	Jackson	Deschutes
2018 Population ¹	375,120	606,280	419,425	344,035	219,200	188,980
Area (Square Miles) ²	4,620	727	1,884	1,194	2,801	3,055
Perm. Rate/1,000 (Rural)	\$1.28	\$2.25	\$2.98	\$3.03	\$2.01	\$1.25
Perm. Rate/1,000 (City) ³	\$1.28	\$2.25	\$2.40	\$3.03	\$2.01	\$1.25
Net Assessed Value ⁴	\$32.3 bil.	\$61.6 bil.	\$46.8 bil.	\$23.6 bil.	\$19.8 bil.	\$22.9 bil.
Average Tax Rate/1,000 ⁴	\$15.66	\$17.26	\$16.63	\$16.08	\$14.51	\$15.29
Property Tax Imposed (All Dist) ⁵	505.39 mil.	1,063.86 mil.	778.23 mil.	379.20 mil.	286.97 mil.	350.07 mil.
Adopted FY 17-18 Budget ⁶	600.9 mil.	1,236.2 mil.	782.5 mil.	412.4 mil.	339.2 mil.	356.2 mil.

¹ Annual Oregon Population Report dated 2018 - Portland State University, College of Urban & Public Affairs, Population Research Center.

² State of Oregon Blue Books.

³ Tax rate paid within the city limits. Clackamas County has a split rate for Rural and City residents.

⁴ Net Assessed Value (NAV) includes nonprofit housing, state fish & wildlife value, but excludes urban renewal excess value. Average countywide rate for local governments including special levies and GO bonds outside Measure 5 limit./DOR-Property Tax Statistics 2017-18.

⁵ Taxes to be paid by taxpayers *after* the Measure 5 rate limits have been applied./DOR-Property Tax Statistics 2017-18

⁶ FY 17-18 Adopted Budget totals obtained at each County's website.

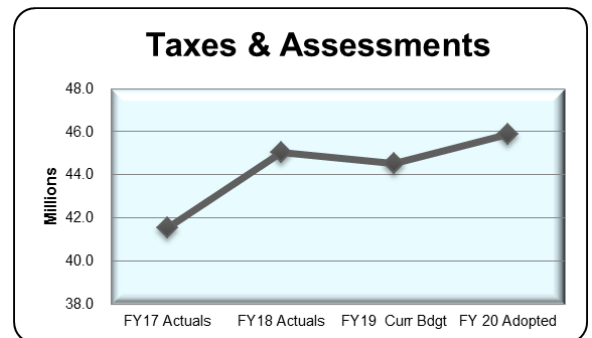
In addition, the 2017-2018 Rate and Value Information for Oregon’s Counties table in the Appendix shows that in that year Lane County continues to be near the bottom of Oregon’s 36 counties as far as overall comparable tax rate is concerned, even when you convert the O&C federal revenue into a comparable tax rate and add it in.

It is also interesting to note in the table above, that while Lane County government’s individual property tax rate is very low, the average property tax rate for each county is fairly close. This means the other taxing districts within Lane County at one point raised their rates to fill in the difference. This results in individual residents in each county paying a similar total property tax bill, but the amount of money received by Lane County government to cover the cost of services is lower than the portion received by most of our comparable counties.

General Fund Revenues/Resources

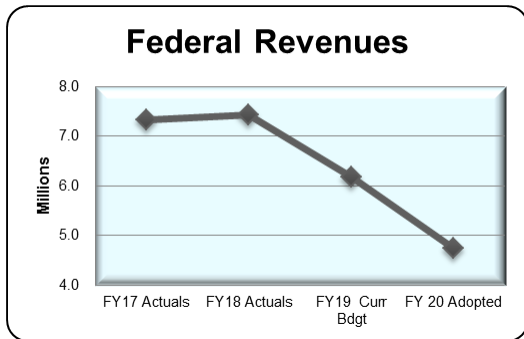
Taxes and Assessments

In FY 19-20, Taxes and Assessments will make up 41.5% of General Fund resources and will total \$45.9 million. This category includes both current and prior year property taxes along with county car rental tax, the Western Oregon Severance Tax offset, payments in-lieu-of taxes (PILT) from utilities and tax penalties. This revenue overall is up 3.02% compared to FY 18-19. A strong housing economy is resulting in an increase in Property Tax revenue of approximately 3.75% for FY 19-20. Car rental tax also continues to see economy based increases.



General Fund

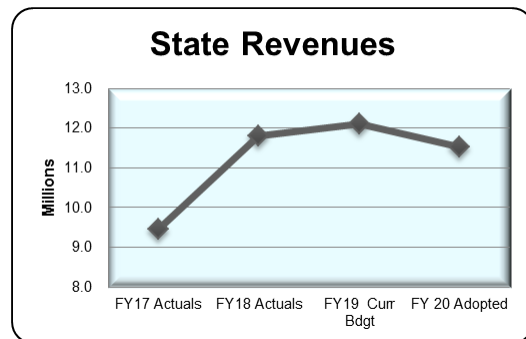
Federal Revenue



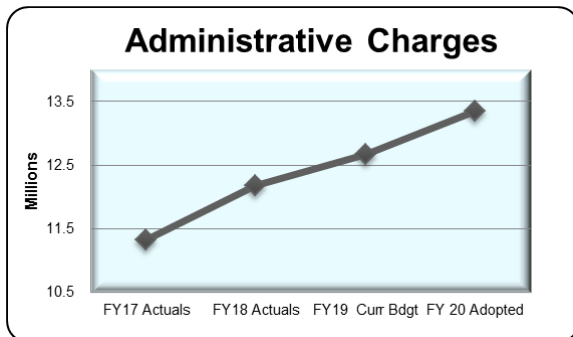
Federal revenues are decreasing by \$1.4 million primarily due to the lack of a Secure Rural Schools (SRS) Act reauthorization. The lack of SRS funding means a return to actual timber harvest revenue from the Bureau of Land Management on O&C Forestland.

State Revenue

State revenues into the General Fund are estimated at \$11.5 million for FY 19-20, a decrease of 4.7% from the FY 18-19 final budget. State shared revenue for liquor and marijuana taxes have continued steady growth, while cigarette tax and other state grant revenues have experienced decreases. Future projections are for a stabilizing of marijuana and other state revenues.



Administrative Charges



Internal administrative charges are based upon a federally approved indirect cost allocation plan. A full cost plan and a Uniform Guidance Cost Plan for federal programs are prepared each year. These plans allocate out the cost of central support services to all direct service departments and programs based upon specific cost drivers. The General Fund central service departments receive the allocated cost revenue based upon the County's financial policy to reflect the true cost of doing business in order to fully recover all allowable costs from grants and contracts. Some

departments are also able to recover a department overhead charge for services provided to programs not in the General Fund. Administrative charges are budgeted at \$13.4 million or for FY 19-20, which is a 5.35% increase over FY 18-19.

Fund Balance

The fund balance carryover from prior year is projected to be \$25.7 million, which is an increase of \$1.2 million from FY 18-19. This increase is primarily attributed to higher than anticipated revenues. Included in the total fund balance is the required reserve being carried forward from the prior year as well as one-time funds available for spending on one-time expenditures. In FY 19-20, no fund balance will be used to pay for ongoing services, which maintains the structurally balanced budget first achieved in the General Fund in FY 17-18.

Other Revenues & Resources

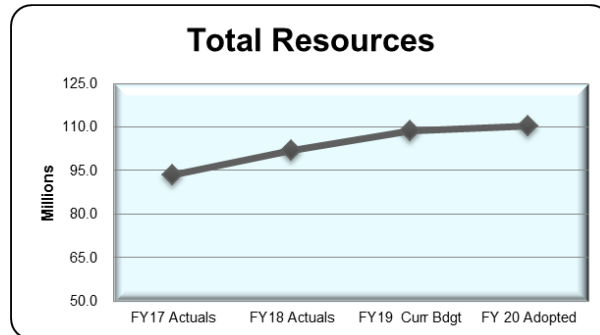
- Licenses and Permits \$868,050

General Fund

- Fines, Forfeitures & Penalties \$833,200
- Property Rentals \$235,160
- Interest Earnings \$400,000
- Fund Transfers of approximately \$2.1 million
- Local Revenues of \$1.8 million.

Total General Fund Resources

General Fund resources will total \$110.43 million for FY 19-20, which is an increase of \$1.8 million or 1.6% from the FY 18-19 budget year.

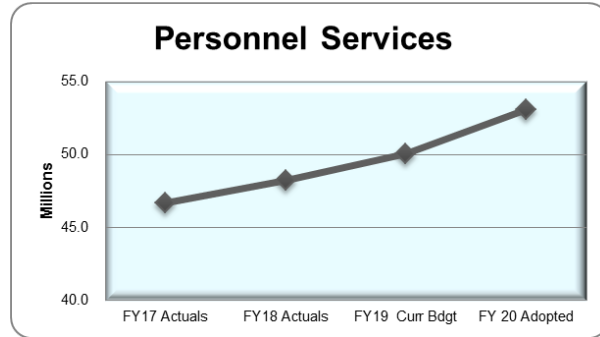


General Fund

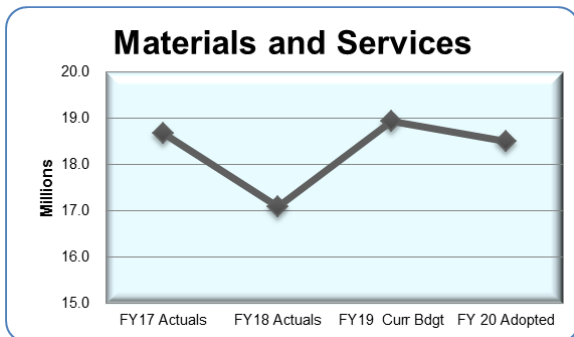
General Fund Expenditures/Requirements

Personnel Services

Personnel Services, which includes wages, employer taxes and employee benefits, are budgeted at \$53.1 million in FY 19-20, which is a 6.13% increase from current year. The increase is attributed to market wage adjustments, cost of living increases as well as an increase in the County's PERS employer rate of approximately 25%. The FY 19-20 budget continues to assume a 3% vacancy variance rate in the General Fund to account for position vacancies in the initial budget. For FY 19-20, there is no increase for medical insurance rates or other benefit/employer tax rates. Full-time equivalent positions in the General Fund are increasing by six as described in the Balancing Options topic of the Financial & Planning Summary section of this document.



Materials and Services

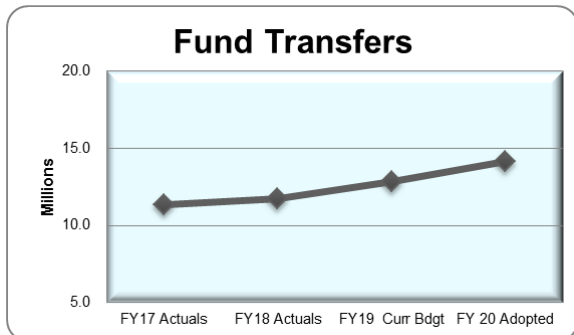


Materials and Services are budgeted at \$18.5 million, which is a decrease of just over \$400 thousand as compared to the current budget year. The FY 19-20 budget contains a one-time expense allocation of \$1 million for a Behavioral Health Crisis Center. Attention to internal charges and cost control continue to help keep this expenditure category relatively flat overall.

Capital Outlay/Capital Projects

The General Fund has two capital outlay expenditures for FY 19-20 in the total amount of \$95,000 for a vehicle purchase for Emergency Management and replacement of a boat for the Sheriff's Search and Rescue program.

Fund Transfers

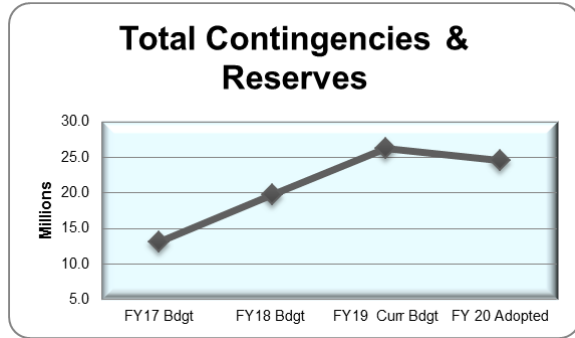


Fund transfers out of the General Fund to other County funds are budgeted at 12.8% of total General Fund requirements and total \$14.2 million. The increase from current year budget is due to the increasing expenses for services, which results in the need for additional General Fund support. The transfers from the General Fund help fund services provided in Health and Human Services, Public Works, and Sheriff's Office to support services such as Public Health, Behavioral Health, Animal Services, Developmental Disabilities, Parole & Probation, and basic needs for Lane County's most vulnerable residents.

General Fund

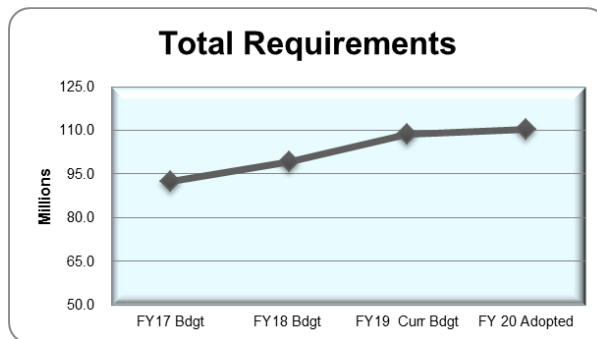
Reserves & Contingencies

General Fund reserves and contingencies are budgeted at \$24.6 million for FY 19-20, which is a decrease of \$1.7 million from current year. The overall increase in reserves over the past four years as shown on the chart to the right is the result of the County's focus on achieving its goal of a 20% minimum reserve based upon operating revenue, in addition to maintaining a contingency for vacancy variance. The higher reserve level (the County's policy was previously 10%) enables the County to maintain its strong bond rating and provides necessary funds for cash flow prior to receipt of property tax revenue in November or December of each year. The FY 19-20 reserve amount also includes \$6.8 million for future capital planning, consisting of \$4 million for a new Lane County Courthouse and funding for an eventual Parole & Probation relocation and a Technology Services department remodel.



Total General Fund Requirements

General Fund requirements overall are \$110.43 million, up \$1.8 million or 1.6% from current year.



The Structural Deficit

The FY 19-20 General Fund budget maintains its structural balance for the third time after achieving it for the first time in 7 years in FY 17-18. However, due to the County's low permanent property tax rate, and limited growth under the Oregon constitution, a structural deficit continues to be projected for future years. This is due to expenditures typically growing at a faster rate than revenue. Historically the General Fund revenues have grown between 3-3.5% a year while expenses have grown at between 4% and 5%. Most recently these growth numbers have been lower for both revenue & expenditures, as State & Federal revenues have remains relatively flat – or offset each other. The focus on control of internal costs has maintained stability for the short term; however, without additional revenue the County's General Fund will again face a structural imbalance in the next couple of years.

Financial Forecast Model

The Board of Commissioners and the Budget Committee began working with a financial forecasting model of the discretionary General Fund in 1988 to study and evaluate Lane County's financial future. The model was designed to predict the outcome of certain choices-- expenditure reductions, revenue enhancements --over a multi-year horizon. The model helps to focus the long range financial planning of Lane County's policy makers, but does not provide easy solutions. While financial models are very helpful, one must also be aware of their limitations. Each model is carefully built upon a series of assumptions that represent the best information available at that specific point in time. A tolerance of a mere one or two percent can alter the model significantly when resources are scarce.

In future years, costs in the General Fund are expected to continue growing faster than revenues which will put continual pressure on the County to reduce costs and potentially services.

The most recent General Fund Forecast presented to the Budget Committee in May, 2019, forecasted a stable FY 19-20, budget, but showed the potential for a structural deficit again within the next five years dependent upon revenue and expenditure growth and the economy. The financial forecast will be updated again following the final audit of the FY 18-19 actual expenditures and will next be presented publically at the FY 20-21 Leadership Team in January 2020.

General Fund

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Capital Budget

Overview

The Capital Expense budget is Lane County’s financial plan for capital acquisition, capital improvements, and construction. The Capital Expense budget for FY 19-20 totals \$38.1 million.

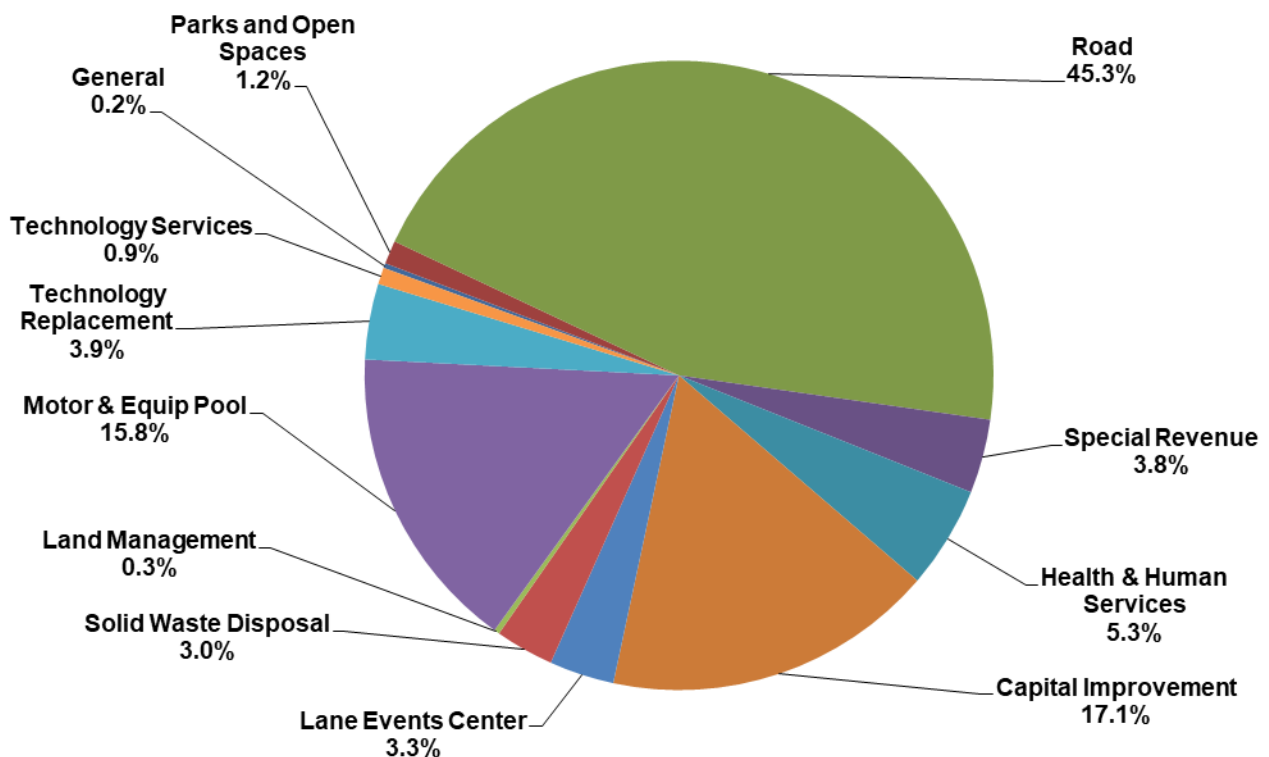
The Capital Expense budget consists of Capital Outlay and Capital Projects. Capital Outlay funds are allocated for the planned purchase and/or replacement of equipment, machinery, land, buildings, furniture or other items which generally have a useful life of more than one year and a value of at least \$5,000. Capital Project funds are allocated for the enhancement, improvement, or renovations to the County’s roads and bridges, waste management facilities, parks and open spaces, health facilities, and other County owned facilities.

The Capital Expense budget is distinct from the Operating budget in several ways.

- 1) Capital expense expenditures reflect non-recurring improvements rather than ongoing expenses. When possible, capital projects are funded from one-time, non-recurring funding sources such as debt proceeds or grants, which are not appropriate funding for recurring operating expenses.
- 2) Capital projects tend to be expensive, span more than one fiscal year, and require more stringent control and accountability.
- 3) Several of the sources of revenues to pay for capital expenses are constitutionally or statutorily restricted for use only on capital improvements.

Road Fund projects and purchases have long dominated the County’s capital budget, and despite budget reductions over the past 10 years, still make up 45.3% of the total Capital Expense budget for FY 19-20.

Capital Budget by Fund

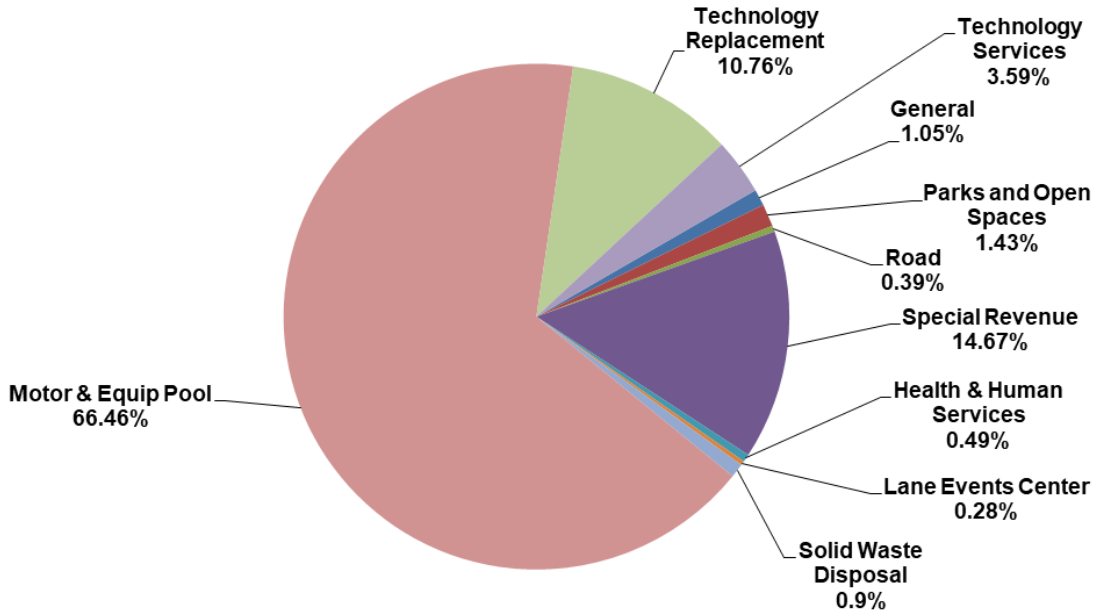


Capital Budget

Capital Outlay

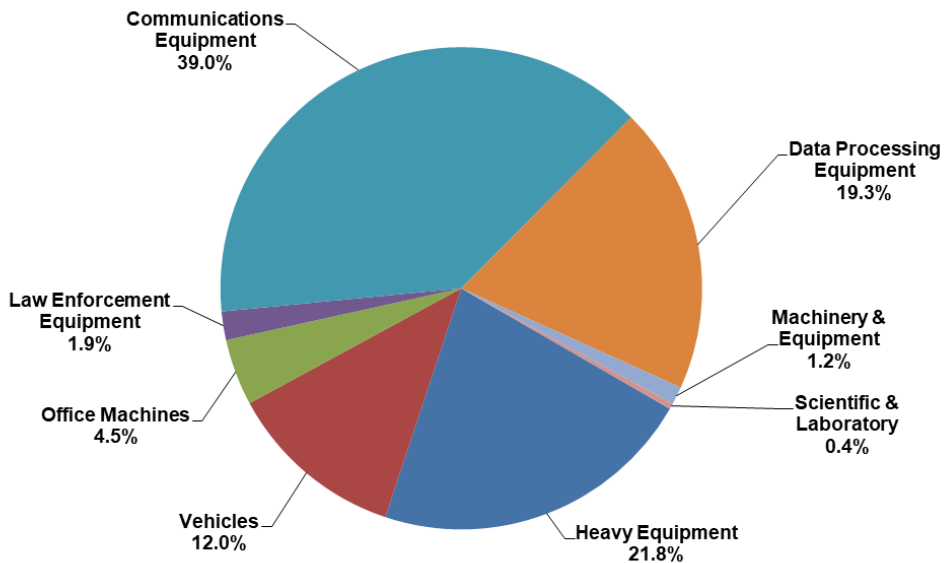
Capital Outlay is the smaller portion of the Capital Expense budget and makes up 23.8% of the total Capital Expense budget at \$9.1 million. The majority of the capital outlay budget is in the Motor & Equipment Pool Fund for the purchase of radios and the radio network in the Sheriff's Office and vehicles in Fleet Services.

Capital Outlay Budget by Fund



Heavy Equipment and Vehicles will make up 33.8% of the capital outlay purchases in FY 19-20, while Communication Equipment, which is outlay for the radio network in the Sheriff's Office, makes up 39.0% of the budget.

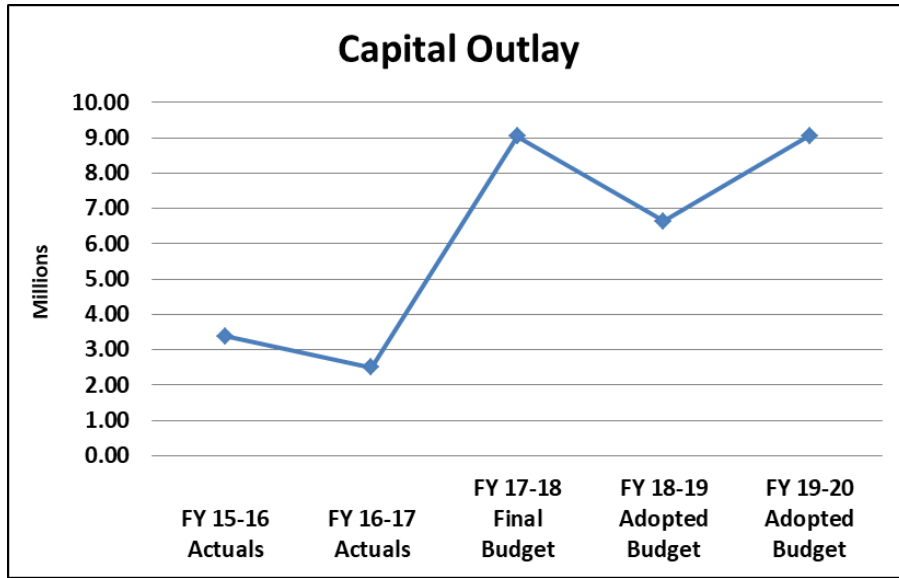
Capital Outlay Purchases by Category



Capital Budget

Capital Outlay acquisitions are a budgeted expense in various operating funds and then received as revenue into replacement funds where purchases are actually made. It is County policy that equipment be appropriately funded for replacement.

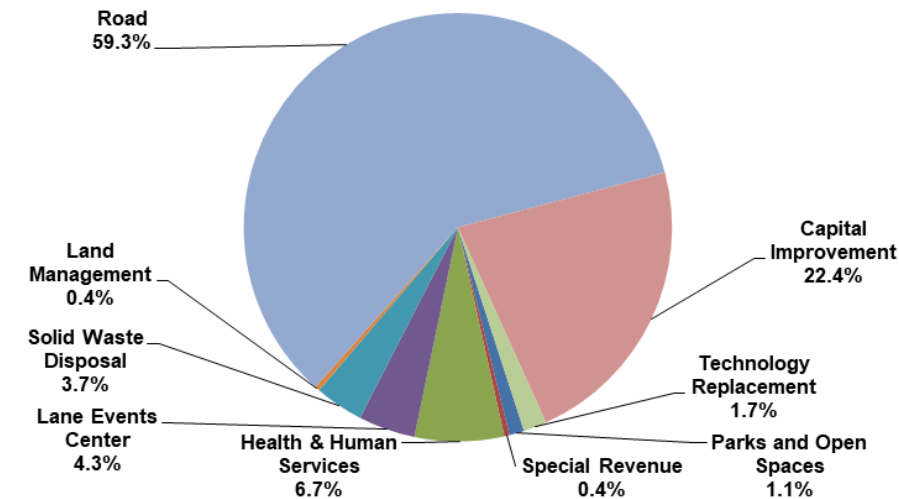
Total Capital Outlay is increasing from the FY 18-19 budget of \$6.6 million to \$9.1 million for FY 19-20. Capital Outlay has stayed relatively flat over the past 5 years, with recent increases attributed to the receipt of new State transportation funding and renewal of Secure Rural Schools funding in the Road Fund.



Capital Projects

Capital Projects make up the majority (76.2%) of the Capital Expense budget at \$29 million, with the largest single share dedicated to transportation projects. Lane County's major facilities projects and acquisitions have been limited for years to routine repairs or emergency projects.

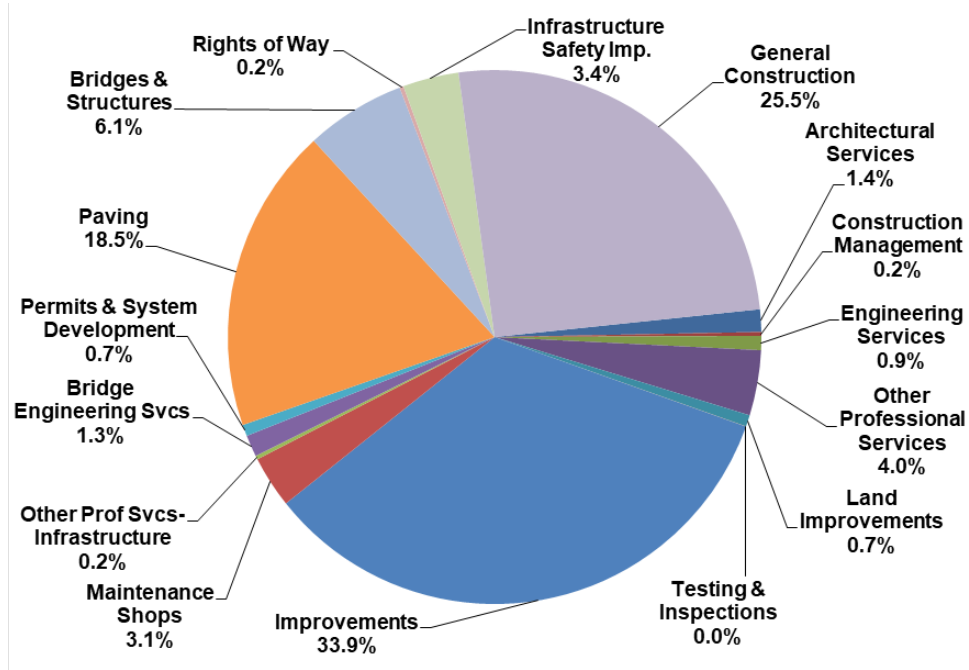
Capital Projects by Fund



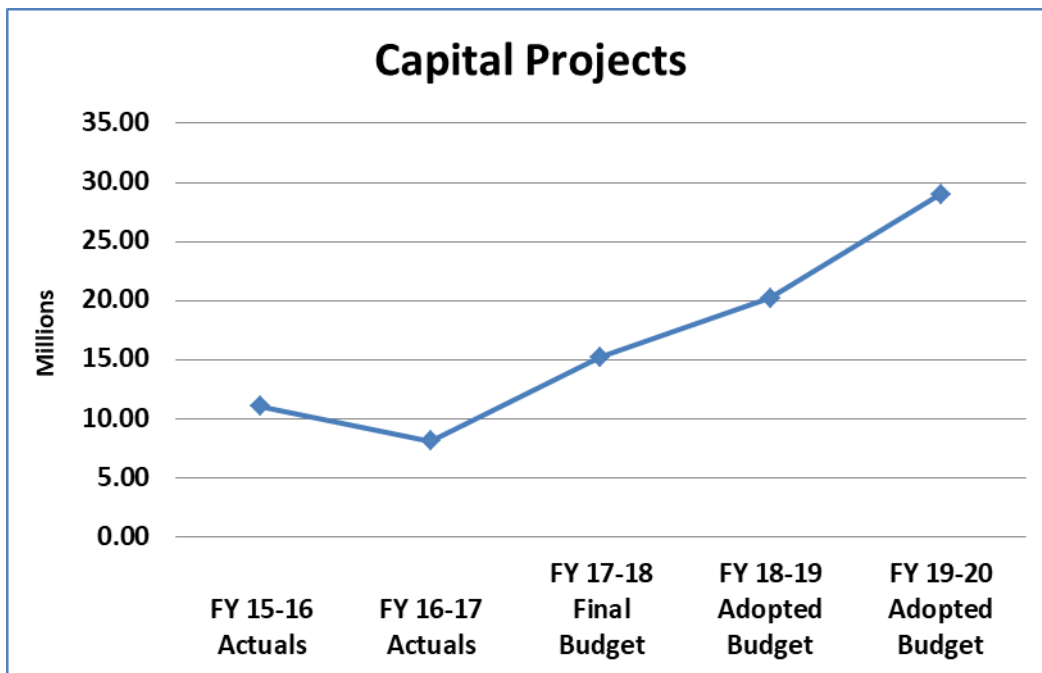
Capital Budget

The largest Capital Project expense category in FY 19-20 will be Improvements (33.9%) followed by General Construction (25.5%).

Capital Projects by Expense Category



As a whole, the Capital Project budget has been increasing. For FY 19-20, the budget for Capital Projects is \$29 million, up from \$21.2 million in FY 18-19. The increase in capital projects for FY 19-20 versus FY 18-19 is due primarily to the increased state funding for road projects.



Capital Budget

Non-routine Projects

Many projects planned in the Capital Budget are routine in nature, for example; road and bridge preservation, maintenance and construction of the landfill, repairs to facilities, roof replacements, purchase and replacement of data processing equipment, and fleet vehicles, etc. Large scale major projects and purchases that may have an impact on operations are called out in this section.

Selection of non-routine projects is the result of coordination between the Facilities Planning & Construction Office and the County's Facilities Committee, which includes two Commissioners, the County Administrator, the Management Services Director, and three Department Directors, at least one of whom must be elected. The Committee meets monthly or as needed. For large scale projects, the Capital Projects Manager presents project plans to the Committee and, once a proposed project scope receives the Committee's endorsement, it is advanced to the Board of County Commissioners for award of contract.

To assist with future non-routine project selection, the County's current strategic plan includes a comprehensive condition assessment of all County facilities upon which a facilities master plan will be developed. The effort will assist in the identification of facility improvement priorities and help to more formally guide project development.

Facilities Planning and Construction Overview

Facilities Planning and Construction staff have been carefully monitoring the prevailing costs of construction as the capacity of local commercial contractor resources remains scarce and demand a significant premium to be procured. As the cost of construction continues to rise locally and nationally, Facilities Planning and Construction staff have adopted a cautious and deliberate approach to commencing large projects, deferring the work where possible so that it may potentially benefit from a more favorable bidding and procurement environment. For this reason, there are no major, non-routine capital construction projects planned for the upcoming fiscal year. Rather, staff plans to continue to engage in a number of strategic, small-scale projects intended to meet key operational needs of individual departments, address the deteriorating condition of specific building systems, and expeditiously resolve unforeseen and urgent repairs that may be required. Some of the more notable small projects are described here.

Countywide Capital Improvement Plan Summary

In 2016, Lane County's independent performance auditor found that "Lane County's capital assets are aging in all categories analyzed, putting the County at risk for significant replacement or repair costs or service disruptions."

The County has developed a 5-year Countywide Capital Improvement Plan (CIP) for FY19-20 to FY23-24. The Countywide CIP contains three types of projects:

- Standard Form Projects - that have identified funding sources and have completed an initial planning process
- Preplanning Form Projects – that have an identified need but not an identified funding source
- Community Investments – highlights investments that the County makes into community projects

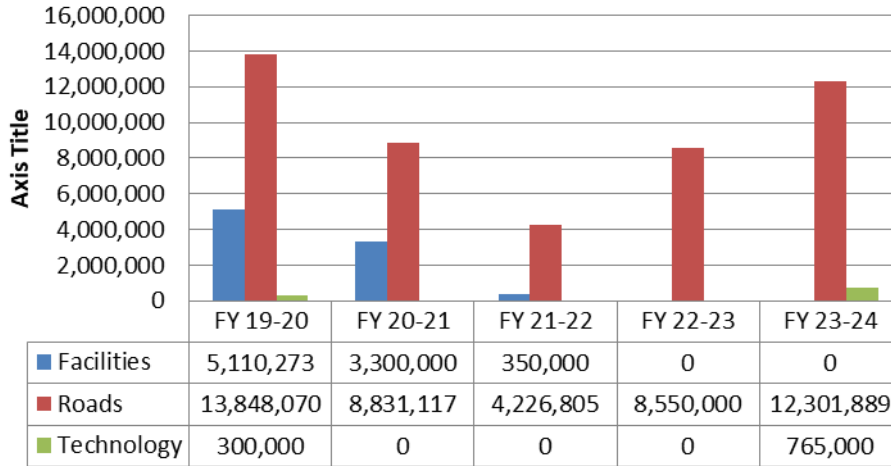
Submitted projects fall into one of the following categories:

- Roads
- Facilities
- Technology
- Waste Management

Capital Budget

The Standard Projects submitted total \$57,583,154 over the 5 year plan, distributed as follows:

Standard Projects over 5 years



Long Term Financial Planning & Link to Capital Planning

Lane County’s focus on Long Term Financial Planning begins with policies to guide both current and future decision making. The County’s policies are intended to support the County’s Strategic Plan and provide guidance in day to day operations to ensure overall long-term financial stability.

Lane County’s management policies include specific direction on long-range financial plans, with the following policy, which was revised on May 1, 2018 to provide for financial forecasts for all County operating funds: Lane Manual (LM) 4.010(1)(c) – Long range financial plans, including financial forecasts of revenues and expenditure estimates will be completed for all operating funds to ensure financial and service stability.

Lane County’s model of financial forecasting currently includes 5 year financial forecasts for the General Fund and Road Fund which are annually presented to the Board of Commissioners through the budget process. Public Works also prepares financial forecasts for their major operating funds. Beginning in 2018, Health & Human Services prepared and presented a 5 year financial forecast for the Community Health Centers and additional financial forecasts will be developed for other operating funds in the future as directed by this policy. These forecasts include expenditures for capital expenditures where applicable.

Specific to capital expenditures and general capital improvement projects, the County focuses on its Strategic Priority of Robust Infrastructure in a variety of ways, as described in the Introduction section of this document, including maintaining a balance between operations and capital expenditures:

LM 4.010(1)(b) “The County budget will provide for an appropriate balance between operating and equipment/capital portions of the budget to ensure that equipment and facility maintenance and replacement are adequately funded and are appropriate when compared to service levels.”

Finally, County policy ensures a consistent level of funding based upon existing facility usage: LM 4.010(3)(f) provides that “Depreciation and use revenues are to be received into the Capital Improvement Fund and assigned to general capital improvement projects as approved by the Board.” The indirect cost

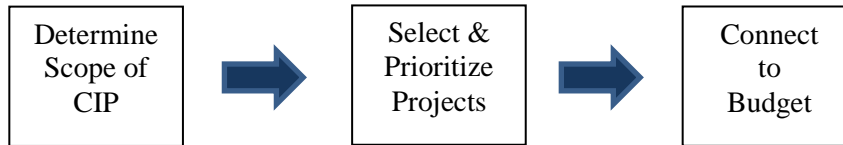
Capital Budget

allocation plan is prepared prior to the County’s annual budget process and is verified and budgeted by departments as part of the budget development process.

Overall, the County’s long term financial planning efforts are focused on maintaining a structurally balanced budget, ensuring that recurring expenditures are at or below recurring revenues which ultimately provides that one-time revenues are available for one-time expenditures or projects.

Link to County Budget

For this CIP, draft project forms were submitted prior to the preparation of the FY 19-20 budget. The Draft CIP was presented to the BCC on December 18, 2018. The process that will link the CIP to the Budget will include the following steps:



Impact of Capital Expenditures on Operating Budgets

The majority of funds spent by the County in its Capital Expense budget are restricted use funds that must be used for roads, bridges or other capital expenses. As part of the CIP development, projects forms identify known operating budget impacts (either in terms of savings or additional expense) as follows:

IMPACT ON OPERATING BUDGETS							
Project Name	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	5 Year Total	Description
Public Service Building Re-Roof	\$ (3,000)	\$ (3,120)	\$ (3,245)	\$ (3,375)	\$ (3,510)	\$ (16,250)	Reduces maintenance cost
Developmental Disabilities Expansion (Remodel)	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	Hiring additional staff; after first year additional revenue will cover additional personnel costs.
TOTAL IMPACT	\$ 97,000	\$ (3,120)	\$ (3,245)	\$ (3,375)	\$ (3,510)	\$ 83,750	

The County’s FY 2020-2024 document can be viewed at: www.lanecounty.org under Government, Budget & Finance, Capital Projects, 2020-2024 County Capital Improvement Plan.

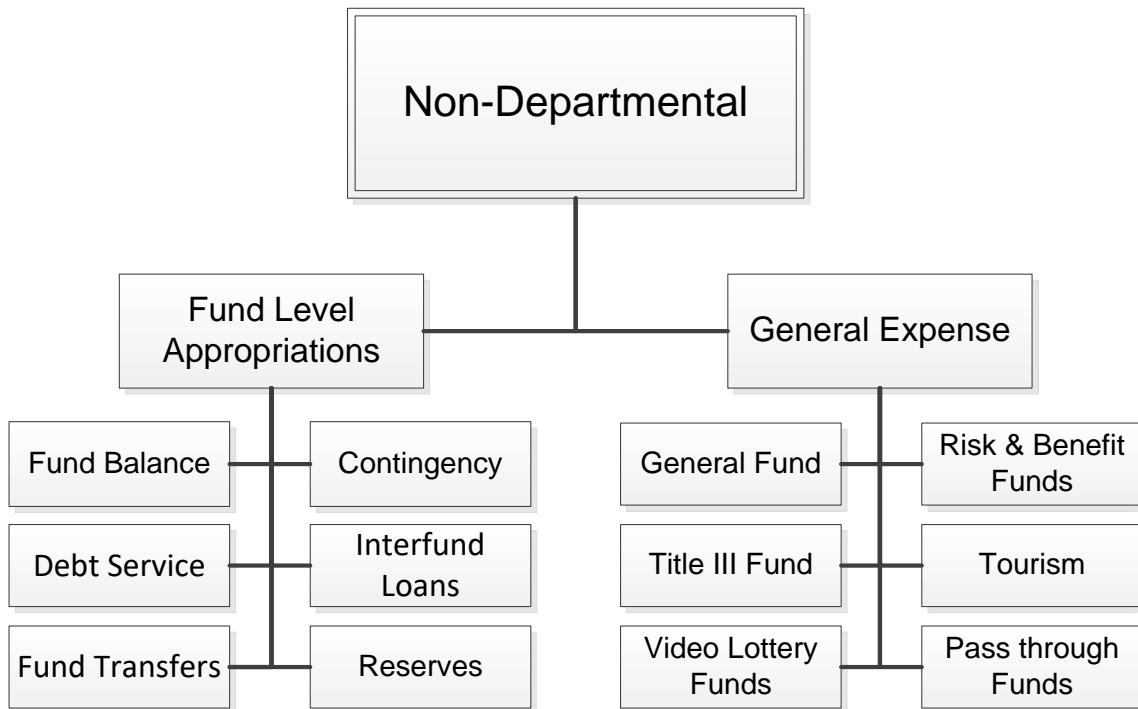
Capital Budget

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Non-Departmental Budget

The County's Non-Departmental Budget consists of:

- 1) Fund level appropriations pursuant to Local Budget Law consisting of Fund Balance, Contingency, Debt Services, Interfund Loans, Fund Transfers and Reserves; and
- 2) General Expense - which is a consolidation of non-departmental mandated and essential payments and services which cannot otherwise be allocated to individual departments. These include General Fund expenditures including County intergovernmental dues and payments, legal advertising, Metro Television, the General Fund reserve as well as the Self Insurance (Risk) and Benefit Funds, Tourism, Video Lottery, Federal Title III Fund and pass through funds within the County School Fund, State Court Security Fund and Extension Service Levy Fund.



Non-Departmental

Fund Balance - represents the anticipated beginning fund balance that remains available for current or future appropriation. Fund Balance provides for cash flow requirements during the fiscal year and is many times the source of funds for the required Fund reserve.

FUND BALANCE BY FUND					
Name	FY 16-17 Actuals	FY 17-18 Actuals	FY 18-19 Cur Budget	FY 19-20 Adopted	\$ Chng from Curr
GENERAL					
124: General	\$16,584,573	\$15,131,891	\$24,624,349	25,726,055	1,101,706
SPECIAL REVENUE					
216: Parks & Open Spaces	\$1,211,210	\$634,798	\$1,347,852	590,011	(757,841)
222: Law Library	236,346	206,290	362,518	412,293	49,775
225: Road	27,930,047	26,965,903	32,744,166	40,944,051	8,199,885
231: Liquor Law Enforcement	64,009	78,482	65,540	73,600	8,060
240: Public Land Corners Presrv	805,218	685,646	873,656	863,767	(9,889)
241: County School	2,377	63,054	207,033	0	(207,033)
242: Extension Services Levy	1,187	0	3,035	0	(3,035)
244: County Clerk Records	300,914	303,791	281,960	241,752	(40,208)
250: Title III Projects	2,922,164	3,619,065	3,523,180	3,851,344	328,164
260: Special Revenue	10,920,549	10,991,528	12,281,455	12,623,726	342,271
283: Animal Services	103,085	0	97,609	98,377	768
285: Intergov. Human Svcs	1,560,203	1,126,157	1,811,420	1,514,187	(297,233)
286: Health and Human Services	18,442,198	16,017,827	20,754,381	19,336,036	(1,418,345)
287: Trillium Behavioral Health	17,248,751	21,124,123	19,115,984	17,184,666	(1,931,318)
290: Local Option Tax Levy	24,808,751	25,535,922	23,358,442	24,951,303	1,592,861
DEBT SERVICE					
323: Lane Events Center	\$114,431	\$123,961	\$102,714	101,536	(1,178)
333: Special Oblig Bond	6,349,306	6,807,983	5,513,922	4,661,835	(852,087)
CAPITAL					
435: Capital Improvement	\$7,736,727	\$7,153,637	\$8,833,353	\$5,519,627	(3,313,726)
ENTERPRISE					
521: Lane Events Center	\$2,838,434	\$1,001,045	\$3,575,712	3,968,876	393,164
530: Solid Waste Disposal	20,906,209	19,764,464	24,429,488	24,698,702	269,214
539: Corrections Commissary	518,318	447,494	565,764	645,000	79,236
570: Land Management	5,415,793	4,343,663	6,374,836	6,712,937	338,101
INTERNAL SERVICES					
612: Self Insurance	\$8,458,956	\$6,444,342	\$9,761,226	6,375,500	(3,385,726)
614: Employee Benefit	15,497,340	13,394,045	15,282,619	10,277,000	(5,005,619)
615: Pension Bond	3,864,124	1,245,359	3,681,259	3,874,324	193,065
619: Motor & Equipment Pool	33,049,109	31,132,600	33,582,802	33,614,839	32,037
627: Intergovernmental Services	203,156	541,065	232,546	216,539	(16,007)
653: Technology Replacement	2,513,380	1,822,007	3,229,073	2,991,040	(238,033)
654: Information Services	1,859,611	1,705,503	896,132	700,000	(196,132)
FIDUCIARY					
714: Retiree Benefit Trust	\$11,132,123	\$11,209,244	\$10,671,803	\$10,750,000	78,197
TOTAL FUND BALANCE	\$ 243,598,595	\$ 229,620,889	\$ 268,185,829	\$ 263,518,923	\$ (4,666,906)

Non-Departmental

Contingency - Authorized by ORS 294.388 to provide a resource for occurrences or emergencies that cannot be foreseen at the time of budget adoption. The Board of Commissioners must authorized use of these funds through a Board Order/Resolution. When authorization is granted, appropriations are transferred from the Contingency account to the designated expenditure account.

CONTINGENCY BY FUND					
Fund Name	FY 16-17 Final Budget	FY 17-18 Final Budget	FY 18-19 Cur Budget	FY 19-20 Adopted	\$ Chng from Curr
124: General	\$ 7,611,193	\$ 513,500	\$ 678,837	\$ 849,440	\$ 170,603
216: Parks & Open Spaces	596,390	684,805	441,982	108,185	(333,797)
222: Law Library	16,196	16,792	32,000	15,780	(16,220)
225: Road	4,839,850	5,758,895	4,576,031	4,415,000	(161,031)
231: Liquor Law Enforcement	61,522	48,022	59,443	68,385	8,942
240: Public Land Corners Preserv	130,354	275,277	167,986	52,514	(115,472)
244: County Clerk Records	41,966	12,300	12,300	12,300	0
260: Special Revenue	2,132,068	2,238,780	2,121,210	2,024,469	(96,741)
283: Animal Services	32,200	52,129	60,701	60,701	0
285: Intergov. Human Svcs	970,310	1,338,377	-	-	0
286: Health and Human Services	5,300,012	12,240,291	6,726,769	6,416,402	(310,367)
287: Trillium Behavioral Health	3,600,000	8,166,777	6,739,845	8,054,636	1,314,791
290: Local Option Tax Levy	23,809,033	3,208,899	4,213,752	4,529,600	315,848
435: Capital Improvement	160,000	2,253,247	-	500,000	500,000
521: Lane Events Center	1,037,502	1,091,300	1,543,299	1,442,169	(101,130)
530: Solid Waste Disposal	2,658,578	3,082,301	4,100,132	941,936	(3,158,196)
539: Corrections Commissary	21,700	31,190	-	40,100	40,100
570: Land Management	2,202,481	2,216,081	2,238,064	2,268,547	30,483
612: Self Insurance	300,000	300,000	257,000	300,000	43,000
614: Employee Benefit	1,350,000	1,350,000	740,909	750,000	9,091
619: Motor & Equipment Pool	5,263,667	2,836,445	1,242,239	2,711,250	1,469,011
627: Intergovernmental Services	163,651	49,000	49,000	50,000	1,000
653: Technology Replacement	375,000	396,500	874,730	1,253,285	378,555
654: Technology Services	500,000	677,500	306,724	400,000	93,276
714: Retiree Benefit Trust	302,815	500,000	500,000	500,000	0
TOTAL CONTINGENCY	\$ 63,476,488	\$ 49,338,408	\$ 37,682,953	\$ 37,764,699	\$81,746

The decreasing contingency amounts over the past 4 years has been largely due to a concerted effort to more clearly dilineate between reserves and contingencies, which has resulted in reserve amounts increasing and contingency amounts decreasing.

Non-Departmental

Debt Service – Debt service appropriations provide for the payment of principal and interest on bonds, notes and lines of credit, as well as some debt issuance costs. The County relies primarily on full faith & credit limited tax bonds, which are paid off with existing resources, for most debt issuance needs. General Obligation (G.O.) bonds that are secured by property taxes must be approved by voters. The County has no outstanding G.O. bonds.

The County’s G.O. and full faith and credit debt is rated at “Aa2” by Moody’s Investors Service. The County is limited by ORS 287.053 on limited tax full faith and credit bonds of no more than 1% of real market value of all taxable property within the county. ORS 287.054 similarly provides a debt limit on general obligation bonds of 2% of the real market value.

FY 19-20 LANE COUNTY BONDED DEBT						
Fund	Bond Series	County Project	Bond Type	Principal	Interest	Remaining Principal
323	2002 A	Lane Events Center improvements (including refunded 1998)	Limited Tax	\$ 95,000	\$ 15,105	\$ 210,000
323	2011 R	Lane Events Center Refunding (partial refunding of 2002A bonds)	Limited Tax	510,000	63,800	1,085,000
333	2003 B	Courthouse Plaza	Limited Tax	40,000	7,320	130,000
333	2003 B	Elections	Limited Tax	145,000	26,695	475,000
333	2009	Public Health Building	Limited Tax	815,000	20,375	-
333	2009	AIRS Upgrade	Limited Tax	100,000	2,500	-
333	2009	Jail HVAC	Limited Tax	115,000	2,875	-
333	2009	Riverstone Health Clinic Building	Limited Tax	95,000	2,375	-
333	2009	Mental Health Building (refunded 2000A)	Limited Tax	445,000	34,375	465,000
333	2011	Riverstone Health Clinic Improvements	Limited Tax	55,000	33,393	790,000
333	2011	Richardson Park Marina	Limited Tax	45,000	26,475	625,000
333	2011	Public Works Customer Service Center	Limited Tax	240,000	138,319	3,260,000
333	2011	Lane Events Center Convention Center Roof	Limited Tax	65,000	39,913	945,000
333	2011	Public Service Building/Courthouse HVAC	Limited Tax	70,000	40,113	945,000
333	2017	Public Health Building (refunded 2009A)	Limited Tax	-	222,850	6,120,000
333	2017	Jail HVAC (refunded 2009A)	Limited Tax	-	54,738	1,505,000
333	2017	Riverstone Health Clinic Bldg (refunded 2009A)	Limited Tax	-	45,269	1,245,000
615	2002	PERS	Limited Tax	1,423,282	6,303,284	48,149,999
TOTAL				\$4,258,282	\$7,079,774	\$ 65,949,999

The County also has one outstanding Notes Payable to the Oregon Department of Energy for the Lane County Data Center Remodel project. Total payment for this debt for FY 19-20 will be \$194,132.

Over the past several years, Lane County focused on a plan to reduce or pre-pay debt with one-time funds to reduce interest and annual debt service payments. As part of this effort, funds were identified to pay off portions of the County’s 2009A and 2011A bonds related to 1) the AIRS project; 2) the Road Fund portion of the Customer Service Center; and 3) A portion of the Charnelton Building, also known as the Public Health Building, purchased and remodeled by Lane County. Due to favorable market conditions, on May 31, 2017, the County also issued \$8,870,000 in Full Faith and Credit Refunding Obligations, Series 2017, which was used to advance refund a portion of the Series 2009A bonds. Net proceeds of \$9,897,864, along with County funds of \$6,258,709, were used to purchase Open Market Securities U.S. Treasury notes that were placed in an irrevocable trust with an escrow agent to provide for the payment of the remaining principal and interest due on the Series 2009A bonds. The advance refunding will result in reducing the County’s principal and interest payments by \$3,033,405 over the next 12 years to obtain an economic gain of \$1,843,462. Including the County’s cash contribution to buy down the debt of \$6,258,709, the advance refunding will reduce total principal and interest payments by \$9,292,114 through 2029.

Additional information on the County’s debt can be found in the annual Debt Affordability Report available for review at: www.lanecounty.org/Finance under “Other Reports.”

Non-Departmental

Interfund Loans – are made pursuant to ORS 294.468 and reflect loans made from one County fund to another County fund. Oregon Budget Law requires that loans appropriated for operating purposes must be paid back in the following fiscal year, while capital loans must be repaid within ten years from the date of the loan. The County has also adopted Interfund Loan Policies as part of its Management Policies which can be found in Lane Manual, Chapter 4. Interest rates for Interfund Loan are based upon the Local Government Investment Pool.

OUTSTANDING INTERFUND LOANS						
Description	Type	Loaning Fund	Receiving Fund	Authorizing Board Order #	Amount	Term
Telephone System Upgrade	Capital	Solid Waste	Technology Svc	17-08-08-05	\$ 1,673,430	08/01/2017- 06/30/2020

Non-Departmental

Fund Transfers – Interfund transfers are authorized by ORS 294.361 and ORS 294.463 and consist of transfers of resources between funds. For FY 19-20, the County’s budget contains Interfund Transfers of \$19,393,242 as detailed below:

INTERFUND TRANSFERS BY FUND					
Name	FY 16-17 Final Budget	FY 17-18 Final Budget	FY 18-19 Cur Budget	FY 19-20 Adopted	\$ Chng from Curr
124: General	\$11,368,960	\$11,732,891	\$12,860,515	\$13,885,472	\$ 1,024,957
216: Parks & Open Spaces	71,075	69,875	73,275	71,475	(1,800)
222: Law Library	79,305	0	0	0	0
225: Road	845,000	845,000	1,000,000	1,320,426	320,426
244: County Clerk Records	110,826	112,842	103,110	107,914	4,804
260: Special Revenue	242,160	193,520	214,684	711,642	496,958
285: Intergov. Human Svcs	291,327	1,219,892	271,429	305,929	34,500
286: Health and Human Services	1,231,938	575,590	1,374,768	688,433	(686,335)
287: Trillium Behavioral Health	6,850,493	1,318,068	431,729	396,551	(35,178)
435: Capital Improvement	1,872,268	800,441	893,036	1,100,487	207,451
521: Lane Events Center Fund	106,913	110,113	107,513	104,913	(2,600)
612: Self Insurance	0	0	4,126,525	0	(4,126,525)
614: Employee Benefit	2,288,097	0	4,126,713	0	(4,126,713)
619: Motor & Equipment Pool	1,493,318	312,440	700,000	700,000	0
627: Intergovernmental Services	432,594	10,682	0	0	0
TOTAL INTERFUND TRANSFERS	\$ 27,284,274	\$ 17,301,354	\$ 26,283,297	\$ 19,393,242	(6,890,055)

INTERFUND TRANSFERS BY FUND TYPE					
Name	FY 16-17 Final Budget	FY 17-18 Cur Budget	FY 18-19 Cur Budget	FY 19-20 Adopted	\$ Chng from Curr
Transfer to General Fund	\$ 1,117,924	\$ 1,329,456	\$ 1,523,023	\$ 2,096,494	\$ 573,471
Transfer to Special Revenue Fund	\$ 12,207,377	\$ 13,268,806	\$ 13,219,348	\$ 14,328,368	1,109,020
Transfer to Debt Service Fund	\$ 9,254,563	\$ 2,209,971	\$ 2,267,688	\$ 2,268,380	692
Transfer to Enterprise Fund	\$ 1,270,399	\$ -	\$ 50,000	\$ -	(50,000)
Transfer to Internal Service Fund	\$ 3,434,009	\$ 493,122	\$ 9,223,238	\$ 700,000	(8,523,238)
TOTAL INTERFUND TRANSFERS	\$ 27,284,272	\$ 17,301,355	\$ 26,283,297	\$ 19,393,242	(6,890,055)

The decrease in overall Transfers from current year is attributed to the one-time transfer of reserves out of the Self Insurance and Employee Benefit Funds in order to establish a PERS Side Account in FY 18-19.

Of the total County fund transfers, \$2,268,380 represents transfer of funds from Departments budgets to Debt Service Funds to pay the debt detailed in the Debt Service section above. The prepayment of the AIRS Project, Charnelton Building and Customer Service Center debts appears in the FY 16-17 transfer to Debt Service Fund totals.

Transfers for FY 19-20 from the General Fund to Special Revenue Fund consists of ongoing financial support for services contained in other County Funds such as Youth Services, Veteran Services, Public Health, Behavioral Health, and Animal Services. An annual transfer of \$50,000 is also transferred annually to support Elections equipment replacement needs in addition to one-time transfers for one-time expenditures or initiative determined each year.

Non-Departmental

Reserves – Reserves are resources set aside for future use, cash flow coverage or held for emergency uses. Appropriate reserve levels support the County’s bond rating, which then allows issuance of debt at lower interest rates. In appropriation resolutions passed by the Board of Commissioner, reserves appear in one-lump sum as “Total Unappropriated and Reserve Amounts, all Funds.” Details of the change in Reserve levels from current year to FY 19-20 are detailed below. Reserves are one-time funds – meaning that once they are spent, they do not replenish without additional resources or reduced expenses. County policy indicates that one-time funds should not be spent on ongoing expenditures in order to maintain structural balance within the budget.

The decrease from FY 18-19 is due in part to the movement of funds from the contingency account line to reserves as explained in the Contingency section of this document. In addition, one-time funds received from Secure Rural Schools in FY 18-19 were spent and will not be replenished in FY 19-20 due to the lack of additional SRS payment authorization.

RESERVES BY FUND				
Name	FY 18-19 Cur Budget	FY 19-20 Adopted	\$ Chng from Curr	Restrictions on Use
124: General	\$ 23,964,247	\$ 23,709,072	\$ (255,175)	Lane Manual Chapter 4 Reserve Policy
216: Parks & Open Spaces	579,645	459,645	(120,000)	Transient Room Tax; Car Rental Tax
222: Law Library	422,814	422,814	0	ORS 357.203; State Court fees
225: Road	26,994,992	26,214,566	(780,426)	ORS 366.739&366.570; OR Constitution Art IX, Sec 3a
240: Public Land Corners Preserve	763,767	763,767	0	ORS 203.148
244: County Clerk Records	172,389	172,389	0	ORS 205.365
250: Title III Projects Fund	3,057,802	3,057,802	0	Secure Rural Schools Federal Law
260: Special Revenue	7,876,767	7,875,617	(1,150)	6 subfunds w/various federal, state & grant revenue
283: Animal Services	38,038	38,038	0	Lane Manual Chapter 4 Reserve Policy
285: Intergov. Human Svcs	1,327,437	1,327,437	0	Federal, State & Local Grants
286: Health and Human Services	2,779,890	2,709,100	(70,790)	Federal, State & Local Grants
287: Trillium Behavioral Health	8,054,636	8,054,636	0	Federal, State & Local Grants
290: Local Option Tax Levy	20,115,477	20,115,477	0	Restricted by Voters
323: Lane Events Center Debt	104,631	104,631	0	Transient Room Tax
333: Special Obligation Bond	3,808,499	3,808,499	0	Reserved for future Debt Service Payments
435: Capital Improvement	505,311	505,311	0	Lane Manual 4.010(3)(e)
521: Lane Events Center	2,031,018	1,986,018	(45,000)	Transient Room Tax
530: Solid Waste Disposal	26,425,200	26,525,200	100,000	OAR Division 94.0140-94.0145
539: Corrections Commissary	595,384	595,384	0	Self-supporting service
570: Land Management	4,238,832	4,238,832	0	Title III and committed fees
612: Self Insurance	6,753,646	6,753,646	0	Self-insured reserves; ORS 294.343.
614: Employee Benefit	7,806,524	7,806,524	0	Lane Code 2.600; self-funded health reserve
615: Pension Bond Fund	4,301,435	4,301,435	0	Debt Service reserves for PERS Bond
619: Motor & Equipment Pool	26,305,706	26,305,706	0	ORS 294.343; Future equipment replacement
627: Intergovernmental Services	157,360	157,360	0	ORS 294.343
653: Technology Replacement	1,466,840	1,466,840	0	ORS 294.343; five year technology replace cycle
714: Retiree Benefit Trust	10,330,158	10,330,158	0	Lane Code 2.500(1)(2); legacy employee benefit
TOTAL RESERVES	\$ 190,978,445	\$ 189,805,904	\$ (1,172,541)	

Non-Departmental

General Fund - The General Expense budget for the General Fund provides for mandated and essential payments and services that cannot be allocated to individual departments. These payments include legal advertising, Metro Television, federal lobbying contract, various association dues and agreements, and the General Fund Reserves. This portion of the budget also contains the General Fund reserve.

Risk & Benefits Funds - The three funds within the Risk & Benefits are non-departmental programs for administering the County's liability and employee benefit programs, which include but are not limited to: health and retirement benefits, unemployment insurance, workers compensation insurance, and self-insurance for general liability. These internal service funds are built upon the collection of revenues from departments and other funds. The Benefits Fund is based on a combination of "per employee" and "percentage of payroll" costs. This fund also contains a subfund for the County's Self-Funded health insurance expenses and appropriate reserve as established by an external actuary. The Risk Self-Insurance fund is based on a combination of each department's past claims experience and future risk exposure and a percentage of payroll costs. The Retiree Benefit trust is based on a percentage of payroll costs based upon an external annual actuary review.

Title III Fund – The Title III Fund was established with the passage of the Secure Rural Schools and Community Self-Determination Act began in 2000 which provided funding for timber dependent counties in regions with substantial holdings of federal forests. The original act, in effect through 2006, has been extended multiple times. Beginning with 2008, each renewal has been a decrease in the prior funding levels. This funding was again renewed in April, 2018 and resulted in approximately \$2 million in additional funding for projects as allowed under the legislation. Lane County currently uses the funds for Search & Rescue, Dunes Patrol, Law Enforcement on Federal Lands and Firewise Communities program.

Tourism - Transient Room Tax is charged for the short-term occupancy in any hotel, private home or recreational vehicle park in Lane County. The revenue collected from the Transient Room Tax imposed by Lane Code 4.100 are to be used for administration of the tax, refunds or credits authorized by Lane Code 4.100, bond payments for the Fairgrounds Capital Improvement Bonds, enhancement of the Visitor Industry, Museums, Special & Rural Projects and Parks. The County contracts with the City of Eugene to act as the Tax Administrator.

Video Lottery – Video Lottery funds are received from the Oregon State Lottery Fund which is governed by Oregon Constitution, Article XV Section 4. The use of lottery funds is strictly applied to programs and activities which support economic development in Lane County. Lane County anticipates just over \$1.6 million in lottery funds for FY 19-20, which supports the Economic Development Staff in County Administration, funds a Land Management Planner focused on long range planning efforts, provides support to Youth Services job education schooling, support programs at Workforce Partnership and provides infrastructure funds for local economic development efforts.

Pass thru Funds – include the *Court Facility Security Fund* which consist of a portion of criminal traffic fines assessed in municipal, state and justice courts; *Extension Service Levy Fund* which consists of the local option levy passed in May 2017 which provides funding to the OSU 4-H Extension Service Program; and the *County School Fund* which consists of pass through of state and federal time funds which are paid directly to Lane Education Service District who then distributes the funds to Lane County school districts.

Resource & Expenditure line item details for the items contained within the General Expense portion of the Non-Departmental budget, excluding Fund Balance, Contingency, Debt Service & Reserves (which are detailed countywide in the charts in this section), are found on the following pages.

Non-Departmental

RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCE ACCOUNTS						
Payments In-Lieu Of Taxes	643,218	2,242,245	720,000	0	(720,000)	-100.00%
Current Year Property Tax	38,026,531	39,936,693	40,852,328	42,994,565	2,142,237	5.24%
Prior Years Property Taxes	882,224	759,905	805,050	755,000	(50,050)	-6.22%
In Lieu Of Taxes	594,715	649,118	752,191	768,431	16,240	2.16%
Severance Tax	44,933	27,163	20,000	30,000	10,000	50.00%
Transient Room Tax	4,287,494	4,466,201	4,608,457	4,585,357	(23,100)	-0.50%
Car Rental Tax	1,673,296	1,775,928	1,827,444	1,787,707	(39,737)	-2.17%
County Marijuana Tax	1,807	20,668	48,500	31,000	(17,500)	-36.08%
Miscellaneous Taxes	18,480	16,875	17,410	18,000	590	3.39%
TAXES & ASSESSMENTS	46,172,698	49,894,796	49,651,380	50,970,060	1,318,680	2.66%
Metro Cable Franchise	486,417	466,961	505,000	399,251	(105,749)	-20.94%
Rural Cable Franchise	145,587	153,377	151,000	154,499	3,499	2.32%
LICENSES & PERMITS	632,004	620,338	656,000	553,750	(102,250)	-15.59%
Circuit Court Fines	186,461	211,984	195,000	185,400	(9,600)	-4.92%
State Court Facility & Security	129,595	123,865	125,000	125,000	0	0.00%
Drivers License Suspension	158,146	0	0	0	0	0.00%
Criminal Fine & Assessment	8,201	124,550	169,000	128,300	(40,700)	-24.08%
County Infractions Forfeitures	45,000	35,000	0	0	0	0.00%
Forfeitures Other	0	5,254	0	0	0	0.00%
FINES, FORFEITURES, PENALTIES	527,403	500,653	489,000	438,700	(50,300)	-10.29%
National Forest Timber Sales	350,390	1,991,921	1,992,160	354,824	(1,637,336)	-82.19%
O & C Timber Sales	2,871,131	4,485,864	3,767,487	2,500,000	(1,267,487)	-33.64%
Flood Control Leases	736	782	750	750	0	0.00%
Taylor Grazing Act	0	59	0	0	0	0.00%
Federal Title III Projects	0	779,329	1,079,196	0	(1,079,196)	-100.00%
FEDERAL REVENUES	3,222,257	7,257,954	6,839,593	2,855,574	(3,984,019)	-58.25%
Timber Sales	854,634	1,243,261	1,755,700	1,377,750	(377,950)	-21.53%
Video Lottery Revenue	1,504,943	1,617,595	1,571,244	1,607,418	36,174	2.30%
Video Lottery Grant	838,905	922,115	938,777	876,150	(62,627)	-6.67%
Liquor Tax	1,931,426	2,023,615	2,120,055	2,228,850	108,795	5.13%
Amusement Device Tax	82,396	81,819	82,500	82,500	0	0.00%
Cigarette Tax	319,793	313,636	310,200	304,226	(5,974)	-1.93%
Marijuana Tax	0	1,660,787	1,200,000	1,200,000	0	0.00%
OTHER STATE REVENUES	5,532,098	7,862,828	7,978,476	7,676,894	(301,582)	-3.78%
Plan Contributions	70,925	202,334	1,350,000	600,000	(750,000)	-55.56%
Discounts and Rebates	804,483	723,414	810,000	650,000	(160,000)	-19.75%
Miscellaneous Fees/Reimbursement	8,500	305	-	-	0	0.00%
Refunds & Reimbursements	822,383	226,047	138,207	150,000	11,793	8.53%
Deferred Comp Admin Fee	84,855	69,233	50,000	47,500	(2,500)	-5.00%
Benefits	51,079,982	50,772,972	26,260,769	27,677,529	1,416,760	5.39%
Benefits HDHP Plan	0	0	6,910,000	6,341,900	(568,100)	-8.22%
Benefits Plus Plan	0	0	1,590,000	2,095,000	505,000	31.76%
Benefits CoPay Plan	0	0	18,000,000	18,863,100	863,100	4.80%
Employer PERS	10,321,996	12,682,651	14,145,736	18,650,196	4,504,460	31.84%
Employer OPSRP	0	0	126,369	137,972	11,603	9.18%

Non-Departmental

RESOURCE DETAIL						
	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Curr Bgt	FY 19-20 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Employee PERS	5,307,864	5,484,987	6,188,916	6,651,768	462,852	7.48%
FEES AND CHARGES	68,500,988	70,161,944	75,569,997	81,864,965	6,294,968	8.33%
County Indirect Revenue	306,605	304,100	346,063	312,747	(33,316)	-9.63%
ADMINISTRATIVE CHARGES	306,605	304,100	346,063	312,747	(33,316)	-9.63%
Investment Earnings	714,228	1,054,471	1,030,205	1,102,495	72,290	7.02%
INTEREST EARNINGS	714,228	1,054,471	1,030,205	1,102,495	72,290	7.02%
Proceeds of Refunding Bond	8,870,000	0	0	0	0	0.00%
Premium - Debt issuance	1,027,864	0	0	0	0	0.00%
BOND SALES	9,897,864	0	0	0	0	0.00%
Transfer Fr General Fund (100)	875,008	854,910	858,945	858,320	(625)	-0.07%
Transfer Fr Spec Rev Funds (200)	7,670,775	645,465	656,137	668,659	12,522	1.91%
Transfer Fr Capital Fund (400)	601,869	599,483	645,093	652,635	7,542	1.17%
Transfer Fr Enterprise Fd (500)	106,913	110,113	107,513	104,913	(2,600)	-2.42%
Transfer Fr Int Svc Fnds (600)	2,288,097	0	8,253,238	0	(8,253,238)	-100.00%
FUND TRANSFERS	11,542,660	2,209,971	10,810,313	2,284,527	(8,525,786)	-78.87%
TOTAL RESOURCES	147,048,806	139,867,056	153,371,027	148,059,712	(5,311,315)	-3.46%

Non-Departmental

EXPENDITURE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Extra Help	1	0	0	0	0	0.00%
PERSONNEL SERVICES	1	0	0	0	0	0.00%
Professional & Consulting	3,948,852	4,103,845	4,737,608	4,525,918	(211,690)	-4.47%
Relief & Assistance	0	0	1,500,000	-	(1,500,000)	-100.00%
Support Services	8,500	0	-	30,000	30,000	100.00%
Intergovernmental Agreements	435,274	427,644	2,235,199	2,049,221	(185,978)	-8.32%
Agency Payments	4,568,785	5,947,347	6,391,958	4,838,414	(1,553,544)	-24.30%
Telephone Services	2,346	101,773	2,920	2,920	0	0.00%
General Liability	0	0	1,452	9,221	7,769	535.06%
SAIF Assessments	92,243	126,795	132,000	135,000	3,000	2.27%
ER PERS/OPSRP	9,956,515	12,739,155	14,205,066	18,788,168	4,583,102	32.26%
PERS 6% IAP	5,116,057	5,496,329	6,188,916	6,651,768	462,852	7.48%
Insurance Premiums	15,341,345	16,026,560	17,780,333	18,856,053	1,075,720	6.05%
Claims	21,835,410	25,369,671	25,612,813	26,994,000	1,381,187	5.39%
Maintenance of Equipment	2,088	3,314	5,000	10,000	5,000	100.00%
Maintenance of Structures	-	-	5,000	-	(5,000)	-100.00%
Operating Licenses & Permits	0	1,082	-	-	0	0.00%
Real Estate & Space Rentals	51,854	45,668	52,355	51,870	(485)	-0.93%
Metro Cable Commission	81,926	100,863	110,373	102,731	(7,642)	-6.92%
Fleet Services Rentals	0	71	-	-	0	0.00%
County Indirect Charges	435,069	499,346	489,066	493,101	4,035	0.83%
Direct/Technology Serv	0	95	5,399	-	(5,399)	-100.00%
Office Supplies & Expense	0	258	4,220	3,000	(1,220)	-28.91%
Membrshp/Professional Licenses	580	385	8,400	8,400	0	0.00%
Printing & Binding	31,724	0	65,000	-	(65,000)	-100.00%
Advertising & Publicity	4,267	7,228	15,251	15,108	(143)	-0.94%
Small Tools & Equipment	8,973	0	-	-	0	0.00%
Special Supplies	984	1,102	6,500	7,500	1,000	15.38%
Business Expense & Travel	0	819	-	-	0	0.00%
Committee Stipends & Expense	645	695	1,000	1,000	0	0.00%
Awards & Recognition	3,416	(4,311)	6,000	-	(6,000)	-100.00%
Outside Education & Travel	7,971	3,135	8,500	7,900	(600)	-7.06%
Miscellaneous Payments	44,217	123,416	26,500	26,500	0	0.00%
Account Funding/Contributions	1,643,384	1,790,555	1,953,959	2,103,549	149,590	7.66%
MATERIALS & SERVICES	63,622,426	72,912,838	81,550,788	85,711,342	4,160,554	5.10%
Improvements	19,109	108,775	200,000	50,000	(150,000)	-75.00%
CAPITAL PROJECTS	19,109	108,775	200,000	50,000	(150,000)	-75.00%
TOTAL EXPENDITURES	\$63,641,536	\$73,021,613	\$81,750,788	\$85,761,342	\$4,010,554	4.91%

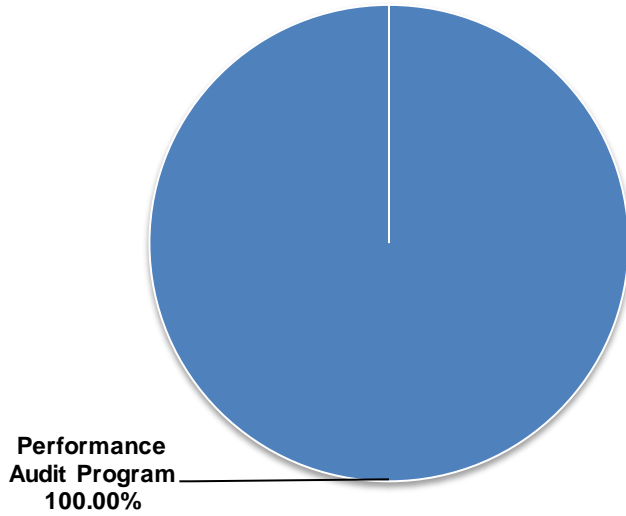
Non-Departmental

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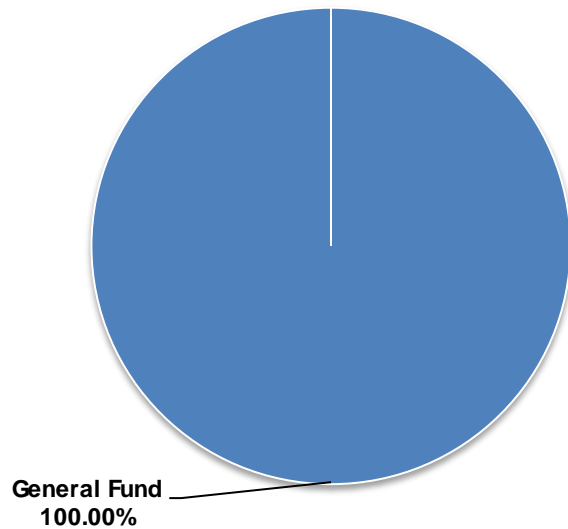
Board of County Commissioners

FY 19-20 Adopted Expenditures: \$1,146,929

FY 19-20 Requirements by Division



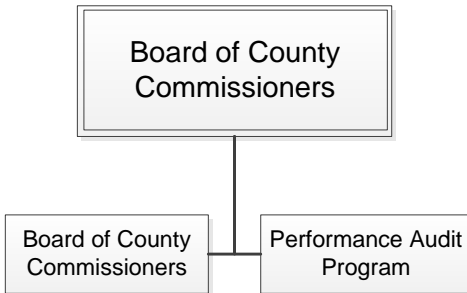
FY 19-20 Requirements by Fund



Board of County Commissioners

Division Purpose Statement

The Board of County Commissioners legislates County government within the limits of its authority granted in Lane County Home Rule Charter, State, and Federal laws.



Division Locator

Board of County Commissioners

Board of County Commissioners 
Performance Audit Program



Pete Sorenson
District 3 South Eugene



Heather Buch
District 5 East Lane



Jay Bozievich
District 1 – West Lane County



Joe Berney
District 2 Springfield



Pat Farr
District 4 North Eugene

Board of County Commissioners

DEPARTMENT FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Administrative Charges	1,084,321	1,114,441	1,124,579	1,015,632	(108,947)	-9.69%
Total Revenue	1,084,321	1,114,441	1,124,579	1,015,632	(108,947)	-9.69%
TOTAL RESOURCES	1,084,321	1,114,441	1,124,579	1,015,632	(108,947)	-9.69%
EXPENDITURES:						
Personnel Services	842,749	807,027	868,795	940,278	71,483	8.23%
Materials & Services	275,453	104,163	117,184	206,651	89,467	76.35%
TOTAL EXPENDITURES	1,118,202	911,190	985,979	1,146,929	160,950	16.32%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	1,118,202	911,190	985,979	1,146,929	160,950	16.32%
TOTAL	1,118,202	911,190	985,979	1,146,929	160,950	16.32%

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
DIVISIONS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Board Of County Commissioners	953,616	811,836	824,047	967,368	143,321	17.39%
Performance Audit Program	164,586	99,354	161,932	179,561	17,629	10.89%
TOTAL EXPENDITURES	1,118,202	911,190	985,979	1,146,929	160,950	16.32%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	6.00	6.00	6.00	6.00	0.00	0.00%

DEPARTMENT POSITION LISTING	
Board Of County Commissioners	
5.00 County Commissioner	
5.00 Division FTE Total	
Performance Audit Program	
1.00 Program Manager	
1.00 Division FTE Total	
6.00 Department FTE Total	

Board of County Commissioners

Division Overview

The Board of County Commissioners legislates and administers County government within the limits of the authority granted in Lane County Home Rule Charter, State and Federal laws. The charter grants legislative and administrative power to the full-time, paid, five-person board. Individually, board members may seek to address the needs of constituents and carry out special assignments that the full board may direct.

The performance audit program is also at the direction of the Board of County Commissioners. This program provides the Board, the county administrator and all levels of management with timely analysis and information to assist the county in the control of operations, ongoing improvement efforts, and effective achievement of the County's broad objectives.

The Board of County Commissioners division includes the following programs: Board of County Commissioners and County Performance Auditor.

Division Goals & Strategic Planning

- Provide optimal leadership to the citizens of Lane County, other government agencies and for the departments within Lane County Government.
- Continue to solicit citizen input and participation in county government.
- Work to accomplish the objectives of the 2018-2021 Lane County Strategic Plan.
- Work to accomplish goals and objectives related to collaboratively addressing affordable housing and homelessness.
- Promote and protect the public health, safety and the welfare of Lane County.
- Foster job creation along with developing a positive economic future for our community.
- Review uses of County facilities for the highest and best use.

Major Accomplishments & Achievements in FY 18-19

- On February 26, Lane County Commissioners unanimously voted to place a measure on the May 2019 ballot, asking voters to consider the authorization of \$154 million in bonds to construct a new Lane County Courthouse.
- The Board of Commissioners voted unanimously on January 15 to award a total of \$2 million in Housing Improvement Program (HIP) grant funding to five projects that will increase the stock of permanent, supportive and affordable housing in our area,
- Lane County opened a temporary, low-barrier camp on Hwy 99 on vacant County-owned property to accommodate the emergency needs of up to 100 campers. The camp was successfully transitioned to a Dawn-to-Dawn program run by St. Vincent DePaul.
- County Performance Auditor completed Lane County's comprehensive "Recruitment and Retention" performance audit.

Anticipated Service & Budget Changes for FY 19-20

- Additional funds (\$11,000 each) went into each of the five Board of County Commissioner individual commissioner accounts to provide support to the Board of County Commissioners for a total of \$55,000.

Board of County Commissioners

DEPARTMENT RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCE ACCOUNTS						
County Indirect Revenue	1,084,321	1,114,441	1,124,579	1,015,632	(108,947)	-9.69%
ADMINISTRATIVE CHARGES	1,084,321	1,114,441	1,124,579	1,015,632	(108,947)	-9.69%
DEPARTMENT RESOURCES	1,084,321	1,114,441	1,124,579	1,015,632	(108,947)	-9.69%

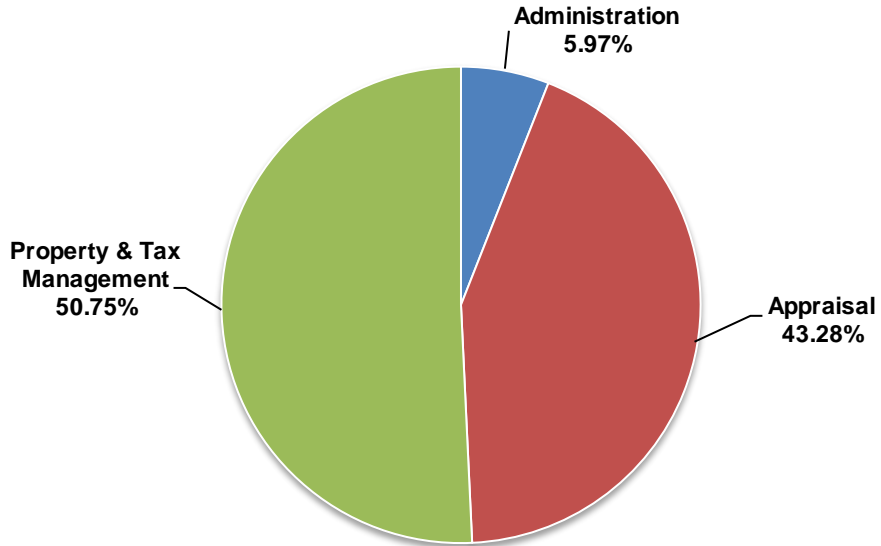
Board of County Commissioners

DEPARTMENT EXPENDITURE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
EXPENDITURE ACCOUNTS						
Regular Operating Wages	525,935	518,764	534,806	548,434	13,628	2.55%
Extra Help	2,685	210	7,800	15,000	7,200	92.31%
Reduction Unfunded Vac Liab	0	3,702	0	0	0	0.00%
Social Security Expense	32,101	31,787	33,284	34,460	1,176	3.53%
Medicare Insurance Expense	7,508	7,434	7,810	8,083	273	3.50%
Unemployment Insurance (State)	263	138	578	614	36	6.23%
Workers Comp	1,694	1,528	1,612	1,663	51	3.16%
Disability Insurance - Long-term	2,548	1,960	3,800	3,897	97	2.55%
PERS - OPSRP Employer rate	60,676	68,232	77,808	106,007	28,199	36.24%
PERS Bond	37,819	37,896	38,761	39,778	1,017	2.62%
PERS - 6% Pickup	30,294	26,207	32,092	32,909	817	2.55%
Optional ER IAP	0	0	0	7,512	7,512	100.00%
Health Insurance	110,747	82,075	93,399	104,271	10,872	11.64%
Dental Insurance	7,770	7,040	7,775	7,589	(186)	-2.39%
EE Assistance Pgm	100	89	139	139	0	0.00%
Life Insurance	2,603	2,217	2,165	2,165	0	0.00%
Flexible Spending Admin	91	81	70	70	0	0.00%
Disability Insurance - Short Term	210	187	210	210	0	0.00%
Deferred Comp Employer Contrib	1,900	3,987	11,547	11,873	326	2.82%
Retiree Medical	17,644	13,349	14,923	15,388	465	3.12%
FMLA Administration	163	146	216	216	0	0.00%
PERSONNEL SERVICES	842,749	807,027	868,795	940,278	71,483	8.23%
Professional & Consulting	2,148	7,888	4,007	59,107	55,100	1,375.09%
Subscriptions	36	366	800	800	0	0.00%
Agency Payments	8,700	5,735	10,000	10,000	0	0.00%
Telephone Services	2,312	2,574	4,680	5,234	554	11.84%
General Liability	198,485	25,128	22,878	54,675	31,797	138.99%
External Equipment Rental	28	99	0	0	0	0.00%
Fleet Services Rentals	339	18	300	300	0	0.00%
Copier Charges	250	258	700	400	(300)	-42.86%
Mail Room Charges	56	37	500	500	0	0.00%
License Replacement	0	0	0	1,652	1,652	100.00%
Indirect/Technology Serv	33,431	39,772	41,083	39,795	(1,288)	-3.14%
Infrastructure Replacement	0	0	0	1,299	1,299	100.00%
Direct/Technology Serv	197	194	0	0	0	0.00%
PC Replacement Services	2,365	1,350	1,350	1,350	0	0.00%
Office Supplies & Expense	1,782	207	1,700	1,700	0	0.00%
Membrshp/Professional Licenses	1,200	425	2,765	2,765	0	0.00%
Printing & Binding	905	30	800	800	0	0.00%
Advertising & Publicity	1,077	320	400	400	0	0.00%
Photo/Video Supplies & Svcs	0	0	100	100	0	0.00%
DP Supplies And Access	1,812	1,420	3,000	3,000	0	0.00%
Food	1,119	282	450	750	300	66.67%
Business Expense & Travel	18,042	14,160	18,323	17,676	(647)	-3.53%
Awards & Recognition	452	259	800	800	0	0.00%
Outside Education & Travel	668	3,640	2,298	3,298	1,000	43.52%
County Training Classes	50	0	250	250	0	0.00%
MATERIALS & SERVICES	275,453	104,163	117,184	206,651	89,467	76.35%
DEPARTMENT EXPENDITURES	1,118,204	911,191	985,979	1,146,929	160,950	16.32%

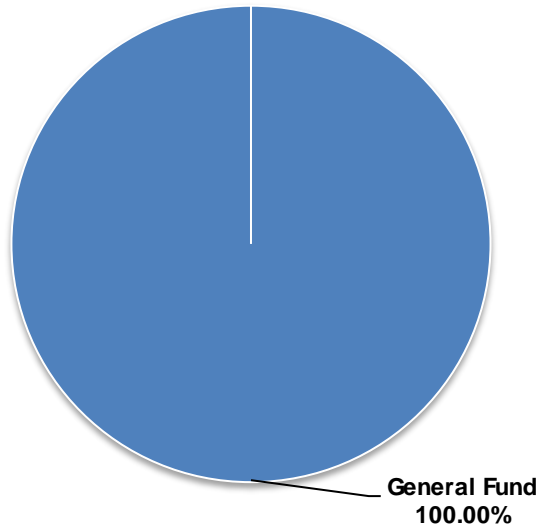
Department of Assessment and Taxation

FY 19-20 Adopted Expenditures: \$6,688,011

FY 19-20 Expenditures by Division



FY 19-20 Expenditures by Fund



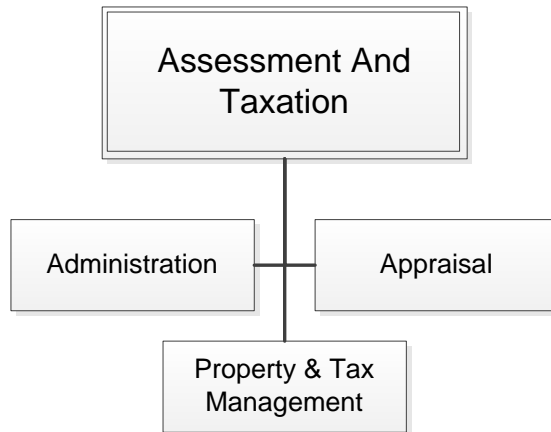
Michael Cowles
Assessor
541-682-6798

Assessment and Taxation

Department Purpose & Overview

Assessment and Taxation (A&T) contains three divisions: Administration, Property Tax Management (PTM) and Appraisal.

The purpose of A&T is to appraise property, to calculate, collect and distribute taxes and to provide related information to the public, in a manner that merits the highest degree of confidence in our integrity, efficiency and fairness. We are a broad service organization, mandated by the Oregon Constitution and Oregon law, which collects revenue for 85 local governments, schools and special districts that provide essential public services for the citizens of Lane County.



Assessment and Taxation

Department Goals & Strategic Planning

A&T supports Lane County's strategic priorities of robust infrastructure, our people and partnerships, having a safe and healthy county and ensuring we have vibrant communities by the fair, efficient and accurate assessment and collection of property taxes within Lane County and the timely distribution of those funds to the 85 taxing jurisdictions we support.

In order to carry out the department's principal objective, A&T adopted a FY 15-20 departmental strategic plan. The departmental strategic plan includes efforts to enhance the customer service experience for our taxpayers, review and update business processes to increase efficiency and effectiveness and to create a professional working environment where our employees can grow, develop and thrive – all with the aim of serving our community in the best manner possible.

Areas of Focus

1. Assess property fairly and accurately with limited resources utilizing innovative methods.
2. Bill and collect taxes so that programs and districts have the money to thrive.
3. Deliver superior customer service to all Lane County residents.

Partnerships

Partnerships include participation in the Lane Council of Government (LCOG) Cooperative Project Agreement (CPA) Partnership Development Steering Workgroup, strong relationships with common A&T software counties, continued heavy involvement with the Oregon State Association of County Assessors (OSACA) and Oregon Association of County Tax Collectors (OACTC). We are currently discussing a partnership with the City of Eugene regarding the cost sharing of one full time employee (FTE) Property Appraiser 3 (PA3) for reappraisal of Eugene real property accounts.

Major Accomplishments & Achievements in FY 18-19

- Certified a \$548.5M tax roll on October 5, 2018, a 6.3% increase over prior year.
- The 2018 certified tax roll had a Real Market Value (RMV) of \$61.9 billion and a taxable value of \$41 billion.
- Distributed collected tax revenue in a timely manner to 85 taxing districts.
- Achieved 100% of RMV for all accounts as required by law and reported in the Assessor's Annual Ratio Study with the Department of Revenue (DOR) in PDF format.
- Completed significant process automation and electronic document enhancements.
- Continued rebuilding our physical reappraisal program.
- Contracted with a new vendor for online tax payments providing intuitive search features, mobile-friendliness, and the ability to pay for more than one parcel at a time and store a search history. Taxpayer E-check surcharges will decrease and added features such as account verification will be included. Additionally, this change will allow taxpayers to opt in to receive electronic tax statements sent via e-mail as an alternative to paper copies mailed via the postal service.
- Issued a request for proposals (RFP) for selection of a vendor to scan our microfilm and microfiche, the older ones of which are starting to deteriorate.

Assessment and Taxation

Anticipated Service & Budget Changes for FY 19-20

We are continuing an in-depth analysis to determine optimal staffing levels for A&T over the next five years. Lane County currently spends one of the lowest amounts (per account) for assessment and tax collection as compared to the other 35 Oregon counties. Ideally, future staffing levels will include funds for enhanced customer service hours, regular reappraisal of all accounts, review of exemptions and special assessments and adequate appeal support.

We have been very efficient with the use of general fund resources and continually look for new ways to increase productivity and quality. Examples include paperless processing, modeling values, automated work logs and enhanced routing tools. We are currently researching mobile solutions for field staff.

Current & Future Service Challenges

A&T has done a great job at keeping our costs stable each year, and we are always looking for additional ways to save and cut costs. We are at the point where we have cut as much we can and are not meeting current statutory obligations.

The current staffing level continues to be of concern to the Oregon Department of Revenue (DOR). An analysis to determine optimal staffing levels for A&T confirms current staffing is inadequate. Lane County currently spends one of the lowest amounts (per account) for assessment and tax collection as compared to the other 35 Oregon counties. The DOR “suggested” staffing level for A&T is 72 FTE. Our current staffing is 49 FTE.

Each year our property inventory deteriorates and many properties in the County have not been inspected since 1990. Each year we achieve 100% of RMV (for the majority of our accounts) by recalculation models. However, our recalculation models are becoming gradually “out of standard” as the underlying property data ages. Building permits, subdivisions, partitions and property transfers are increasing each year.

We have concerns that upcoming Technology Services (TS) retirements and attrition could have a negative impact on A&T service levels in the future. Having experienced and dedicated TS resources has assisted filling a small portion of our staffing gap by creating efficiencies with business processes. Without dedicated TS staff that are familiar with A&T’s unique needs, we risk delays in certifying the tax roll and process errors that could have a substantial effect on our ability to meet A&T’s statutory obligations.

Capital Projects – Planned and Known Needs

The A&T software systems (Ascend and ProVal) were implemented during FY 98-99. The specifications and Request for Proposals (RFP) for this legacy software was originally written in FY 96-97. Thomson Reuters, our software vendor, has put the software in “maintenance only” mode. Updates to the current system are limited to “hot patches” (minor fixes). Major enhancements to ProVal and Ascend are not planned by our current software vendor. ProVal and Ascend are nearing the end of their remaining economic lives and will need to be upgraded within an estimated 5-6 years.

Assessment and Taxation

DEPARTMENT FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Taxes & Assessments	311,169	311,545	300,000	325,000	25,000	8.33%
Fines, Forfeitures, Penalties	88,731	82,830	87,000	83,000	(4,000)	-4.60%
Property And Rentals	11,932	13,155	10,560	9,060	(1,500)	-14.20%
State Revenues	1,076,350	769,600	1,414,393	1,150,000	(264,393)	-18.69%
Fees And Charges	31,481	37,268	26,000	24,000	(2,000)	-7.69%
Total Revenue	1,519,663	1,214,397	1,837,953	1,591,060	(246,893)	-13.43%
Fund Transfers	81,511	50,000	350,000	0	(350,000)	-100.00%
TOTAL RESOURCES	1,601,174	1,264,397	2,187,953	1,591,060	(596,893)	-27.28%
EXPENDITURES:						
Personnel Services	3,870,161	4,097,715	4,520,122	4,831,130	311,008	6.88%
Materials & Services	1,859,169	1,801,122	2,058,694	1,856,881	(201,813)	-9.80%
Capital Expenses	5,473	20,421	50,000	0	(50,000)	-100.00%
TOTAL EXPENDITURES	5,734,802	5,919,258	6,628,816	6,688,011	59,195	0.89%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	5,734,802	5,919,258	6,628,816	6,688,011	59,195	0.89%
TOTAL	5,734,802	5,919,258	6,628,816	6,688,011	59,195	0.89%

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
DIVISIONS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Administration	396,115	365,898	554,691	420,697	(133,994)	-24.16%
Appraisal	2,253,214	2,455,113	2,762,391	2,857,148	94,757	3.43%
Property & Tax Management	3,085,473	3,098,247	3,311,734	3,410,166	98,432	2.97%
TOTAL EXPENDITURES	5,734,802	5,919,258	6,628,816	6,688,011	59,195	0.89%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	48.00	48.00	49.00	49.00	0.00	0.00%

Assessment and Taxation

DEPARTMENT POSITION LISTING

Administration

1.00 Administrative Support Spec
1.00 Assessment & Taxation Director

2.00 Division FTE Total

Appraisal

8.83 Property Appraiser 2
1.00 Manager
1.00 Prof/Tech Supervisor
2.17 Property Appraiser 1
7.00 Property Appraiser 3
1.00 Sales Data Analyst

21.00 Division FTE Total

Property & Tax Management

5.00 Accounting Clerk, Sr
1.00 Accounting Clerk 2
16.00 Assessment & Taxation Spec
2.00 Cartographer/GIS Specialist
1.00 Prof/Tech Supervisor
1.00 Sr. Manager

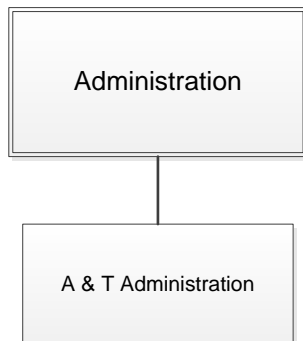
26.00 Division FTE Total

49.00 Department FTE Total

Assessment and Taxation: Administration

Division Purpose Statement

Administration oversees and directs the planning and organization of the department as mandated by Oregon law, the Lane County Strategic Plan, and departmental mission, vision, values, and goals.



Division Locator

Assessment and Taxation

Administration ↙
Appraisal
Property and Tax Management

Assessment and Taxation: Administration

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Property And Rentals	13	213	0	0	0	0.00%
State Revenues	1,076,350	769,600	1,365,193	1,150,000	(215,193)	-15.76%
Fees And Charges	0	3,300	0	0	0	0.00%
Total Revenue	1,076,363	773,113	1,365,193	1,150,000	(215,193)	-15.76%
Fund Transfers	81,511	50,000	350,000	0	(350,000)	-100.00%
TOTAL RESOURCES	1,157,874	823,113	1,715,193	1,150,000	(565,193)	-32.95%
EXPENDITURES:						
Personnel Services	266,123	269,405	267,233	301,848	34,615	12.95%
Materials & Services	124,519	96,493	287,458	118,849	(168,609)	-58.66%
Capital Expenses	5,473	0	0	0	0	0.00%
TOTAL EXPENDITURES	396,115	365,898	554,691	420,697	(133,994)	-24.16%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	396,115	365,898	554,691	420,697	(133,994)	-24.16%
TOTAL	396,115	365,898	554,691	420,697	(133,994)	-24.16%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
A & T Administration	396,115	365,898	554,691	420,697	(133,994)	-24.16%
TOTAL EXPENDITURES	396,115	365,898	554,691	420,697	(133,994)	-24.16%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	2.00	2.00	2.00	2.00	0.00	0.00%

Assessment and Taxation: Administration

Division Overview

The Administration Division provides planning, goals, direction, coordination and operational oversight to Assessment and Taxation (A&T). Administration is responsible for assisting the managers and employees of the department through budgetary, personnel and general office support.

The Administration Division includes two positions: The Assessor/Tax Collector, also known as the Director of A&T, and one Executive Assistant. The Assessor/Tax Collector is an elected position. The Assessor was reelected to a new 4-year term of office starting in January 2019.

Division Goals & Strategic Planning

A&T Administration supports Lane County's strategic priorities of Robust Infrastructure, having a Safe, Healthy County and ensuring we have Vibrant Communities by administering the fair, efficient and accurate assessment and collection of property taxes within Lane County and the timely distribution of those funds to the 85 taxing jurisdictions we support.

Major Accomplishments & Achievements in FY 18-19

- We have been very efficient with A&T use of general fund resources and continually look for new ways to increase productivity, quality and work output.
- As President of the Oregon State Association of County Assessor's (OSACA) 18-19, the Assessor has been very active in the legislative process and statewide assessment policy. The Assessor testified on several proposed Bills during several legislative work sessions in Salem.
- In January, Lane County A&T hosted the 2019 Winter OSACA conference in Eugene. In August, A&T will host the OSACA Summer conference – also located in Eugene. Major themes include local economic development, growth, enterprise zones. Krista Noble (A&T Executive Assistant) has been instrumental in the planning and success of these conferences.
- We continue to work with Technology Services to improve the A&T website features.
- We continue to implement a comprehensive training path for all A&T employees.
- A&T Administration organized and coordinated two Joint Tax Administrators Group (JTAG) meetings this past winter and spring in Salem.
- The Assessor was recently nominated as the chair of the Lane County Finance and Audit Committee, and participated in a task force with the Governor's office to find solutions for Department of Revenue (DOR) and A&T funding.
- The Assessor continued to reach out to the community and taught several classes focusing on property tax subjects for several local Realtor© offices, and taught a session on property taxes for new commissioners during "County College" sponsored by the League of Counties (LOC).

Anticipated Service & Budget Changes for FY 19-20

The 2019 legislative session has been very busy with proposed changes affecting property taxes. The Assessor and A&T office provide information to aid the decision-making process and, when necessary, must prepare to make procedural changes in response to measures that pass. Our office is currently tracking over forty bills that could potentially have an impact on established business processes, including some that would require major changes.

HB 2104 is currently waiting for a public hearing at the Legislature. This bill, if passed, would provide an estimated \$700,000 - \$800,000 (yearly) in much needed funds for the Lane County Assessor's office.

Assessment and Taxation: Administration

Current & Future Service Challenges

The estimated County Assessment Function Funding Assistance (CAFFA) funds for FY 19-20 are expected to remain stable and similar to the amounts received in FY 18-19.

Fund reimbursement is typically in the 16-17% range of A&T expenditures. For budgeting purposes, we have used a 16.5% reimbursement rate. The Legislature established the CAFFA annual grant program to help cover A&T costs for counties. Funding for the grant comes from portions of document recording fees and delinquent property tax interest. The CAFFA reimbursement rate has been steady over the past 3-4 years. However, CAFFA funding is significantly down from original legislative intent when this funding was originally implemented in 1989.

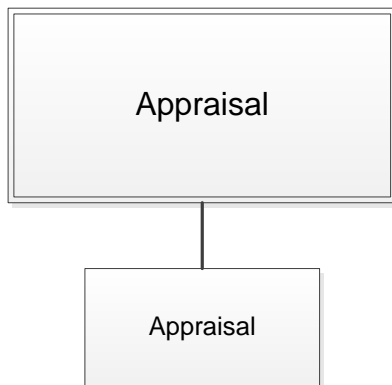
Capital Projects – Planned and Known Needs

None

Assessment and Taxation: Appraisal Division

Division Purpose Statement

Ensure that all residential, commercial, and industrial property is assessed at 100 percent of its real market value.



Division Locator

Assessment and Taxation

Administration

Appraisal ◀

Property and Tax Management

Assessment and Taxation: Appraisal Division

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Property And Rentals	2,635	4,980	3,060	3,060	0	0.00%
State Revenues	0	0	49,200	0	(49,200)	-100.00%
Fees And Charges	0	430	0	0	0	0.00%
Total Revenue	2,635	5,410	52,260	3,060	(49,200)	-94.14%
TOTAL RESOURCES	2,635	5,410	52,260	3,060	(49,200)	-94.14%
EXPENDITURES:						
Personnel Services	1,511,314	1,716,684	1,963,363	2,093,038	129,675	6.60%
Materials & Services	741,900	718,007	749,028	764,110	15,082	2.01%
Capital Expenses	0	20,421	50,000	0	(50,000)	-100.00%
TOTAL EXPENDITURES	2,253,214	2,455,113	2,762,391	2,857,148	94,757	3.43%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	2,253,214	2,455,113	2,762,391	2,857,148	94,757	3.43%
TOTAL	2,253,214	2,455,113	2,762,391	2,857,148	94,757	3.43%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Appraisal	2,253,214	2,455,113	2,762,391	2,857,148	94,757	3.43%
TOTAL EXPENDITURES	2,253,214	2,455,113	2,762,391	2,857,148	94,757	3.43%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	19.00	19.00	21.00	21.00	0.00	0.00%

Assessment and Taxation: Appraisal Division

Division Overview

The purpose of the appraisal division is to ensure that all property is valued and assessed at 100 percent of its real market value as of January 1st each year using standard methods and procedures for mass appraising property, accurately calculating maximum assessed value, special use assessments, and determining market adjustments to be reported annually in the ratio report.

Division Goals & Strategic Planning

The appraisal division is responsible for valuing all properties at 100% of its real market value as of January 1st each year. This begins with maintaining accurate property characteristics and processing changes yearly. Properties are inspected to collect data based on permits, sales, callbacks, requested reviews, changed properties (such as divisions and lot line adjustments), appeals, special use, deferrals, exemptions and general reappraisal. Valuations are completed for property changes measuring new construction, and other exception value by which maximum assessed and specially assessed values can be calculated.

Sales and other data must be analyzed to adjust all properties to 100% of real market value. Additionally, the appraisal division prepares and presents valuations at the Board of Property Tax Appeals (BoPTA), Department of Revenue (DOR) supervisory appeals, Magistrate & Regular Division of the Oregon Tax Court. Valuation is the foundation in which property tax is calculated. Ensuring property tax revenues are billed and collected timely for use by the 85 taxing districts supports Lane County's core values and mission.

Major Accomplishments & Achievements in FY 18-19

- Achieved 100% of Real Market Value (RMV) for all property in Lane County as reported in the Ratio Report filed with the DOR July 3, 2018.
- Ensured that all appropriate properties were inspected and appraised, all data was recorded in the appraisal system; all new construction, exception, and maximum assessed values were calculated in compliance with Measure 50.
- Filled the Property Appraiser 1 position awarded in FY18-19 budget.
- Reappraisal continues including residential properties in two Thurston neighborhoods, Coburg and Multifamily properties in Eugene.
- Utilized one-time funds to complete a dock valuation study. Which included a market study, business process development and review of Siuslaw river properties.
- Valued 2,778 tax accounts with property changes (plats, divisions, lot line adjustments, etc.). Over 40% were as a result of the Department of Forestry's review and reclassification of property as forestland.
- Audited all new personal property account filings (222).
- Made improvements to the appraisal work log, our system for tracking the inspection, data entry, valuation, and review processes. Reporting tools to be implemented next.
- Continued to train appraisal staff in business processes, to create a more- balanced and experienced group.

Assessment and Taxation: Appraisal Division

Anticipated Service & Budget Changes for FY 19-20

- Training will remain a high priority; 64% of residential field staff will have 2 years or less experience.
- Despite the resources added in recent years, our staffing still remains at the minimum level to meet DOR compliance.
- Implementation of process changes resulting from legislative or administrative rule changes. The 2019 legislative session is full of proposed changes affecting the property system.

Current & Future Service Challenges

- The current and proposed staffing level continues to be of concern to the DOR. Appraisal is still functioning at minimal levels in the FY 19-20 base budget.
- Cyclical reappraisal efforts are still far from meeting the typical guideline of every 6 years. This will remain an unmet need and unattainable without significant increases in staffing levels. The DOR estimates appraisal staffing level of 32 full time employee's (FTE) based on the number of accounts within Lane County.
- Development of staff can be a struggle. Staffing levels are not adequate to complete all work to satisfactory levels, which leaves minimal time for cross training and documentation of business processes.
- The DOR is providing less support and training than in the past due to budget reductions.
- Multiyear appeals of large value properties continue. An increase in appeals relating to 'dark store' theory is expected. At times, we lack the staff and expertise to defend these properties in Tax Court.
- As our personal property and industrial equipment audits continue, additional property is added to the tax roll which increases the number of records to value and maintain in future years with limited staff.
- The list of unmet needs, or 'projects', remains. These include completing dock permit review, appraising cell tower sites, evaluation of exempt properties as well as completion of sketches and photos into our computer aided mass appraisal (CAMA) software.
- Inability to utilize mobile field devices due to incompatibility with our CAMA software restricts efficiency in site inspections.
- Challenges in hiring experienced appraisal staff increases time and expense for training.

Capital Projects – Planned and Known Needs

None

Assessment and Taxation: Property and Tax Management

Division Purpose Statement

To create and maintain accurate and current records of tangible property and associated ownership, to produce and update cadastral maps, apply special assessments, manage use assessments, administer state deferral and exemption programs, provide public information and bill, and collect and distribute property tax monies for the citizens and service districts of Lane County.

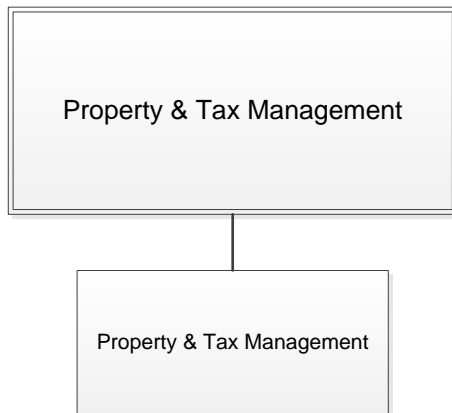
Division Locator

Assessment and Taxation

Administration

Appraisal

Property and Tax Management ◀



Assessment and Taxation: Property and Tax Management

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Taxes & Assessments	311,169	311,545	300,000	325,000	25,000	8.33%
Fines, Forfeitures, Penalties	88,731	82,830	87,000	83,000	(4,000)	-4.60%
Property And Rentals	9,285	7,962	7,500	6,000	(1,500)	-20.00%
Fees And Charges	31,481	33,538	26,000	24,000	(2,000)	-7.69%
Total Revenue	440,665	435,874	420,500	438,000	17,500	4.16%
TOTAL RESOURCES	440,665	435,874	420,500	438,000	17,500	4.16%
EXPENDITURES:						
Personnel Services	2,092,724	2,111,626	2,289,526	2,436,244	146,718	6.41%
Materials & Services	992,749	986,621	1,022,208	973,922	(48,286)	-4.72%
TOTAL EXPENDITURES	3,085,473	3,098,247	3,311,734	3,410,166	98,432	2.97%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	3,085,473	3,098,247	3,311,734	3,410,166	98,432	2.97%
TOTAL	3,085,473	3,098,247	3,311,734	3,410,166	98,432	2.97%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Property & Tax Management	3,085,473	3,098,247	3,311,734	3,410,166	98,432	2.97%
TOTAL EXPENDITURES	3,085,473	3,098,247	3,311,734	3,410,166	98,432	2.97%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	27.00	27.00	26.00	26.00	0.00	0.00%

Assessment and Taxation: Property and Tax Management

Division Overview

The purpose of the property and tax management division is to create and maintain accurate and current records of tangible property and associated ownership, to produce and update cadastral maps, apply special assessments, manage use assessments, administer state deferral and exemption programs, provide public information and bill, collect and distribute property tax monies for the citizens and service districts of Lane County.

Division Goals & Strategic Planning

The property and tax management division is responsible for maintaining the annual tax roll and the collection and distribution of taxes. \$548.5 million was certified for FY 18-19 on behalf of approximately 85 taxing districts. The division is also responsible for maintaining ownership records of all property tax accounts in Lane County (currently numbering 187,527), which includes mapping of tax parcels, maintaining property changes (such as divisions and lot line adjustments), managing exemption, deferral and special assessment programs and providing extensive public information.

Major Accomplishments & Achievements in FY 18-19

- Expect to complete reclassification of the Sr. Office Assistants in our Department to Property Data Specialists, moving them from Grade 020 to 024. The new classification better describes their work and the new pay grade aligns better with that of comparable positions in other counties.
- Collected 88.6% of the certified total by the end of November 2018.
- Provided public information to over 19,650 customers via telephone and in person.
- Completed 15,500 ownership changes resulting from deeds and manufactured structure title transfers.
- Updated 2,778 tax accounts with property changes (plats, divisions, lot line adjustments, etc.). Over 40% were as a result of the Department of Forestry's review and reclassification of property as forestland.
- Implemented a new online payment service offering lower fees and more flexibility for both users and staff.
- In conjunction with staff from Clackamas and Wasco counties, produced two informative videos on property taxes in Oregon that can be used by any A&T office in the state.
- Starting to scan our microfilm and microfiche, the older ones of which are starting to deteriorate.
- Using temporary services, we have scanned over 80 file cabinet drawers of records in 1.5 years.

Anticipated Service & Budget Changes for FY 19-20

- A highly-valued Technology Services (TS) staff member who worked very closely with our Department retired in late 2018. As a result, most TS requests take longer and work products require careful review.
- Re-starting a 4 – 6 month project with TS that was put on hold last year due to a lack of TS resources: a database to track property changes, replacing the current, mostly manual, workflow.
- US Bank's Lockbox service that we have been utilizing since 2005 will not be available after 2019. The office is exploring alternate methods of processing the high volume of payments in October and November.
- As a result of the Department of Forestry's recent review and reclassification of forestland property, approximately 500 acreage corrections remain to be completed and another 500 accounts need to be reviewed for possible corrections.
- Looking at implementing interactive voice recognition through current online payment vendor to allow for payments via the telephone.

Assessment and Taxation: Property and Tax Management

- Hoping to continue auditing long-standing exemptions for continued compliance with statutory requirements.
- Offering the public a choice of e-mailed electronic tax statements or continued mailing of paper copies.
- Having another three videos explaining aspects of the Oregon property tax system available for counties to use ready by October 2019.

Current & Future Service Challenges

- The 2019 legislative session will likely result in both minor and major changes that we will need to implement.
- We are continuing to look at no-cost or low-cost options to provide taxpayers the ability to pay with credit and debit cards in our office without adding to the staff workload.
- Optimally, future department-wide staffing levels will include funds for enhanced customer service hours, as we currently are only open to the public from 9:00-3:00 Monday to Thursday.

Capital Projects – Planned and Known Needs

None

Assessment and Taxation

DEPARTMENT RESOURCE DETAIL						
	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Curr Bgt	FY 19-20 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
RESOURCE ACCOUNTS						
Tax Penalties	311,159	311,545	300,000	325,000	25,000	8.33%
Other Tax Revenue	10	0	0	0	0	0.00%
TAXES & ASSESSMENTS	311,169	311,545	300,000	325,000	25,000	8.33%
Foreclosure Penalty	65,025	61,369	57,000	58,000	1,000	1.75%
Late Filing Penalties	23,706	21,460	30,000	25,000	(5,000)	-16.67%
FINES, FORFEITURES, PENALTIES	88,731	82,830	87,000	83,000	(4,000)	-4.60%
Miscellaneous Sales	11,932	13,155	10,560	9,060	(1,500)	-14.20%
PROPERTY AND RENTALS	11,932	13,155	10,560	9,060	(1,500)	-14.20%
Department of Revenue	1,076,350	769,600	1,414,393	1,150,000	(264,393)	-18.69%
OTHER STATE REVENUES	1,076,350	769,600	1,414,393	1,150,000	(264,393)	-18.69%
A&T Application Fee	18,335	20,010	15,000	12,000	(3,000)	-20.00%
Miscellaneous Fees/Reimbursement	7,011	0	0	0	0	0.00%
Miscellaneous Svc Charges	6,135	6,745	4,000	5,000	1,000	25.00%
Refunds & Reimbursements	0	10,513	7,000	7,000	0	0.00%
FEES AND CHARGES	31,481	37,268	26,000	24,000	(2,000)	-7.69%
Transfer Fr General Fund (100)	81,511	50,000	350,000	0	(350,000)	-100.00%
FUND TRANSFERS	81,511	50,000	350,000	0	(350,000)	-100.00%
DEPARTMENT RESOURCES	1,601,174	1,264,397	2,187,953	1,591,060	(596,893)	-27.28%

Assessment and Taxation

DEPARTMENT EXPENDITURE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
EXPENDITURE ACCOUNTS						
Regular Operating Wages	2,201,353	2,330,453	2,557,930	2,692,338	134,408	5.25%
Extra Help	10,310	6,966	30,692	12,492	(18,200)	-59.30%
Overtime	25,171	25,583	20,004	20,004	0	0.00%
Reduction Unfunded Vac Liab	24,806	17,966	17,459	16,043	(1,416)	-8.11%
Compensatory Time	2,453	1,598	6,000	6,000	0	0.00%
Risk Management Benefits	2,723	2,637	5,357	5,149	(208)	-3.88%
Social Security Expense	138,318	145,669	161,967	170,191	8,224	5.08%
Medicare Insurance Expense	32,348	34,068	37,274	39,804	2,530	6.79%
Unemployment Insurance (State)	8,164	4,345	4,814	4,967	153	3.18%
Workers Comp	7,947	8,148	7,846	8,276	430	5.48%
Disability Insurance - Long-term	16,933	15,237	18,179	19,124	945	5.20%
PERS - OPSRP Employer rate	216,910	270,846	318,328	439,195	120,867	37.97%
PERS Bond	179,354	169,763	188,538	198,118	9,580	5.08%
PERS - 6% Pickup	129,050	133,770	154,792	163,935	9,143	5.91%
Health Insurance	717,510	778,631	823,272	862,547	39,275	4.77%
Dental Insurance	59,697	63,143	65,902	65,859	(43)	-0.07%
EE Assistance Pgm	737	763	1,124	1,141	17	1.51%
Life Insurance	7,150	6,914	9,987	9,987	0	0.00%
Flexible Spending Admin	673	697	493	570	77	15.62%
Disability Insurance - Short Term	1,549	1,603	1,711	1,711	0	0.00%
Deferred Comp Employer Contrib	10,219	10,317	10,400	11,251	851	8.18%
Retiree Medical	75,578	67,350	76,418	80,700	4,282	5.60%
FMLA Administration	1,207	1,250	1,635	1,728	93	5.69%
PERSONNEL SERVICES	3,870,161	4,097,715	4,520,122	4,831,130	311,008	6.88%
Professional & Consulting	111,435	127,771	112,750	121,000	8,250	7.32%
Agency Payments	12,896	0	0	0	0	0.00%
Telephone Services	14,738	16,990	44,640	25,469	(19,171)	-42.95%
General Liability	78,371	81,063	31,042	33,710	2,668	8.59%
Maintenance of Equipment	2,327	1,930	3,789	3,800	11	0.29%
Maintenance Agreements	739	2,526	7,500	250,784	243,284	3,243.79%
Fleet Services Rentals	25,175	32,039	42,414	48,416	6,002	14.15%
Groundskeeping Services	230	0	0	0	0	0.00%
Copier Charges	3,450	4,560	4,425	5,800	1,375	31.07%
Mail Room Charges	14,682	13,261	18,996	20,252	1,256	6.61%
License Replacement	0	0	0	13,493	13,493	100.00%
Indirect/Technology Serv	254,425	278,406	278,450	310,539	32,089	11.52%
Infrastructure Replacement	0	0	3,199	13,068	9,869	308.50%
County Indirect Charges	495,691	537,424	542,053	470,867	(71,186)	-13.13%
Direct/Technology Serv	626,087	516,252	564,432	312,248	(252,184)	-44.68%
PC Replacement Services	24,795	12,600	11,750	11,600	(150)	-1.28%
Office Supplies & Expense	39,912	33,875	41,454	44,500	3,046	7.35%
Membrshp/Professional Licenses	6,082	3,659	2,900	5,900	3,000	103.45%
Printing & Binding	24,025	20,683	24,588	20,700	(3,888)	-15.81%
Advertising & Publicity	1,170	129	240	0	(240)	-100.00%
Microfilm Imaging Services	1,540	2,332	192,729	8,000	(184,729)	-95.85%
Postage	71,906	72,040	76,550	77,050	500	0.65%
Radio/Communic Supplies & Svcs	5,766	5,545	8,823	16,015	7,192	81.51%
DP Supplies And Access	19,350	6,904	7,096	7,000	(96)	-1.35%
Printer & Copier Expenses	0	1,281	839	450	(389)	-46.36%
Small Office Furniture	2,585	(300)	0	0	0	0.00%
Clothing	0	460	5,600	4,500	(1,100)	-19.64%
Business Expense & Travel	6,895	17,440	10,846	9,500	(1,346)	-12.41%

Assessment and Taxation

DEPARTMENT EXPENDITURE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Awards & Recognition	1,206	393	1,487	1,350	(137)	-9.21%
Outside Education & Travel	11,899	8,464	16,032	17,000	968	6.04%
County Training Classes	1,755	3,395	3,650	3,750	100	2.74%
Training Services & Materials	36	0	420	120	(300)	-71.43%
MATERIALS & SERVICES	1,859,169	1,801,122	2,058,694	1,856,881	(201,813)	-9.80%
Vehicles	0	20,421	50,000	0	(50,000)	-100.00%
Data Processing Equipment	5,473	0	0	0	0	0.00%
CAPITAL OUTLAY	5,473	20,421	50,000	0	(50,000)	-100.00%
DEPARTMENT EXPENDITURES	5,734,802	5,919,259	6,628,816	6,688,011	59,195	0.89%

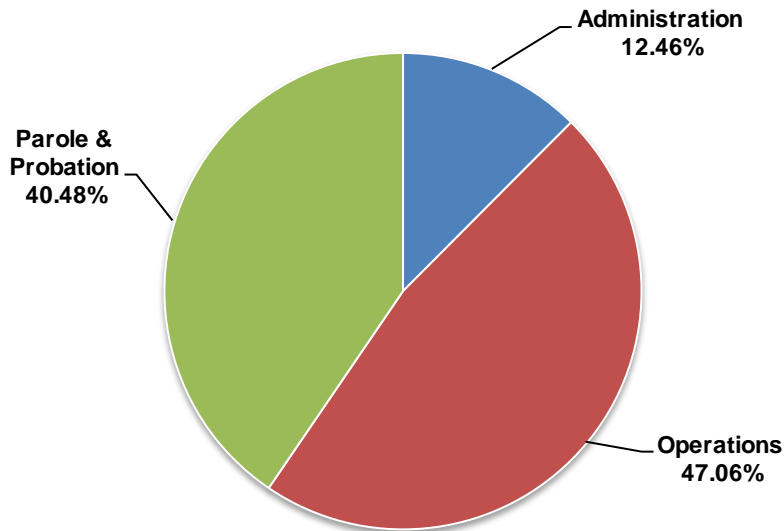
Assessment and Taxation

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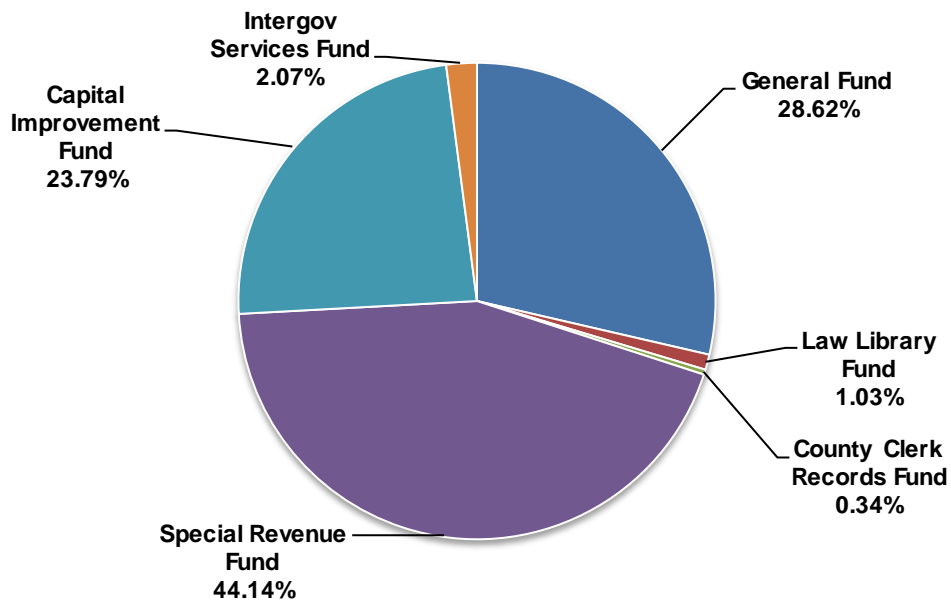
Department of County Administration

FY 19-20 Adopted Expenditures: \$28,924,296

FY 19-20 Requirements by Division



FY 19-20 Requirements by Fund



Greg Rikhoff
Director of Operations
541-682-4203

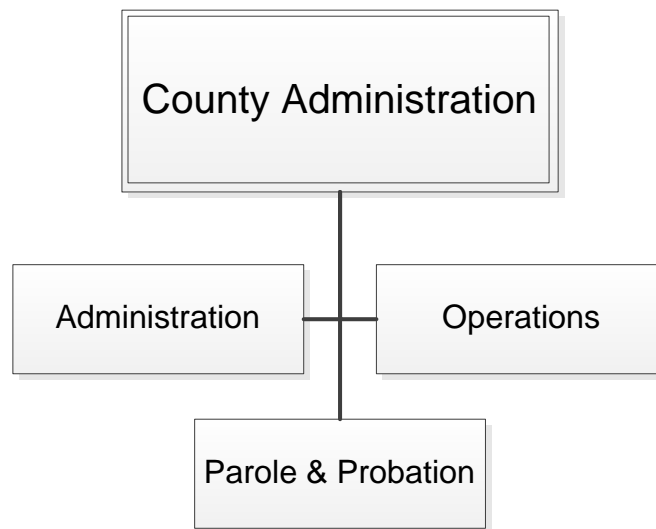
Steve Mokrohisky
County Administrator
541-682-4062

County Administration

Department Purpose & Overview

The County Administration Office provides a diverse array of services to the citizens of Lane County; as well as other County departments and political agencies. It is our responsibility to serve the citizens of Lane County with excellence, efficiency, and accuracy as Lane County departments collaborate to improve lives and provide high-quality services. Departmental responsibilities are detailed in Lane Manual, Sections: 3.010, 3.012, 3.014, 3.020, 3.130, 3.132, 3.134, and 3.136.

This department contains the following divisions: Administration Office (County Administration, Budget & Financial Planning, Justice Courts, Public Information Office, Intergovernmental Relations, Equity & Access, Economic Development, and Law Library), and Operations (Facilities Planning & Construction, County Clerk, Financial Services, Parole & Probation, and Operations Administration).



County Administration

Department Goals & Strategic Planning

- Community and Economic Development will work to enhance rural prosperity and facilitate community development and infrastructure.
- Equity and Access will continue implementing the equity and access plan, including improving access to services for underrepresented communities, engagement with community partners and staffing the Equity & Access Advisory Board.
- Financial Services will manage the County's investment portfolio to ensure preservation of principal and adequate liquidity while maximizing investment returns.
- Financial Services will maintain investment grade rating from Moody's Investor Service.
- Intergovernmental Relations will coordinate and advocate for Lane County's legislative interests, seeking to secure state and federal funding for critical public services while collaborating with local municipalities, neighbor counties, and stakeholders to identify opportunities for meaningful, strategic partnerships.
- Law Library will continue to be a unique resource in the community for attorneys, non-attorneys, and public librarians to gain greater access to legal information and justice.
- Parole & Probation has developed a team working on the Justice Involved Women's Initiative which focuses on the unique risks, need and barriers of the female clientele.
- Public Information will continue to enhance internal and external communications, focusing on openness, accessibility and responsiveness.

Areas of Focus

The three main focuses for the department of County Administration are long-term financial stability, repairing critical services to make our community safer, healthier and more vibrant, and continuing to invest in a high performing local workforce.

Partnerships

- County Administration partners with local and regional government entities, private organizations, and non-profits to facilitate the completion of large strategic objectives.
- Deeds & Records is working with the Vital Records Division of the Oregon Health Authority to begin transmitting marriage records to the state electronically rather than on paper. This will enable the state to accept and process records more timely and will allow Vital Records customers efficient and timely access to marriage licenses.
- Community and Economic Development partners with rural communities, chambers of commerce, workforce development agencies, utilities, Land Management, municipal partners and Sector Strategy leads. The partnerships with workforce development helps leverage funding for regional innovation and entrepreneur training.

Major Accomplishments & Achievements in FY 18-19

- Budget & Financial Planning provided support to the County Administrator and departments through coordination of the countywide annual budget development process which resulted in a FY 19-20 Proposed Budget that maintains overall financial stability with no service reductions, structurally balanced General and Road Funds, implementation of a vacancy variance, and strong reserve levels.
- County Administration continued coordination of the countywide strategic planning efforts for the 2018-2021 Lane County Strategic Plan.
- Community and Economic Development continued funding of priority community and economic development efforts in rural communities.
- Public Information Office developed materials and messaging regarding the Lane County Courthouse Replacement project and proposed bond measure.

County Administration

- Public Information Office provided lead public information support to Lane County Emergency Management during a record-setting winter storm in February 2019.
- County Administration and Capital Projects secured the County's preferred site for construction of a new courthouse.
- Legislative Relations with the Association of Oregon Counties, Oregon Judicial Department and the Oregon Legislature secured \$94 million in Oregon Courthouse Capital Construction and Improvement Fund (OCCCIF) dollars for a new Lane County Courthouse.

Anticipated Service & Budget Changes for FY 19-20

- Economic Development anticipates no budget changes unless pending current legislation (HB 2320) to increase Video Lottery dollars to Oregon counties is enacted. In that event, Lane County would receive an increase in revenue dedicated to economic development.
- Due to the nature of funding sources, Parole & Probation will utilize revenues at FY18/19 levels, while expenses have grown. To structurally balance their budget, they have employed an 8% vacancy variance, requiring 5 positions to remain vacant for FY19/20.

Current & Future Service Challenges

- Limited Economic Development staffing for our large region continues to require thought and strategy on how staff resources are deployed.
- The increasing demand for communication, real-time social media interactions, and support for special outreach projects – along with the addition of support for the Emergency Management Office to the communications portfolio – are increasingly difficult to accomplish with 1.0 FTE in the Public Information Office.

Capital Projects – Planned and Known Needs

Built 60 years ago, the current Courthouse now receives more than 33,000 case filings each year and the population of Lane County has more than doubled since 1959. It is home to the Circuit Court, Sheriff's Office, District Attorney's Office and Victim Services. Today, the building can't support the use it receives and its mechanical systems are unreliable.

Lane County has worked with the Association of Oregon Counties, Oregon Judicial Department and the Oregon Legislature to secure \$94 million in Oregon Courthouse Capital Construction and Improvement Fund (OCCCIF) dollars for the project. OCCCIF funds can only be used on Circuit Court portions of the courthouse and require local matching dollars. Lane County will continue efforts to secure the local match portion of the project in FY 2019-2020.

County Administration

DEPARTMENT FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Taxes & Assessments	121,765	115,115	120,000	111,000	(9,000)	-7.50%
Licenses & Permits	64,475	58,239	64,000	64,000	0	0.00%
Fines, Forfeitures, Penalties	349,258	455,313	415,765	413,000	(2,765)	-0.67%
Property And Rentals	164,943	77,320	2,636,601	147,000	(2,489,601)	-94.42%
Federal Revenues	358,121	117,264	147,440	147,759	319	0.22%
State Revenues	9,185,235	11,884,650	11,932,702	11,840,931	(91,771)	-0.77%
Local Revenues	61,078	648,774	21,166	604,270	583,104	2,754.91%
Fees And Charges	3,083,148	2,652,719	2,678,985	2,754,050	75,065	2.80%
Administrative Charges	6,909,839	6,791,460	6,859,993	7,720,979	860,986	12.55%
Interest Earnings	451,779	510,013	492,248	454,922	(37,326)	-7.58%
Total Revenue	20,749,642	23,310,866	25,368,900	24,257,911	(1,110,989)	-4.38%
Fund Transfers	160,826	363,800	401,053	769,766	368,713	91.94%
TOTAL RESOURCES	20,910,468	23,674,667	25,769,953	25,027,677	(742,276)	-2.88%
EXPENDITURES:						
Personnel Services	10,357,451	11,094,224	12,303,882	13,188,660	884,778	7.19%
Materials & Services	7,935,262	8,248,113	10,299,747	8,843,802	(1,455,945)	-14.14%
Capital Expenses	712,943	950,210	11,101,620	6,891,834	(4,209,786)	-37.92%
TOTAL EXPENDITURES	19,005,657	20,292,548	33,705,249	28,924,296	(4,780,953)	-14.18%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Capital Improvement Fund	1,155,498	1,183,077	12,531,973	6,890,014	(5,641,959)	-45.02%
County Clerk Records Fund	17,274	25,766	51,687	63,149	11,462	22.18%
General Fund	6,629,500	7,148,610	7,441,298	8,330,777	889,479	11.95%
Intergovernmental Services Fund	664,187	517,729	631,680	582,567	(49,113)	-7.77%
Law Library Fund	216,824	185,673	254,123	289,294	35,171	13.84%
Special Revenue Fund	10,322,373	11,231,693	12,794,488	12,768,495	(25,993)	-0.20%
TOTAL	19,005,657	20,292,548	33,705,249	28,924,296	(4,780,953)	-14.18%

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
DIVISIONS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Administration	2,758,753	3,010,745	3,151,338	3,602,913	451,575	14.33%
Operations	6,663,270	6,596,130	18,637,656	13,587,000	(5,050,656)	-27.10%
Parole & Probation	9,583,633	10,685,673	11,916,255	11,734,383	(181,872)	-1.53%
TOTAL EXPENDITURES	19,005,657	20,292,548	33,705,249	28,924,296	(4,780,953)	-14.18%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	99.55	105.25	107.25	108.25	1.00	0.93%

County Administration

DEPARTMENT POSITION LISTING

Administration

108.25 Department FTE Total

5.00 Management Analyst
0.50 Administrative Support Assist
1.00 Administrative Support Spec
1.00 County Administrator
0.50 Justice Court Clerk
1.00 Justice Court Clerk, Sr
0.50 Justice of the Peace
1.00 Manager
4.00 Program Manager
1.00 Program Specialist
1.75 Program Supervisor
1.00 Sr. Manager
1.00 Sr. Program Specialist

19.25 Division FTE Total

Operations

2.00 Manager
1.00 Accountant
1.00 Accounting Analyst
3.00 Accounting Clerk, Sr
2.00 Administrative Analyst
1.00 Dept Director (IS, HR, OPs)
1.00 Mail Clerk
5.00 Office Assistant 2
1.00 Office Assistant 2-Bilingual
2.00 Office Assistant, Sr
3.00 Payroll Specialist
2.00 Prof/Tech Supervisor
1.00 Program Manager
2.00 Program Supervisor
1.00 Sr. Management Analyst
1.00 Sr. Manager
1.00 Stores Clerk

30.00 Division FTE Total

Parole & Probation

6.00 Office Assistant 2
1.00 Accounting Analyst
1.00 Correctional Services Tech-Bil
1.00 Correctional Svcs Technician
1.00 Manager (P&F)
2.00 Office Assistant, Sr
15.00 Parole/Probation Officer 1
25.00 Parole/Probation Officer 2
5.00 Prof/Tech Supervisor
1.00 Program Specialist
1.00 Victim Advocate

59.00 Division FTE Total

County Administration: Administration

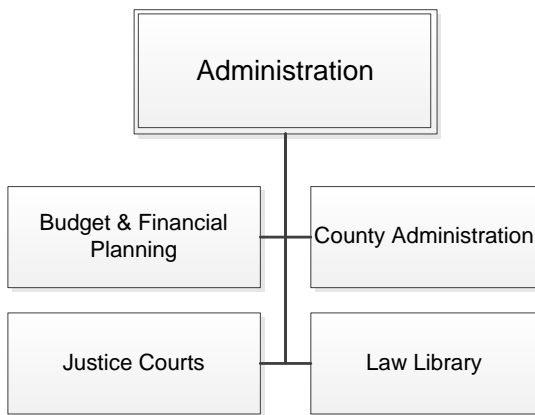
Division Purpose Statement

The division of Administration delivers high-quality, cost-effective services to the citizens of Lane County and the departments within Lane County government.

Division Locator

County Administration

*Administration ↙
Operations
Parole and Probation*



County Administration: Administration

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Fines, Forfeitures, Penalties	349,258	455,313	415,765	413,000	(2,765)	-0.67%
Property And Rentals	810	856	0	500	500	100.00%
State Revenues	759,147	795,829	871,588	882,637	11,049	1.27%
Local Revenues	0	0	0	86,104	86,104	100.00%
Fees And Charges	24,333	19,101	18,935	15,000	(3,935)	-20.78%
Administrative Charges	1,488,849	1,731,519	1,773,066	2,181,377	408,311	23.03%
Interest Earnings	3,185	4,701	2,000	2,000	0	0.00%
Total Revenue	2,625,583	3,007,318	3,081,354	3,580,618	499,264	16.20%
TOTAL RESOURCES	2,625,583	3,007,318	3,081,354	3,580,618	499,264	16.20%
EXPENDITURES:						
Personnel Services	2,084,593	2,232,787	2,386,402	2,824,566	438,164	18.36%
Materials & Services	674,161	767,622	764,936	778,347	13,411	1.75%
Capital Expenses	0	10,336	0	0	0	0.00%
TOTAL EXPENDITURES	2,758,753	3,010,745	3,151,338	3,602,913	451,575	14.33%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	2,104,971	2,331,545	2,327,525	2,744,077	416,552	17.90%
Law Library Fund	216,824	185,673	254,123	289,294	35,171	13.84%
Special Revenue Fund	436,958	493,527	569,690	569,542	(148)	-0.03%
TOTAL	2,758,753	3,010,745	3,151,338	3,602,913	451,575	14.33%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Communications Network	1,362,721	391,090	3,678,397	3,490,102	(188,295)	-5.12%
Department Administration	1,145,133	1,185,434	1,255,349	1,373,477	118,128	9.41%
Emergency Response Planning	1,609,151	1,945,797	2,619,388	3,373,450	754,062	28.79%
Fiscal	705,059	629,849	840,601	871,145	30,544	3.63%
Fleet	190,494	156,286	1,199,026	696,228	(502,798)	-41.93%
Human Resources	60,803	49,169	44,401	44,932	531	1.20%
Support Services	5,974,837	6,130,309	6,500,749	6,787,831	287,082	4.42%
Training	16,469	31,803	113,121	94,900	(18,221)	-16.11%
TOTAL EXPENDITURES	11,064,669	10,519,736	16,251,032	16,732,065	481,033	2.96%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	17.05	17.75	18.25	19.25	1.00	5.48%

County Administration: Administration

Division Overview

The division of Administration delivers high quality, cost-effective services to the citizens of Lane County and the departments within Lane County government.

The Administration division includes the following programs: County Administration, Budget & Financial Planning, Justice Courts, Public Information Office, Intergovernmental Relations, Equity & Access, Economic Development, and Law Library.

Division Goals & Strategic Planning

- County Administration will continue to focus on tracking and reporting on the overall progress of the new Strategic Plan.
- Budget & Financial Planning will focus on performing financial and policy analysis of new projects, financing strategies and budget performance, annual budget development and monitoring, and analysis of recommendations following review of internal service functions in order to promote sound fiscal management practices.

Major Accomplishments & Achievements in FY 18-19

- Budget & Financial Planning applied for and received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the FY 18-19 Adopted Budget document.
- Budget & Financial Planning coordinated and prepared the 2019-2023 Countywide Capital Improvement Plan.
- Budget & Financial Planning continued implementation of new financial policies adopted by the Board of Commissioners in May 2018.
- Community & Economic Development sustained efforts to increase broadband access countywide.
- Community and Economic Development advanced with Goshen Wastewater Planning and Engineering contract with Kennedy Jenks; to be completed fall 2019.
- County Administration continues to support the Equity & Access Advisory Board which guides and advises the County Administrator on policies and practices surrounding equity, inclusion and access in both internal and external matters.
- Joined G.A.R.E. (the Government Alliance on Race & Equity) in July 2018 and have been an active participant in monthly meetings via phone and two in person meetings – in November and April).
- Continue to assist the County in crafting public response to local and national incidents of hate and bias.
- Work with partners re: hate and bias (Western States Center and ECC agencies).
- Intergovernmental Relations was able to secure \$5M in state bonding authority to further progress on the Lane County Courthouse replacement project.
- Intergovernmental Relations secured key language in the federal Water Resources Development Act of 2018 to identify a water study at the Fern Ridge Reservoir associated with pre-project planning for improvements to Highway 126W.
- Intergovernmental Relations was able to work with the Oregon Health Authority to secure emergency funding for community restoration services for individuals unable to aid and assist with their own defense.
- Intergovernmental Relations was able to identify and develop a number of legislative measures deemed to be priorities of the Board of Commissioners in advance of the 2019 legislature.
- Intergovernmental Relations worked with the Oregon Governor's office to secure emergency housing assistance funding that was appropriated to Lane County during the 2018 Legislative session.

County Administration: Administration

- Justice Court applied for and was granted a Western Lane Community Foundation grant to fund training and certification for 2 volunteer mediators in a new Western Lane County Small Claims and FED Mediation Program.
- Justice Court partnered with the University Of Oregon School Of Law Conflict and Dispute Resolution (CRES) Master's Program to support its application for a grant from the American Arbitration Association/International Centre for Dispute Resolution (AAAIDCR) Foundation to fund a pilot Greater Lane County Mobile Mediation program.
We have reached the final round of this competitive process and are expecting to receive an award decision by the first part of next month.
- Re-established and revived the Law Library Advisory Committee, which included updating the Lane Manual description to broaden the committee's advisory role and to diversify its membership.
- Increased Law Library presence and visibility in the legal community and beyond through active participation in local bar association, court advisory committees, and public library networks.

Anticipated Service & Budget Changes for FY 19-20

- Budget & Financial Planning changed classification of two positions in an effort to improve efficiency of work flow and assignments. This included a Supervisor position being re-classed to a Sr. Program Specialist and a Sr. Management Analyst position being re-classed to a Management Analyst. These changes will also result in cost savings.
- With the 2019 Oregon legislature currently underway, Intergovernmental Relations is focusing on maintaining or expanding key state funding streams for:
 - Public Health Modernization
 - Community Corrections Act and Justice Reinvestment'
 - Community Programs to mitigate wood smoke impacts
 - State bonding authority for the Lane County Courthouse Replacement Project
 - Permanent supportive housing
- Justice Court anticipates that its service to the public will improve while its budget will remain relatively constant and stable.
- Long-range courthouse planning will require the Law Library to analyze and modify its existing print collection, as well as the physical space configuration and range of patron services, to determine relevance and to prepare for anticipated public demand.

Current & Future Service Challenges

- Equity & Access: As always, there is more work than staff capacity and so we're constantly evaluating the work that we've committed to doing and gauging emerging issues as they come.
- Justice Court has begun adjudicating FEDs (landlord-tenant cases) under new legislation that will significantly alter the landscape of landlord-tenant rights, responsibilities and regulation.
- Justice Court is in the process of selecting, and securing training and certification for volunteer mediators for the new Western Lane County Mediation Program, and will be introducing the program to the community and getting it under way in the coming fiscal year.
- Long-range courthouse planning will require the Law Library to analyze and modify its existing print collection, as well as the physical space configuration and range of patron services, to determine relevance and to prepare for anticipated public demand.
- Intergovernmental Relations is a one person operation with limited administrative support. As such it is difficult to focus on both federal and state government advocacy for a broad swath of county service related laws while simultaneously working to ensure the seamless implementation of new laws.

County Administration: Operations

Division Purpose Statement

Provide accurate, efficient and timely support for the citizens of Lane County and other County departments while complying with Federal, State and Local Laws.

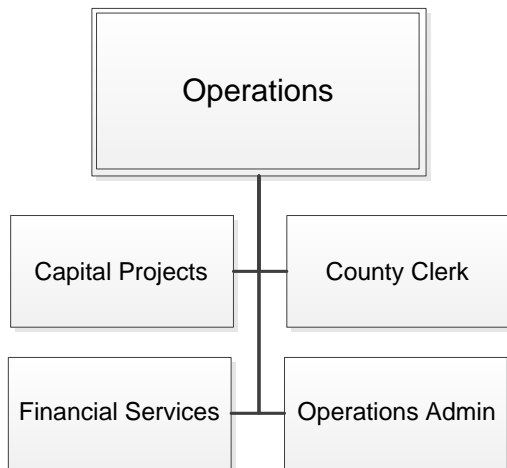
Division Locator

County Administration

Administration

Operations ◀

Parole and Probation



County Administration: Operations

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Taxes & Assessments	121,765	115,115	120,000	111,000	(9,000)	-7.50%
Licenses & Permits	64,475	58,239	64,000	64,000	0	0.00%
Property And Rentals	163,033	76,463	2,636,601	146,500	(2,490,101)	-94.44%
Federal Revenues	300,000	0	0	0	0	0.00%
State Revenues	68,074	37,686	46,609	39,886	(6,723)	-14.42%
Local Revenues	61,078	645,628	3,000	500,000	497,000	16,566.67%
Fees And Charges	2,509,656	2,156,546	2,130,000	2,114,000	(16,000)	-0.75%
Administrative Charges	5,420,991	5,059,941	5,086,927	5,539,602	452,675	8.90%
Interest Earnings	420,044	477,899	472,248	427,922	(44,326)	-9.39%
Total Revenue	9,129,116	8,627,517	10,559,385	8,942,910	(1,616,475)	-15.31%
Fund Transfers	160,826	363,800	401,053	769,766	368,713	91.94%
TOTAL RESOURCES	9,289,942	8,991,318	10,960,438	9,712,676	(1,247,762)	-11.38%
EXPENDITURES:						
Personnel Services	2,960,058	3,067,040	3,361,466	3,708,847	347,381	10.33%
Materials & Services	2,999,569	2,589,217	4,174,570	2,986,319	(1,188,251)	-28.46%
Capital Expenses	703,643	939,874	11,101,620	6,891,834	(4,209,786)	-37.92%
TOTAL EXPENDITURES	6,663,270	6,596,130	18,637,656	13,587,000	(5,050,656)	-27.10%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Capital Improvement Fund	1,155,498	1,183,077	12,531,973	6,890,014	(5,641,959)	-45.02%
County Clerk Records Fund	17,274	25,766	51,687	63,149	11,462	22.18%
General Fund	4,524,529	4,817,064	5,113,773	5,586,700	472,927	9.25%
Intergovernmental Services Fund	664,187	517,729	631,680	582,567	(49,113)	-7.77%
Special Revenue Fund	301,782	52,493	308,543	464,570	156,027	50.57%
TOTAL	6,663,270	6,596,130	18,637,656	13,587,000	(5,050,656)	-27.10%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Capital Projects	1,331,857	1,384,070	12,779,916	7,337,866	(5,442,050)	-42.58%
County Clerk	2,739,560	2,590,203	2,999,835	3,293,775	293,940	9.80%
Financial Services	2,353,041	2,379,816	2,598,548	2,677,210	78,662	3.03%
Operations Admin	238,811	242,041	259,357	278,149	18,792	7.25%
TOTAL EXPENDITURES	6,663,270	6,596,130	18,637,656	13,587,000	(5,050,656)	-27.10%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	28.50	29.50	30.00	30.00	0.00	0.00%

County Administration: Operations

Division Overview

The Operations Division provides accurate, efficient and timely support for the citizens of Lane County and other County departments while complying with federal, state and local laws.

The Operations division includes the following programs: County Clerk, Financial Services, Facilities Planning & Construction, and Operations Administration.

The County Clerk will administer all federal, state, and local laws as they apply to conducting elections, processing voter registration, recording land documents, and issuing marriage licenses, while maintaining the highest degree of integrity and accuracy, and providing exceptional customer service.

Financial Services is responsible for establishing and maintaining uniform, efficient, and effective accounting systems to control and report the receipt and disbursement of County and taxing district funds. The program manages central payroll, accounts payable, cash & investment management, tax distributions, procurement, mail & courier services, warehouse services, and financial reporting. Financial Services is responsible for receiving and recording all County expenditures, revenues, and other authorized payments on a timely basis in accordance with generally accepted accounting principles (GAAP) and preparing the Comprehensive Annual Financial Report (CAFR).

Capital Projects prioritizes and implements capital projects on County facilities to preserve and maintain its building assets. The program also prioritizes and implements remodel projects within County buildings to address space allocation issues and make the most efficient and effective use of County property. For more information on Capital Projects, see the Capital Budget section.

Division Goals & Strategic Planning

- County Clerk aims to provide accurate, efficient, and timely customer service to the citizens of Lane County while complying with federal, state, and local laws for conducting elections and processing voter registrations.
- County Clerk aims to fulfill the statutory mandates to record documents, provide property records research, issue marriage licenses and domestic partnerships, and administer the Board of Property Tax Appeals accurately and completely, while providing exceptional customer service.
- Financial Services will maintain an unmodified opinion in the independent auditor's report stating that the audited financial statements present fairly, in all material respects, the financial position, results of operations, and cash flows of the County in conformity with generally accepted accounting principles.
- Financial Services will receive the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting.
- Financial Services will manage the County's investment portfolio to ensure preservation of principal and adequate liquidity while maximizing investment returns.
- Financial Services will maintain investment grade rating from Moody's Investor Service.
- Procurement's strategic priority to actively encourage participation by minority and woman owned businesses (as well as other underutilized businesses) links to the County's Strategic Plan priority of "Vibrant Communities" and the key initiative to "Enhance equity and access in service delivery and representation in governance." The intended outcomes in this area are to strengthen the businesses within the various communities through education and outreach, and to add value to the communities that call Lane County home.

County Administration: Operations

Major Accomplishments & Achievements in FY 18-19

- Elections staff successfully conducted three major elections, which included the statewide January 2018 Special Election with 106,445 ballots cast and a 43.14% turnout; the May 2018 Primary Election with 90,329 ballots cast and a 36.01% turnout; and the November 2018 General Election with 180,514 ballots cast and a 69.05% turnout.
- Deeds & Records staff recorded 59,470 documents, performed 412 marriage ceremonies, and issued 2,278 marriage licenses. Board of Property Tax Appeals processed 321 petitions.
- Financial Services was awarded a Certificate of Achievement for Excellence in Financial Reporting for its CAFR for the fiscal year ended June 30, 2018 by the Government Finance Officers Association. This was the sixteenth consecutive year the County received this award.
- The County received an unmodified (“clean”) opinion from the report of independent auditors for the period ended June 30, 2018 indicating the County’s financial data is presented fairly according to general accounting principles.
- Procurement reached out to community organizations to better understand different business cultures and surveyed area businesses to help formulate a contracting diversity program.

Anticipated Service & Budget Changes for FY 19-20

- Capital Projects anticipates a permanent staffing increase from 1.5 FTE to 2 FTE in preparation for the County Courthouse and justice center design and construction, and to better address long-term preservation and maintenance issues and space planning.
- The Elections program goal to provide increased security and efficient processing of received ballots, all while ensuring the overall integrity and transparency of all mandated processes, will be aided by the purchase of a second sorter and an additional scanner for ballot tabulation.
- Overall, the Financial Services division budget and service levels remain consistent with prior years. However, Warehouse budget included a one-time addition of \$10,000 for the purpose of purchasing and installing additional racking systems for the storage of Lane County inventory. The additional storage capacity will help to effectively manage the warehouse space.

Current & Future Service Challenges

- Retention in the Election’s Program Supervisor position continues to be a challenge as two supervisors have left the county for much higher paying jobs. This continual turnover in a key position leads to increased vulnerability to errors, and contributes to low morale for staff as they experience the effects of underfunding a position.
- Succession planning is a significant priority with the expected retirement of two Elections staff in the fiscal year. This loss of institutional knowledge and experience during a critical election cycle will likely impact customer service.
- Financial Services will need to implement various new financial reporting standards as established by the Governmental Accounting Standards Board (GASB) to ensure financial statements are prepared in conformity with GAAP as applied to governmental units. Specifically, GASB Statement No. 84, *Fiduciary Activities*, GASB Statement No. 87, *Leases*, and GASB Statement No. 90, *Majority Equity Interests*.
- Financial Services minimal staffing level does not allow capacity for the analysis, nimbleness, process improvement, or training required of a large organization. Due to retirements, promotions and other transitions, there has recently been significant staff turnover. With about half of the staff being relatively new in their positions, a commitment to ongoing training and process improvement is needed to ensure effective accounting systems and processing. Financial Services is aggressively working on reallocating current resources. However, long-term, this may not be enough and additional resources may be required to meet ongoing needs.

County Administration: Operations

Capital Projects – Planned and Known Needs

- Replacement of the roofing system at the Elections building.
- Elections are working to obtain a high speed sorter to serve as a backup to the primary sorter, an important consideration as we move into the 2020 Presidential election cycle. It would increase throughput by an anticipated 50% to help manage the increased volume processed for major elections. Building modifications will need to be made to accommodate the additional sorter.
- Elections has known needs in the front office to accommodate the high volume of customers during major elections, as well as provide for security modifications that are expected to be identified by assessments in preparation of the 2020 Presidential Election.

County Administration: Parole and Probation

Division Purpose Statement

To improve the quality of life in Lane County by effectively addressing risk, need, and responsivity (barriers) that promotes positive change and lasting community safety.

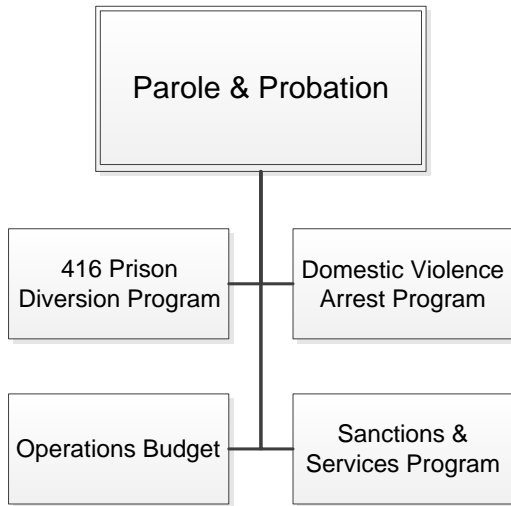
Division Locator

County Administration

Administration

Operations

Parole and Probation ◀



County Administration: Parole and Probation

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Property And Rentals	1,100	0	0	0	0	0.00%
Federal Revenues	58,121	117,264	147,440	147,759	319	0.22%
State Revenues	8,358,014	11,051,135	11,014,505	10,918,408	(96,097)	-0.87%
Local Revenues	0	3,146	18,166	18,166	0	0.00%
Fees And Charges	549,158	477,073	530,050	625,050	95,000	17.92%
Interest Earnings	28,550	27,412	18,000	25,000	7,000	38.89%
Total Revenue	8,994,943	11,676,030	11,728,161	11,734,383	6,222	0.05%
TOTAL RESOURCES	8,994,943	11,676,030	11,728,161	11,734,383	6,222	0.05%
EXPENDITURES:						
Personnel Services	5,312,801	5,794,398	6,556,014	6,655,247	99,233	1.51%
Materials & Services	4,261,532	4,891,275	5,360,241	5,079,136	(281,105)	-5.24%
Capital Expenses	9,300	0	0	0	0	0.00%
TOTAL EXPENDITURES	9,583,633	10,685,673	11,916,255	11,734,383	(181,872)	-1.53%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Special Revenue Fund	9,583,633	10,685,673	11,916,255	11,734,383	(181,872)	-1.53%
TOTAL	9,583,633	10,685,673	11,916,255	11,734,383	(181,872)	-1.53%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
416 Prison Diversion Pgm	235,895	653,664	879,256	751,410	(127,846)	-14.54%
Domestic Violence Arrest Pgm	58,121	121,247	143,104	147,759	4,655	3.25%
Operations Budget	6,613,732	7,169,315	7,952,529	7,985,757	33,228	0.42%
Relocation	0	0	75,000	0	(75,000)	-100.00%
Sanctions & Services Program	2,675,885	2,741,448	2,866,366	2,849,457	(16,909)	-0.59%
TOTAL EXPENDITURES	9,583,633	10,685,673	11,916,255	11,734,383	(181,872)	-1.53%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	54.00	58.00	59.00	59.00	0.00	0.00%

County Administration: Parole and Probation

Division Overview

Through a balanced approach of both accountability and rehabilitation, in accordance with the designated supervisory authority, Parole & Probation works with clients to reduce identified risk, needs and responsibility (barriers). Parole & Probation services improve the quality of life for many while reducing recidivism in our community. In addition to reducing future victims, Parole & Probation strives to restore those who have been impacted by crime.

OPERATIONS (Supervision):

In Lane County there are approximately 3,000 clients on supervision; of that number only about 200 are misdemeanors the other 2,800 are felony clients currently in our community. Our main Operations budget funds the majority of our Supervision operations, with the exception of 2.5 FTE associated with specific grant funded programs.

416 PRISON DIVERSION PROGRAM (Supervision):

The 416 Prison Diversion Program is a State Grant funded program aimed at non-violent drug and property clients on community supervision. It funds 1 FTE Parole/Probation Officer and .5 FTE Corrections Tech at Parole & Probation; and 2 FTE District Attorney's in the Lane County District Attorney's Office. It also provides funding for Transitional Housing for program participants and funding to victim services.

DOMESTIC VIOLENCE ARREST PROGRAM (Supervision):

This is a federally funded grant program from the Department of Justice, Office of Violence against Women. It addresses victim safety and reducing recidivism by providing intensive supervision of a revolving caseload of approximately 50 to 60 misdemeanor domestic violence clients by a dedicated (1.0 FTE) Parole/Probation Officer working with a multi-disciplinary domestic violence team.

SANCTIONS & SERVICES:

In addressing antisocial and criminal behavior, we utilize a continuum of sanctions to hold clients accountable for violations of conditions of supervision and provide services to assist them in becoming productive and healthy members of our community.

SANCTIONS: We partner with the Lane County Sheriff's Office who provides many services that assist in the behavior change process that encourages a prosocial lifestyle. These Sanctions include Jail, Community Corrections Center, Work Crew, Community Services and Electronic Surveillance.

SERVICES: Many clients begin community supervision with the very basics of life and are challenged by addiction, substance abuse, mental health issues, criminal attitude, unhealthy relationships, limited education, scattered work history, coping/life skills, trauma and abuse. We work closely with community partners to provide clients with the services needed to effectively overcome barriers, address needs and reduce risk to the community. Some of these services include Cognitive Behavioral Therapy, Motivational Enhancement, Transitional Housing, Victim Services, Employment Assistance, GED Assistance, Substance Abuse Treatment, Sex Offender Treatment, Batterer Intervention Treatment, Mentoring Services and Crisis Funds to assist with basic needs.

County Administration: Parole and Probation

Division Goals & Strategic Planning

- **Reduce Officer Workload:** It is our goal to reduce high risk general caseloads to 65, sex offender and domestic violence caseloads to 55.
- **Incorporating Continuous Quality Improvement (CQI) in Service Delivery:** Implement developed CQI strategies that promote evidence based practices for both our internal practices and external providers.

Major Accomplishments & Achievements in FY 18-19

- **Policy Revision:** Parole and Probation has revised and completed policies that reflect current and best practices in an effort to convert from the Sheriff's Office General Orders.
- **Crisis Intervention Response Team (Peer Support Services):** The division developed policy, practices and have implemented a program that will promote the health and well-being of our officers and their families.
- **Homes For Good:** Through this permanent supporting housing initiative, we have incorporated a supervision pilot that strategically incorporates dosage, duration and intensity as supported by evolving research. In part, this will include tracking cognitive/behavioral interventions to align proven benchmarks.

Anticipated Service & Budget Changes for FY 19-20

Parole & Probation receives the majority of its funding from State Grants in two year allocations. We currently do not know what the funding level will be for the next biennium. This has seriously challenged planning for FY19-20 budget. Revenues are held flat at FY18-19 levels yet expenses have grown; especially in personnel and overhead costs.

This has required the division to employ a higher than standard but still viable vacancy variance. Serious cuts have been made in almost every area.

Current & Future Service Challenges

- **Workload:** Over the last several years, Parole and Probation has struggled to address the increased and heavy workloads. Although caseloads continue to experience some reduction, without additional staff, we will not see workloads match lower statewide levels nor meet the volumes that allow for full accordance with evidence based practices.
- **Space:** Parole and Probation currently reside at the Community Corrections Center. Parole and Probation recognizes that the Community Corrections Center Space, once used to house work release inmates, could better serve our public safety system in its original capacity. Parole and Probation has outgrown this space and it does not effectively meet business needs.

Capital Projects – Planned and Known Needs

Parole & Probation Relocation Project will relocate Parole & Probation to a facility that meets operational, business, safety and security requirements. This may require a complete renovation of an existing space or building a new facility.

We are still very early on in our Pre-Planning and are still researching and identifying any possible revenue options. Parole & Probation is estimating that this project will cost anywhere between 2-10 million dollars depending upon whether we are able to purchase/renovate an existing building or if we build a new facility.

We are currently setting aside one-time savings totaling \$1.6 million dollars in a Future Projects Reserve.

County Administration: Parole and Probation

This project will increase our operational costs. We anticipate some type of property payment. Maintenance and utilities are expected to increase as our footprint increases. We should see some reductions for parking expenses. The Division may have some cost reduction from out-station office closures.

County Administration

DEPARTMENT RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCE ACCOUNTS						
Other Assessment	121,765	115,115	120,000	111,000	(9,000)	-7.50%
TAXES & ASSESSMENTS	121,765	115,115	120,000	111,000	(9,000)	-7.50%
Marriage	64,295	57,854	64,000	64,000	0	0.00%
Domestic Partnership Fee	180	385	0	0	0	0.00%
LICENSES & PERMITS	64,475	58,239	64,000	64,000	0	0.00%
Court Fines	208,521	213,977	218,130	226,000	7,870	3.61%
Collection Agency Receipts	98,574	182,216	146,905	140,000	(6,905)	-4.70%
Drivers License Suspension	11,921	10,355	10,670	10,000	(670)	-6.28%
Fines From Other Courts	30,242	48,765	40,060	37,000	(3,060)	-7.64%
FINES, FORFEITURES, PENALTIES	349,258	455,313	415,765	413,000	(2,765)	-0.67%
Sale Of Capital Assets	1,179	1,000	0	0	0	0.00%
Land Sales	0	0	2,493,601	0	(2,493,601)	-100.00%
Miscellaneous Sales	42,209	36,720	23,000	27,000	4,000	17.39%
Real Property	97,555	15,600	96,000	96,000	0	0.00%
Parking	24,000	24,000	24,000	24,000	0	0.00%
PROPERTY AND RENTALS	164,943	77,320	2,636,601	147,000	(2,489,601)	-94.42%
HUD SB Rcpt Gmt	0	4,200	4,000	0	(4,000)	-100.00%
Department Of Justice	58,121	113,064	143,440	147,759	4,319	3.01%
Reimbursements	300,000	0	0	0	0	0.00%
FEDERAL REVENUES	358,121	117,264	147,440	147,759	319	0.22%
Community Corrections	6,431,534	8,590,574	8,521,795	8,347,901	(173,894)	-2.04%
M57 Supp Transition Funds	61,250	61,250	61,250	61,250	0	0.00%
Justice Reinvestment	1,491,399	2,064,494	2,096,685	2,136,203	39,518	1.88%
Release Subsidy Funds	29,778	34,730	34,730	34,730	0	0.00%
Witness	17	0	0	0	0	0.00%
Local Staff	0	80,503	168,226	198,637	30,411	18.08%
Miscellaneous State Revenue	344,036	219,584	131,819	139,687	7,868	5.97%
STATE GRANT REVENUES	8,358,014	11,051,135	11,014,505	10,918,408	(96,097)	-0.87%
Motor Voter Funds	36,567	33,347	39,000	32,000	(7,000)	-17.95%
Department of Revenue	5,545	4,339	7,609	7,886	277	3.64%
Video Lottery Grant	437,227	493,931	569,690	569,542	(148)	-0.03%
Court Fees	321,920	301,898	301,898	313,095	11,197	3.71%
State Reimbursements	25,962	0	0	0	0	0.00%
OTHER STATE REVENUES	827,222	833,515	918,197	922,523	4,326	0.47%
Eugene	0	0	0	86,104	86,104	100.00%
LOCAL GRANTS	0	0	0	86,104	86,104	100.00%
Eugene	0	0	18,166	18,166	0	0.00%
Other Local	20,948	3,146	0	0	0	0.00%
Special Elections	40,130	645,628	3,000	500,000	497,000	16,566.67%
LOCAL REVENUES	61,078	648,774	21,166	518,166	497,000	2,348.11%
Supervised Probationer Fees	489,502	394,468	475,000	500,000	25,000	5.26%
DOR - Probationer Fees	53,153	81,300	55,000	125,000	70,000	127.27%

County Administration

DEPARTMENT RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Justice Court Fees	21,302	15,210	18,935	15,000	(3,935)	-20.78%
Witness Fees	97	176	50	50	0	0.00%
Elections Fees	5,091	27,454	5,000	5,000	0	0.00%
Recording Fees	1,819,450	1,691,210	1,700,000	1,575,000	(125,000)	-7.35%
Marriage Ceremonies	41,315	45,662	40,000	40,000	0	0.00%
State Processing Fee	32,742	30,710	31,000	28,000	(3,000)	-9.68%
BOPTA Filing Fee	13,860	12,425	15,000	11,000	(4,000)	-26.67%
Discounts and Rebates	661	0	0	0	0	0.00%
Miscellaneous Fees/Reimbursement	0	372	0	0	0	0.00%
Miscellaneous Svc Charges	145,488	178,732	164,000	165,000	1,000	0.61%
Administrative Services	1,000	0	0	0	0	0.00%
Refunds & Reimbursements	58,889	5,022	0	0	0	0.00%
Cash Over & Under	0	21	0	0	0	0.00%
Mailroom Services	174,373	170,049	175,000	180,000	5,000	2.86%
Copier Services	226,327	0	0	0	0	0.00%
Miscellaneous Internal Services	(102)	(91)	0	110,000	110,000	100.00%
FEES AND CHARGES	3,083,148	2,652,719	2,678,985	2,754,050	75,065	2.80%
County Indirect Revenue	6,909,588	6,791,240	6,859,693	7,720,729	861,036	12.55%
Departmental Administration	251	220	300	250	(50)	-16.67%
ADMINISTRATIVE CHARGES	6,909,839	6,791,460	6,859,993	7,720,979	860,986	12.55%
Investment Earnings	451,779	510,013	492,248	454,922	(37,326)	-7.58%
INTEREST EARNINGS	451,779	510,013	492,248	454,922	(37,326)	-7.58%
Transfer Fr General Fund (100)	50,000	50,000	50,000	204,000	154,000	308.00%
Transfer Fr Spec Rev Funds (200)	110,826	112,842	103,110	107,914	4,804	4.66%
Transfer Fr Capital Fund (400)	0	200,958	247,943	447,852	199,909	80.63%
FUND TRANSFERS	160,826	363,800	401,053	769,766	368,713	91.94%
DEPARTMENT RESOURCES	20,910,468	23,674,667	25,769,953	25,027,677	(742,276)	-2.88%

County Administration

DEPARTMENT EXPENDITURE DETAIL						
EXPENDITURE ACCOUNTS						
Regular Operating Wages	5,759,422	6,251,291	6,844,915	7,320,032	475,117	6.94%
Extra Help	217,805	227,599	277,412	257,412	(20,000)	-7.21%
Unclassified Temporary	39,825	3,586	23,388	0	(23,388)	-100.00%
Overtime	38,254	36,187	36,996	36,996	0	0.00%
Reduction Unfunded Vac Liab	133,649	115,488	124,358	171,808	47,450	38.16%
Compensatory Time	21,221	24,775	17,148	17,148	0	0.00%
Personal Time	4,575	1,075	0	0	0	0.00%
Risk Management Benefits	72,851	68,671	59,801	64,930	5,129	8.58%
Social Security Expense	367,491	394,508	452,109	482,677	30,568	6.76%
Medicare Insurance Expense	87,287	93,526	105,667	112,884	7,217	6.83%
Unemployment Insurance (State)	19,716	10,690	10,797	11,259	462	4.28%
Workers Comp	21,355	22,377	21,887	23,369	1,482	6.77%
Disability Insurance - Long-term	35,328	33,112	49,644	52,851	3,207	6.46%
PERS - OPSRP Employer rate	765,820	966,903	1,088,809	1,328,331	239,522	22.00%
PERS Bond	469,791	458,572	508,804	546,327	37,523	7.37%
PERS - 6% Pickup	346,711	366,940	414,164	444,771	30,607	7.39%
Optional ER IAP	0	0	0	2,418	2,418	100.00%
Health Insurance	1,547,063	1,606,511	1,825,361	1,845,399	20,038	1.10%
Dental Insurance	115,301	127,105	139,342	142,088	2,746	1.97%
EE Assistance Pgm	1,447	1,565	2,504	2,502	(2)	-0.08%
Life Insurance	20,075	20,253	24,806	25,386	580	2.34%
Flexible Spending Admin	1,307	1,414	1,279	1,282	3	0.23%
Disability Insurance - Short Term	3,041	3,288	3,692	3,680	(12)	-0.33%
Deferred Comp Employer Contrib	61,671	69,302	65,182	75,360	10,178	15.61%
Retiree Medical	204,100	186,952	201,947	215,944	13,997	6.93%
FMLA Administration	2,345	2,535	3,870	3,806	(64)	-1.65%
PERSONNEL SERVICES	10,357,451	11,094,224	12,303,882	13,188,660	884,778	7.19%
Professional & Consulting	3,227,533	3,741,196	5,198,032	4,231,146	(966,886)	-18.60%
Banking & Armored Car Svc	78,410	78,076	79,225	80,370	1,145	1.45%
Construction Services	0	1,050	0	0	0	0.00%
Support Services	22,747	49,076	50,000	45,000	(5,000)	-10.00%
Subscriptions	493	901	950	2,240	1,290	135.79%
Intergovernmental Agreements	393,506	132,509	6,200	6,200	0	0.00%
Agency Payments	610	0	2,000	2,000	0	0.00%
Release Subsidy - P & P	29,778	34,730	34,730	34,730	0	0.00%
Motor Fuel & Lubricants	2,156	2,014	2,900	2,600	(300)	-10.34%
Machinery & Equipment Parts	0	578	0	0	0	0.00%
Refuse & Garbage	4,317	5,304	6,049	5,904	(145)	-2.40%
Light, Power & Water	85,340	84,760	89,479	80,843	(8,636)	-9.65%
Telephone Services	77,337	95,793	121,596	116,345	(5,251)	-4.32%
General Liability	116,062	65,909	60,578	110,700	50,122	82.74%
SAIF Assessments	0	0	0	1,335	1,335	100.00%
Maintenance of Equipment	9,307	51,768	51,150	53,250	2,100	4.11%
Maintenance of Structures	15,193	41,433	465,013	32,019	(432,994)	-93.11%
Maintenance Agreements	98,417	44,154	41,460	95,520	54,060	130.39%
Operating Licenses & Permits	19,004	12,785	47,419	0	(47,419)	-100.00%
Department Materials	3,894	3,519	4,575	200	(4,375)	-95.63%
External Equipment Rental	22,992	1,824	1,750	5,500	3,750	214.29%
Real Estate & Space Rentals	22,251	25,759	47,797	48,187	390	0.82%
Fleet Services Rentals	91,541	74,798	90,581	82,005	(8,576)	-9.47%
Copier Charges	22,629	27,319	26,384	28,040	1,656	6.28%
Mail Room Charges	14,207	11,971	16,500	14,400	(2,100)	-12.73%

County Administration

DEPARTMENT EXPENDITURE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
License Replacement	0	0	0	29,254	29,254	100.00%
Indirect/Technology Serv	562,294	682,758	642,857	729,992	87,135	13.55%
Infrastructure Replacement	0	0	0	24,282	24,282	100.00%
County Indirect Charges	1,416,158	1,316,813	1,312,233	1,485,857	173,624	13.23%
Direct/Technology Serv	359,698	362,795	378,192	68,619	(309,573)	-81.86%
Dept Support/Direct	69	0	0	0	0	0.00%
PC Replacement Services	48,489	35,400	30,500	25,150	(5,350)	-17.54%
Office Supplies & Expense	45,471	42,169	51,951	52,504	553	1.06%
Membrshp/Professional Licenses	18,488	9,933	15,469	19,424	3,955	25.57%
Printing & Binding	293,976	347,048	288,553	287,853	(700)	-0.24%
Advertising & Publicity	5,936	12,662	66,766	58,960	(7,806)	-11.69%
Microfilm Imaging Services	0	0	0	1,500	1,500	100.00%
Photo/Video Supplies & Svcs	0	0	0	250	250	100.00%
Postage	242,643	220,629	276,400	296,300	19,900	7.20%
Radio/Communic Supplies & Svcs	33,258	21,749	25,000	27,350	2,350	9.40%
DP Supplies And Access	44,223	134,673	52,201	46,000	(6,201)	-11.88%
DP Equipment	15,653	2,952	5,000	17,000	12,000	240.00%
Printer & Copier Expenses	0	11,884	6,200	2,300	(3,900)	-62.90%
Small Tools & Equipment	6,203	924	14,269	2,753	(11,516)	-80.71%
Small Office Furniture	75,053	47,497	90,574	72,350	(18,224)	-20.12%
Library - Serials & Conts	38,384	36,356	44,263	23,850	(20,413)	-46.12%
Library - Monographs	0	0	0	40,000	40,000	100.00%
Food	4,599	4,964	8,000	8,100	100	1.25%
Kitchen & Dining Supplies	0	401	0	0	0	0.00%
Miscellaneous Supplies	5,466	0	0	0	0	0.00%
Special Supplies	101,694	108,428	169,500	182,500	13,000	7.67%
Clothing & Personal Supplies	5,822	20,995	85,000	7,000	(78,000)	-91.76%
Safety Supplies	4,845	13,059	8,300	5,841	(2,459)	-29.63%
Janitorial Supplies	(1,289)	313	550	250	(300)	-54.55%
Building Materials Supplies	0	977	1,800	500	(1,300)	-72.22%
Medical Supplies	4,441	4,653	5,000	3,500	(1,500)	-30.00%
Stores Inventory	23,398	24,769	20,000	25,000	5,000	25.00%
Business Expense & Travel	74,604	57,283	93,864	92,110	(1,754)	-1.87%
Committee Stipends & Expense	5,508	4,697	7,000	5,900	(1,100)	-15.71%
Awards & Recognition	1,370	6,468	7,000	5,000	(2,000)	-28.57%
Outside Education & Travel	132,947	98,473	126,637	99,494	(27,143)	-21.43%
County Training Classes	2,165	9,484	5,900	12,125	6,225	105.51%
Training Services & Materials	4,117	12,674	15,400	5,400	(10,000)	-64.94%
Miscellaneous Payments	1,132	6,330	0	0	0	0.00%
Parking	724	680	1,000	1,000	0	0.00%
MATERIALS & SERVICES	7,935,262	8,248,113	10,299,747	8,843,802	(1,455,945)	-14.14%
Vehicles	9,300	0	0	0	0	0.00%
Reproducing & Duplicating	63,593	0	0	0	0	0.00%
Office Machines	278,222	7,875	250,000	404,000	154,000	61.60%
Law Enforcement Equipment	0	6,721	0	0	0	0.00%
CAPITAL OUTLAY	351,115	14,596	250,000	404,000	154,000	61.60%
Professional Services	0	41,888	0	0	0	0.00%
Architectural Services	0	0	0	350,000	350,000	100.00%
Land Acquisition	0	130,650	5,401,620	0	(5,401,620)	-100.00%
Land Improvements	0	0	200,000	200,000	0	0.00%

County Administration

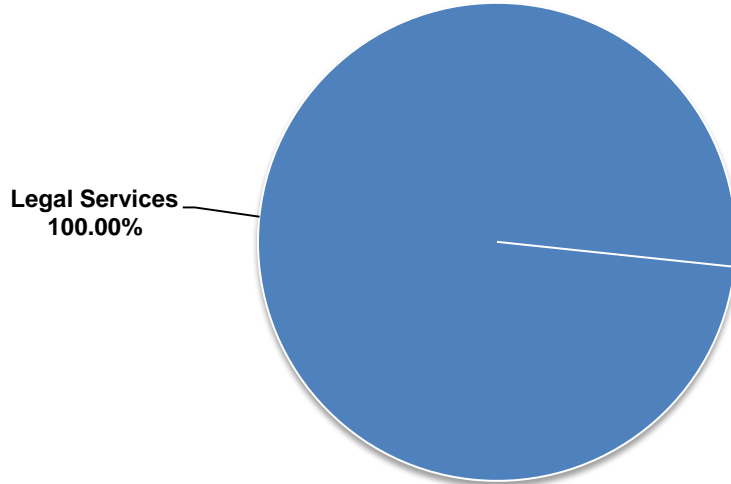
DEPARTMENT EXPENDITURE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Testing & Inspection	0	0	0	4,000	4,000	100.00%
Improvements	361,828	763,075	5,050,000	5,733,834	683,834	13.54%
Permits & System Development	0	0	200,000	200,000	0	0.00%
CAPITAL PROJECTS	361,828	935,614	10,851,620	6,487,834	(4,363,786)	-40.21%
DEPARTMENT EXPENDITURES	19,005,657	20,292,549	33,705,249	28,924,296	(4,780,953)	-14.18%

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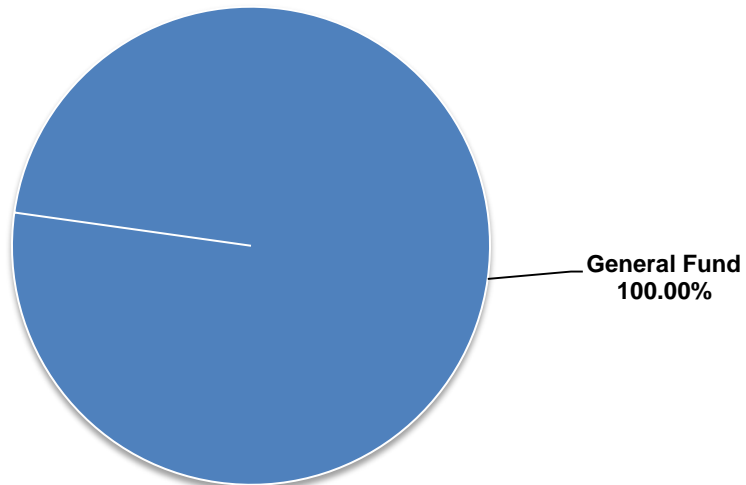
Department of County Counsel

FY 19-20 Adopted Expenditures: \$1,936,999

FY 19-20 Expenditures by Division



FY 19-20 Expenditures by Fund



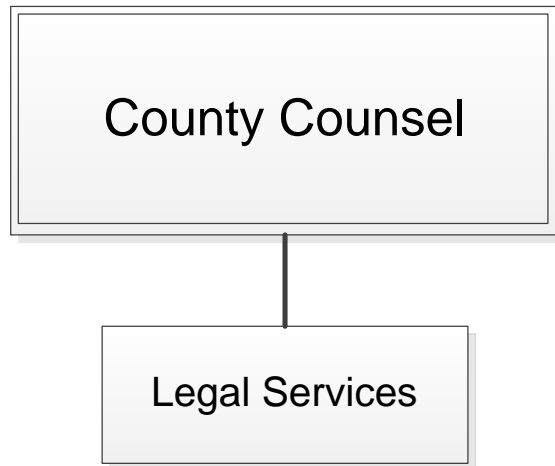
Stephen Dingle
County Counsel
541-682-6561

County Counsel

Department Purpose & Overview

The Lane County Office of County Counsel is Lane County’s legal representative in almost all legal matters, and advises the Board of County Commissioners, all other elected officials, County departments, and County employees governed by the Board of Commissioners. The office reviews, evaluates, and defends legal claims filed against the County. The County Counsel’s office represents the legal interests of the County in a wide range of civil actions including tort actions, labor grievances and arbitrations, administrative actions and land use matters.

The staff provides day-to-day legal advice by reviewing County ordinances, Board Orders, Lane Code amendments, resolutions, contracts, leases and other legal issues. This service includes the evaluation, review, drafting and assistance to County staff pertaining to legal documents. The Public Records Officer reviews and responds to all requests submitted for access to or copies of public records. The office also provides training to County staff on a variety of topics designed to reduce the County’s legal exposure to lawsuits. The Risk Management program, including general liability claims and purchased insurance, and Workers’ Compensation program, reside in the County Counsel’s Office. This support service includes 11 full-time regular staff consisting of: one County Counsel, five Assistant County Counsels, one Paralegal, one Administrative Support Specialist, one Administrative Support Technician, Risk Manager, and Workers’ Compensation Analyst. One to two law clerks and occasional extra help temporary staff may assist regular staff with research and clerical duties.



County Counsel

Department Goals & Strategic Planning

The Office of Legal Counsel strives to provide preventative legal advice and training in an effort to reduce employment related claims, employee injuries, and other claims or actions against the County.

Areas of Focus

- Public Records Request FAQ Initiative. In an effort to promote transparency and streamline the records request process, we will post FAQs for commonly requested public records that would be processed by a department/entity other than our own.
- Developing new internal processes in an effort to streamline our Workers' Compensation program in order to improve customer service and limit liability and costs.
- In cooperation with Finance, established a program for creating an incentive for historically underutilized businesses to have an advantage in responding to all county service contracts, and train county staff in application of the program.

Partnerships

- Partner with Human Resources and Lane Council of Governments to record trainings for ease of access to departments and employees.
- Partner with departments and consultants to review claims and identify areas throughout the County that can be improved to reduce loss exposure.
- Department is partnering with other County departments, as well as state, and private agencies to reduce traffic fatalities in Lane County. As a result of this specific focus, Lane County is accessing grant funds for mechanisms that would otherwise be unavailable (such as rural driver's education).
- Use of legal interns through postings with University of Oregon and other local law schools.

Major Accomplishments & Achievements in FY 18-19

- Successfully concluded quiet title suit relating to butterfly lot and the future courthouse site, resulting in a declaratory judgment that there are no limitations that would prevent the city's and county's property transaction downtown or limit the county's ability to build a new courthouse on the former city hall site.
- Concluded the \$8M property transaction with the City for the butterfly and courthouse properties, and the long-term leases with Homes for Good and Market District for development of properties on 6th Avenue as affordable housing, retail, apartments, and a hotel.
- Successfully managed the \$250M courthouse project from the initial court study through architectural scoping and placement of a funding measure on the May ballot, including contract negotiations with the State of Oregon for up to \$94M in matching funds.
- Developed a completely new suite of contract forms for use by all county departments.
- Successful resolution of multiple labor grievances, contract disputes, non-labor employment issues, and related litigation matters through in-house attorneys, including:
 - Responded to and fully resolved over 30 union grievances, either through negotiated settlement or arbitration: (10 AFSCME; 13 AFSCME Nurses; 5 LCPOA; 3 Local 626).
 - Defended 8 BOLI/EEOC complaints.
 - Contested 3 unemployment hearings.
- Bargained for successor union contracts with Prosecuting Attorneys' Association (PAA), Federation of Parole and Probation Officers (FOPPO), Lane County Police Officers' Association (LCPOA), and Administrative Professional Association (Admin-Pro). Completed interested based bargaining training and subsequent contract negotiations in partnership with Local 626.

County Counsel

- Recipients of a Pacesetter Award from ORPELRA (Oregon Public Employer Labor Relations Association) and nominated for a national award from NPELRA (National Public Employer Labor Relations Association).

Anticipated Service & Budget Changes for FY 19-20

There are no service or budget changes anticipated for FY19-20.

Current & Future Service Challenges

The department provides as much proactive (rather than reactive) advice to departments as is possible with current staff levels. Additional areas that could use advice and assistance are present, but County Counsel staff is unable to meet those needs without additional staff.

Capital Projects – Planned and Known Needs

Lane County Legal Counsel has no planned capital projects for FY19-20.

County Counsel

DEPARTMENT FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Fees And Charges	178,471	170,123	500	0	(500)	-100.00%
Administrative Charges	1,425,751	1,502,765	1,586,717	1,538,690	(48,027)	-3.03%
Total Revenue	1,604,222	1,672,888	1,587,217	1,538,690	(48,527)	-3.06%
TOTAL RESOURCES	1,604,222	1,672,888	1,587,217	1,538,690	(48,527)	-3.06%
EXPENDITURES:						
Personnel Services	1,291,431	1,509,015	1,652,734	1,752,419	99,685	6.03%
Materials & Services	155,000	165,386	180,079	184,580	4,501	2.50%
TOTAL EXPENDITURES	1,446,431	1,674,401	1,832,813	1,936,999	104,186	5.68%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	1,446,431	1,674,401	1,832,813	1,936,999	104,186	5.68%
TOTAL	1,446,431	1,674,401	1,832,813	1,936,999	104,186	5.68%

DEPARTMENT FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Legal Services	1,300,409	1,444,605	1,596,434	1,640,501	44,067	2.76%
Risk Management	146,022	151,977	153,975	172,804	18,829	12.23%
Workers' Compensation	0	77,819	82,404	123,694	41,290	50.11%
TOTAL EXPENDITURES	1,446,431	1,674,401	1,832,813	1,936,999	104,186	5.68%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	10.00	11.00	11.00	11.00	0.00	0.00%

County Counsel

DEPARTMENT POSITION LISTING

Legal Services

- 1.00 Co Counsel Sr. Legal Secretary
- 1.00 Administrative Support Tech
- 1.00 Assistant County Counsel 1
- 4.00 Assistant County Counsel 2
- 1.00 Co Counsel Paralegal
- 1.00 County Counsel
- 1.00 Management Analyst
- 1.00 Program Manager

11.00 Division FTE Total

11.00 Department FTE Total

County Counsel

DEPARTMENT RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCE ACCOUNTS						
Miscellaneous Fees/Reimbursement	50	0	0	0	0	0.00%
Miscellaneous Svc Charges	8,446	0	0	0	0	0.00%
Refunds & Reimbursements	169,976	170,123	500	0	(500)	-100.00%
FEES AND CHARGES	178,471	170,123	500	0	(500)	-100.00%
County Indirect Revenue	1,425,751	1,502,765	1,586,717	1,538,690	(48,027)	-3.03%
ADMINISTRATIVE CHARGES	1,425,751	1,502,765	1,586,717	1,538,690	(48,027)	-3.03%
DEPARTMENT RESOURCES	1,604,222	1,672,888	1,587,217	1,538,690	(48,527)	-3.06%

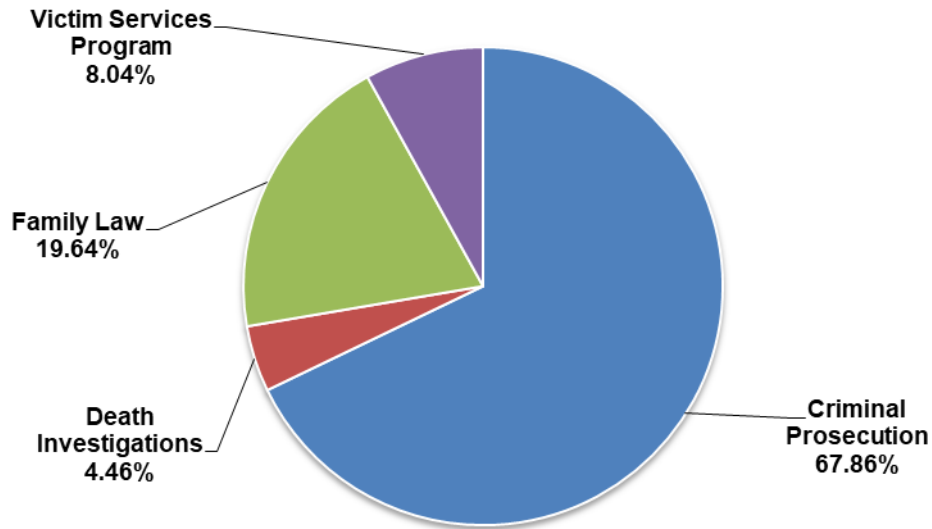
County Counsel

DEPARTMENT EXPENDITURE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
EXPENDITURE ACCOUNTS						
Regular Operating Wages	804,920	926,282	984,971	998,087	13,116	1.33%
Extra Help	6,593	24,783	26,796	26,796	0	0.00%
Unclassified Temporary	0	0	20,004	20,004	0	0.00%
Reduction Unfunded Vac Liab	16,929	23,230	35,376	61,532	26,156	73.94%
Social Security Expense	47,278	56,376	65,992	68,392	2,400	3.64%
Medicare Insurance Expense	11,863	13,935	15,420	15,989	569	3.69%
Unemployment Insurance (State)	1,971	1,138	1,165	1,194	29	2.49%
Workers Comp	2,713	3,095	3,207	3,306	99	3.09%
Disability Insurance - Long-term	3,863	3,655	7,221	7,521	300	4.15%
PERS - OPSRP Employer rate	93,344	131,290	137,576	183,409	45,833	33.31%
PERS Bond	72,875	66,385	73,905	76,694	2,789	3.77%
PERS - 6% Pickup	47,373	56,692	61,152	63,472	2,320	3.79%
Health Insurance	121,049	136,099	151,611	156,372	4,761	3.14%
Dental Insurance	12,070	13,122	13,945	14,131	186	1.33%
EE Assistance Pgm	154	169	256	256	0	0.00%
Life Insurance	3,880	4,145	3,970	3,970	0	0.00%
Flexible Spending Admin	141	154	129	129	0	0.00%
Disability Insurance - Short Term	324	354	384	384	0	0.00%
Deferred Comp Employer Contrib	15,967	19,010	20,379	21,148	769	3.77%
Retiree Medical	27,871	28,825	28,879	29,237	358	1.24%
FMLA Administration	253	276	396	396	0	0.00%
PERSONNEL SERVICES	1,291,431	1,509,015	1,652,734	1,752,419	99,685	6.03%
Professional & Consulting	1,632	236	0	0	0	0.00%
Motor Fuel & Lubricants	185	233	200	200	0	0.00%
Telephone Services	4,054	5,804	8,460	7,140	(1,320)	-15.60%
General Liability	15,745	15,136	14,529	15,423	894	6.15%
Maintenance of Equipment	565	47	1,300	900	(400)	-30.77%
External Equipment Rental	87	104	125	125	0	0.00%
Fleet Services Rentals	11,219	10,328	11,332	10,396	(936)	-8.26%
Copier Charges	5,043	6,899	5,000	5,000	0	0.00%
Mail Room Charges	632	1,161	700	700	0	0.00%
License Replacement	0	0	0	3,028	3,028	100.00%
Indirect/Technology Serv	69,185	75,125	82,165	87,410	5,245	6.38%
Infrastructure Replacement	0	0	0	3,117	3,117	100.00%
Direct/Technology Serv	0	640	0	0	0	0.00%
PC Replacement Services	6,310	3,700	4,000	4,150	150	3.75%
Office Supplies & Expense	6,163	5,209	5,490	5,518	28	0.51%
Membrshp/Professional Licenses	5,726	5,274	6,725	7,000	275	4.09%
Postage	176	0	75	75	0	0.00%
Radio/Communic Supplies & Svcs	6	3	25	25	0	0.00%
DP Supplies And Access	1,467	256	2,000	0	(2,000)	-100.00%
Small Office Furniture	988	1,904	500	500	0	0.00%
Special Supplies	8,507	12,291	12,000	10,551	(1,449)	-12.08%
Business Expense & Travel	20	564	825	344	(481)	-58.30%
Outside Education & Travel	16,901	20,261	24,303	22,778	(1,525)	-6.27%
County Training Classes	390	210	325	200	(125)	-38.46%
MATERIALS & SERVICES	155,000	165,386	180,079	184,580	4,501	2.50%
DEPARTMENT EXPENDITURES	1,446,432	1,674,401	1,832,813	1,936,999	104,186	5.68%

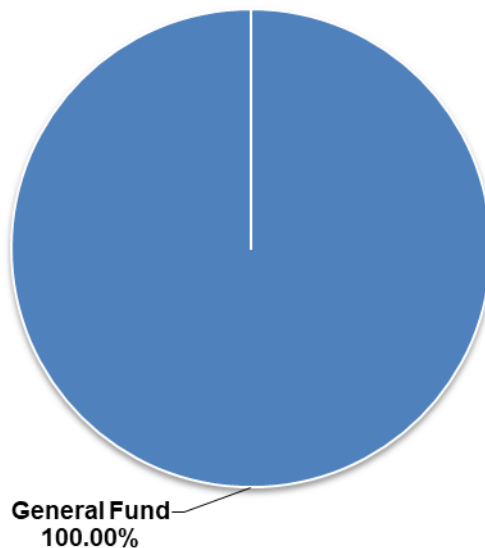
Department of District Attorney

FY 19-20 Adopted Expenditures: \$11,111,090

FY 19-20 Expenditures by Division



FY 19-20 Expenditures by Fund



Patty Perlow
District Attorney
541-682-4261

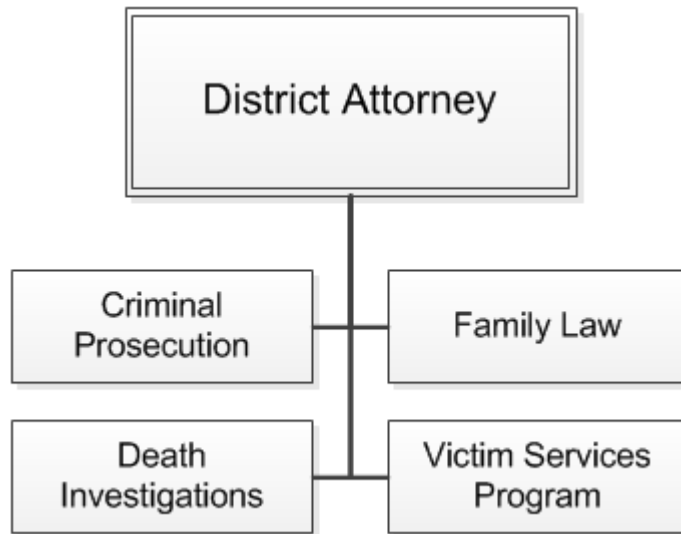
District Attorney

Department Purpose & Overview

The Oregon Constitution, Article VII, Section 17 creates the elected office of the prosecuting attorney, “who shall be the law officers of the state, and of the counties within their respective districts, and shall perform such duties pertaining to the administration of law, and general police as the legislative assembly may direct.” In summary, the Legislative Assembly has directed the following:

- Investigate and prosecute violations of Oregon criminal statutes, and
- Enforce child support obligations, and
- Assist the juvenile court, and
- Assist crime victims as required by the Oregon Constitution and the statutes, and
- Investigate homicide and other suspicious or unexplained deaths, and
- Perform other miscellaneous duties such as ruling on public records requests
- Represent the public interest on civil commitments

The District Attorney’s Office is comprised of four divisions. The Criminal Prosecution Division prosecutes adults and juveniles for criminal misconduct. The Family Law Division assists with setting, modifying and enforcing child support orders. Our Death Investigations team investigates and determines the cause and manner of all unexplained or unattended deaths. The Victim Services Program provides support to adult victims of crime.



District Attorney

Department Goals & Strategic Planning

Our goals are: Ensuring safety and security throughout the county; maintaining service levels with uncertain and variable funding sources; and continuing partnerships with law enforcement agencies and service providers to develop programs responsive to public safety needs.

Areas of Focus

- Reduction of property crimes through Justice Reinvestment Program for Community Prosecution and 416 Project (high risk offender supervision)
- Diversion programs through our Treatment Court Prosecutor (drug, veterans, & mental health)
- Improving Highway Safety through a dedicated DUII investigator, working to make Lane a “No Refusal” county

Partnerships

Continued partnerships that impact service:

- Lane County Sheriff’s Office, Lane County Parole & Probation, Center for Dialog and Resolution
- Lane County Circuit Court, Quality Research Associates
- University of Oregon, U of O Police Department, Sexual Assault Support Services, Eugene Police Department, PeaceHealth University District
- Collaboration with local non-profit agencies to provide services to crime victims: Womenspace, Sexual Assault Support Services (SASS), Lane County Legal Aid

Major Accomplishments & Achievements in FY 18-19

- Reviewed over 6,700 referrals from Lane County law enforcement agencies.
- Criminal Division hired a dedicated DUII investigator who has performed 105 warrant attempts out of 150 projected in the grant
- Victim Services Division provided services to 2,300 Lane County residents
- Family Law Division collected approximately \$21 million for children of Lane County.

Anticipated Service & Budget Changes for FY 19-20

- Beginning July 2019 we are required to record all Grand Jury proceedings. The estimated on-going annual costs are \$137,739.00 for Lane County.
- The Family Law Division converted to the new state case management system, ORIGIN, on February 4, 2019. Business processes and workload distribution under ORIGIN will undergo ongoing and intensive review and adjustment as necessary to ensure continuing staff and Division success.
- In the Death Investigations Division, the body transportation company that had been previously used was permanently closed in February 2019. The loss of a designated transport company created the need for a larger budget to compensate for our contract with a new transport provider.

District Attorney

Current & Future Service Challenges

- We continue to cover the 24/7 Death Investigations operation with three full time staff, and extra help picking up on-call shifts.
- Funding for 2 prosecutors and the DUII investigator is dependent on grants. We lost grant funding for 2 prosecutors.
- Retirements create a need to shift caseloads and train new attorneys, as well as support staff.

Capital Projects – Planned and Known Needs

While Grand Jury is a function of the court, we have assumed responsibility for updating the aging facility. Cost is unknown at this time but the plans have been drawn.

District Attorney

DEPARTMENT FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Fines, Forfeitures, Penalties	15,312	12,352	7,100	9,000	1,900	26.76%
Federal Revenues	1,646,279	1,593,453	1,594,678	1,552,809	(41,869)	-2.63%
State Revenues	1,033,413	1,369,437	1,490,283	1,202,329	(287,954)	-19.32%
Local Revenues	243,443	95,100	120,018	122,592	2,574	2.14%
Fees And Charges	381,701	386,189	286,149	332,100	45,951	16.06%
Interest Earnings	54	36	58	19	(39)	-67.24%
Total Revenue	3,320,202	3,456,568	3,498,286	3,218,849	(279,437)	-7.99%
Fund Transfers	0	0	0	108,400	108,400	100.00%
TOTAL RESOURCES	3,320,202	3,456,568	3,498,286	3,327,249	(171,037)	-4.89%
EXPENDITURES:						
Personnel Services	8,292,661	8,708,848	9,120,207	9,306,197	185,990	2.04%
Materials & Services	1,549,531	1,586,316	1,661,657	1,804,893	143,236	8.62%
Capital Expenses	27,009	0	0	0	0	0.00%
TOTAL EXPENDITURES	9,869,200	10,295,165	10,781,864	11,111,090	329,226	3.05%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	9,843,909	10,286,905	10,768,944	11,098,364	329,420	3.06%
Liquor Law Enforce Fund	21,160	5,759	12,197	12,215	18	0.15%
Special Revenue Fund	4,132	2,501	723	511	(212)	-29.32%
TOTAL	9,869,200	10,295,165	10,781,864	11,111,090	329,226	3.05%

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
DIVISIONS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Criminal Prosecution	6,516,374	6,854,862	7,212,476	7,583,672	371,196	5.15%
Death Investigations	416,850	426,090	458,124	499,102	40,978	8.94%
Family Law	2,107,868	2,179,446	2,274,875	2,177,276	(97,599)	-4.29%
Victim Services Program	828,109	834,767	836,389	851,040	14,651	1.75%
TOTAL EXPENDITURES	9,869,200	10,295,165	10,781,864	11,111,090	329,226	3.05%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	71.00	71.00	72.00	73.00	1.00	1.39%

District Attorney

DEPARTMENT POSITION LISTING

Criminal Prosecution

0.25 Accountant
0.75 Accounting Analyst
1.00 Administrative Support Spec
1.00 Administrative Support Supv
1.00 Clerical Assistant
6.00 Deputy District Attorney 1
7.00 Deputy District Attorney 2
3.00 Deputy District Attorney 3
1.00 District Attorney
2.00 Investigator (P&F PERS)
5.00 Legal Secretary 2
1.00 Management Analyst
1.75 Office Assistant 1
5.25 Office Assistant 2
1.00 Office Assistant 2-Bilingual
2.00 Paralegal
1.00 Prof/Tech Supervisor
9.00 Sr Prosecutor

49.00 Division FTE Total

Death Investigations

2.00 Medical -Legal Death Investigator
1.00 Prof/Tech Supervisor

3.00 Division FTE Total

Family Law

4.00 Legal Secretary 2
1.00 Deputy District Attorney 2
2.00 Deputy District Attorney 3
1.00 Investigator (P&F PERS)
1.00 Office Assistant 2
2.00 Office Assistant, Sr
1.00 Paralegal
1.00 Program Supervisor
1.00 Sr Prosecutor

14.00 Division FTE Total

Victim Services Program

1.00 Program Supervisor
1.00 Office Assistant 2
3.00 Victim Advocate
2.00 Victim Advocate-Bilingual

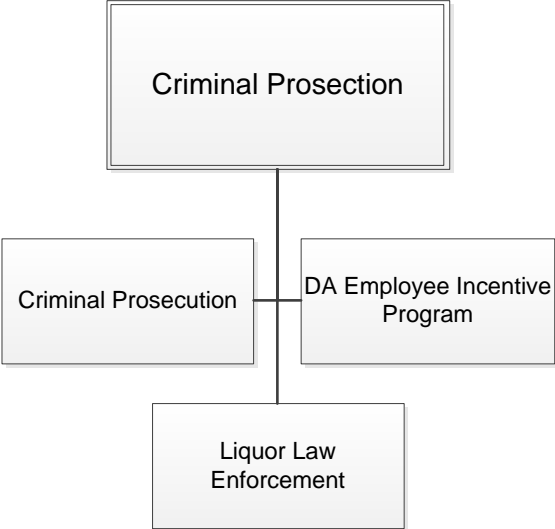
7.00 Division FTE Total

73.00 Department FTE Total

District Attorney: Criminal Prosecution

Division Purpose Statement

The Criminal Prosecution division prosecutes adults and juveniles for criminal misconduct.



Division Locator

District Attorney

- Criminal Prosecution* ↙
- Death Investigations*
- Family Law*
- Victim Services Program*

District Attorney: Criminal Prosecution

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Fines, Forfeitures, Penalties	15,312	12,352	7,100	9,000	1,900	26.76%
Federal Revenues	113,154	0	0	0	0	0.00%
State Revenues	363,520	735,692	857,239	456,116	(401,123)	-46.79%
Local Revenues	243,443	95,100	120,018	122,592	2,574	2.14%
Fees And Charges	377,877	382,411	282,749	329,100	46,351	16.39%
Interest Earnings	2	1	0	0	0	0.00%
Total Revenue	1,113,308	1,225,557	1,267,106	916,808	(350,298)	-27.65%
Fund Transfers	0	0	0	108,400	108,400	100.00%
TOTAL RESOURCES	1,113,308	1,225,557	1,267,106	1,025,208	(241,898)	-19.09%
EXPENDITURES:						
Personnel Services	5,574,777	5,889,093	6,199,406	6,498,808	299,402	4.83%
Materials & Services	941,596	965,769	1,013,070	1,084,864	71,794	7.09%
TOTAL EXPENDITURES	6,516,374	6,854,862	7,212,476	7,583,672	371,196	5.15%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	6,494,012	6,849,100	7,200,017	7,571,257	371,240	5.16%
Liquor Law Enforce Fund	21,160	5,759	12,197	12,215	18	0.15%
Special Revenue Fund	1,202	3	262	200	(62)	-23.66%
TOTAL	6,516,374	6,854,862	7,212,476	7,583,672	371,196	5.15%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Criminal Prosecution	6,494,012	6,849,100	7,200,017	7,571,257	371,240	5.16%
DA Empl Incentive Prgm	1,202	3	262	200	(62)	-23.66%
Liquor Law Enforcement	21,160	5,759	12,197	12,215	18	0.15%
TOTAL EXPENDITURES	6,516,374	6,854,862	7,212,476	7,583,672	371,196	5.15%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	47.00	47.00	48.00	49.00	1.00	2.08%

District Attorney: Criminal Prosecution

Division Overview

The Criminal Division consists of five teams: Major Crimes, Domestic Violence, two general Felony teams, and a Misdemeanor team, as well as prosecution of crimes committed by juveniles. Attorneys have the following duties in addition to prosecution:

- Vehicular homicides are investigated by an attorney in conjunction with law enforcement
- Police Legal Advisors answer questions of law enforcement and help prepare search warrants
- Assisting law enforcement in obtaining blood draw warrants for DUII investigations
- Civil Commitment hearings
- Conducting trainings for law enforcement on search & seizure, domestic violence and other legal updates
- Public Record Appeals
- Expungements and Motions regarding sex offender registration requirements

Division Goals & Strategic Planning

- Reduction of property crimes through Justice Reinvestment Program for Community Prosecution and 416 Project (high risk offender supervision)
- Diversion programs through our Treatment Court Prosecutor (drug, veterans, & mental health)
- Dedicated Prosecutor to address sexual violence on the University of Oregon campus

Major Accomplishments & Achievements in FY 18-19

- Criminal Division hired a dedicated DUII investigator who has 105 warrant attempts out of 150 projected in the grant. This investigator serves warrants and assists the seven assigned prosecutors with the major vehicle crash related assault cases and DUII cases
- Fifth attorney added to Major Crimes Team to address the increase in violent crime
- The division investigated, reviewed, and made a prosecution decision on over 6,700 referrals from law enforcement. Possession of drug cases were down by 551 in 2018 from 2017 due to the change in the PCS statute to make possession of a residue amount a misdemeanor.
- Lane County Treatment Court participants graduated in 2018:
 - 42 drug court
 - 17 veterans court
 - 2 mental health court
- 44 defendants were considered for our SB416 program. 30 defendants entered our Community Prosecution program.

Anticipated Service & Budget Changes for FY 19-20

Beginning July 2019 we are required to record all Grand Jury proceedings. As of this writing, the funding recommendation from the State does not include any deputy district attorney time, including grand jury time, the cost of transcripts, review of recordings, or obtaining protective orders. The estimated on-going annual costs are \$137,739.00 for Lane County.

District Attorney: Criminal Prosecution

Current & Future Service Challenges

- Retirement of a felony trial team leader has created the need shift caseloads and hire/train a new attorney. Anticipated retirements of support staff will create vacancies as well.
- The addition of a fifth attorney to Major Crimes came at the expense of the Chief Deputy position. The lack of this position and the workload placed on the District Attorney is not sustainable long term.

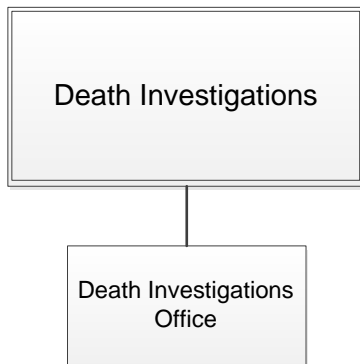
Capital Projects – Planned and Known Needs

While Grand Jury is a function of the court, we have assumed responsibility for updating the aging facility. Cost is unknown at this time but the plans have been drawn.

District Attorney: Death Investigations

Division Purpose Statement

The Death Investigations division investigates deaths that are either unattended or non-natural in manner.



Division Locator

District Attorney

*Criminal Prosecution
Death Investigations ←
Family Law
Victim Services Program*

District Attorney: Death Investigations

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Fees And Charges	0	15	0	0	0	0.00%
Total Revenue	0	15	0	0	0	0.00%
TOTAL RESOURCES	0	15	0	0	0	0.00%
EXPENDITURES:						
Personnel Services	291,809	323,185	348,793	383,523	34,730	9.96%
Materials & Services	98,032	102,905	109,331	115,579	6,248	5.71%
Capital Expenses	27,009	0	0	0	0	0.00%
TOTAL EXPENDITURES	416,850	426,090	458,124	499,102	40,978	8.94%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	416,850	426,090	458,124	499,102	40,978	8.94%
TOTAL	416,850	426,090	458,124	499,102	40,978	8.94%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Medical Examiner's Office	416,850	426,090	458,124	499,102	40,978	8.94%
TOTAL EXPENDITURES	416,850	426,090	458,124	499,102	40,978	8.94%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	3.00	3.00	3.00	3.00	0.00	0.00%

District Attorney: Death Investigations

Division Overview

The Death Investigations division of the Lane County District Attorney's Office investigates unattended or non-natural deaths that are required by ORS Chapter 146. These type of deaths include apparent homicides, suicides, accidents, unattended or those under suspicious or unknown circumstances; determining the cause and manner of death. The division also investigates found bones; determining if they are human versus non-human, determining identity and establishing the cause and manner of death. The office also assists law enforcement with living persons that have sustained injuries under violent, suspicious or unknown circumstances.

Division Goals & Strategic Planning

- Continue to perform approximately 1,200 comprehensive death investigations in Lane County on an annual basis within the parameters set under ORS 146.
- Collect pertinent information on all youth suicides (under 24 years-old) and provide the data to a designated H&HS representative. Afterwards, a multidisciplinary team collaborates to provide the community a "postvention" response. The group provides support and community resources to survivors of suicide that include family members, friends, community members and other organizations with both an immediate crisis response as well as follow up with mid-term and long-term support.
- Maintain the division's environment as one that positively reinforces the importance of community service, collaboration with other groups, and embraces more efficient processes while remaining as fiscally responsible as possible.

Major Accomplishments & Achievements in FY 18-19

- Full-time MLDI's (Medical Legal Death Investigators) were added to the IDFIT (Interagency Deadly Force Investigations Team). This addition improved MLDI response time so that time sensitive observations could be made while collaborating with the investigating agencies, with limited impact to the investigation. The Lead MLDI attends monthly IDFIT meetings and can stay abreast of any changes or address any issues/concerns that arise.
- The third full-time MLDI position was filled after a vacancy of less than one year with intensive one-on-one training before performing solo investigations. The third MLDI adds additional coverage for the division so that fewer hours are required by extra help on-call MLDI's.
- Full-time MLDI's obtained direct access to electronic medical records through McKenzie-Willamette Hospital. The access continues to save time by allowing MLDI's to review pertinent records without having to call records staff, attempt to have them interpret the MLDI's request, and then fax the records for official review.

Anticipated Service & Budget Changes for FY 19-20

- The body transportation company that had been previously used was permanently closed in February 2019. The closure caused an immediate need for an interim plan, which staff quickly created, with no delays in transportation of bodies. On-call funeral homes in their designated regions performed those transports with the expectation that they would remain on the rotation schedule. The loss of a designated transport company created the need for a larger budget to compensate for our contract with a new transport provider.
- The third full-time MLDI is expected to obtain the state OMLDI (Oregon Medicolegal Death Investigator) certification as well as the national ABMDI (American Board of Medicolegal Death Investigators) certification. Once completed, the MLDI is expected to participate in continuing education courses to maintain all certifications.

District Attorney: Death Investigations

Current & Future Service Challenges

- The division has not experienced any fiscal reductions.
- There is an increase of deaths reported to the Lane County Medical Examiner (LCME) by local funeral homes, which in turn has increased the work load on each MLDI. MLDIs perform all investigations as efficiently and thoroughly as possible, however, the increase in deaths, including drug-related deaths, has at times caused delays in the completion of investigations, impacting funeral homes, families/loved ones, and law enforcement. In particular, toxicology results from the Oregon State Police lab can take up to four months to complete, delaying completion of investigations.
- The division does not anticipate any service modifications within the next fiscal year.

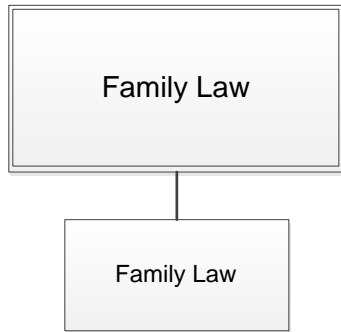
Capital Projects – Planned and Known Needs

No known capital projects.

District Attorney: Family Law

Division Purpose Statement

The purpose of the Family Law Division is to obtain financial and medical support for children through establishment of paternity, child support and health care coverage orders, and enforcement of existing child support and medical support orders.



Division Locator

District Attorney

Criminal Prosecution

Death Investigations

Family Law ◀

Victim Services Program

District Attorney: Family Law

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Federal Revenues	1,533,125	1,593,453	1,594,678	1,552,809	(41,869)	-2.63%
State Revenues	136,412	109,568	139,832	151,713	11,881	8.50%
Fees And Charges	3,824	3,763	3,400	3,000	(400)	-11.76%
Total Revenue	1,673,361	1,706,784	1,737,910	1,707,522	(30,388)	-1.75%
TOTAL RESOURCES	1,673,361	1,706,784	1,737,910	1,707,522	(30,388)	-1.75%
EXPENDITURES:						
Personnel Services	1,788,841	1,840,586	1,903,576	1,788,959	(114,617)	-6.02%
Materials & Services	319,027	338,860	371,299	388,317	17,018	4.58%
TOTAL EXPENDITURES	2,107,868	2,179,446	2,274,875	2,177,276	(97,599)	-4.29%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	2,107,868	2,179,446	2,274,875	2,177,276	(97,599)	-4.29%
TOTAL	2,107,868	2,179,446	2,274,875	2,177,276	(97,599)	-4.29%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Family Law	2,107,868	2,179,446	2,274,875	2,177,276	(97,599)	-4.29%
TOTAL EXPENDITURES	2,107,868	2,179,446	2,274,875	2,177,276	(97,599)	-4.29%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	14.10	14.00	14.00	14.00	0.00	0.00%

District Attorney: Family Law

Division Overview

The Family Law Division assists children and families by enforcing child support and health care coverage orders, establishing paternity, establishing new child support and health care coverage orders, and modifying existing support orders in conformance with the Oregon Child Support Guidelines. The Family Law Division provides these services in compliance with federal and state statutes and regulations. The services provided by the Family Law Division play an important role in enhancing the safety and health of Lane County children and families.

Division Goals & Strategic Planning

- Secure appropriate support for children and families.
- Increase parent compliance with health care coverage orders for children.
- Meet or exceed all federal time-frames for mandated services.
- Maximize available funding through performance-based federal incentives.
- Transition to new state-wide child support computer system named ORIGIN, while maintaining a high level of services to children and families.
- Ensure that work flow in the Family Law Division continues as efficiently as possible during the ORIGIN transition period and into the future.
- Provide staff the tools and knowledge necessary to adjust to handling cases using ORIGIN.

Major Accomplishments & Achievements in FY 18-19

- The Family Law Division collected approximately \$21.0 million in child support for Lane County children and families.
- Handled more than 4,000 child support cases for children and families.
- Achieved high levels of success under multiple federal criteria for incentive payments.
- Handled a high volume caseload while undergoing extensive staff training and preparation for conversion to ORIGIN.
- The Family Law Division handled case management of Lane County cases as well as some cases from both Jackson and Yamhill counties during the pilot phase of ORIGIN conversion.

Anticipated Service & Budget Changes for FY 19-20

- The Family Law Division converted to ORIGIN on February 4, 2019. Developing familiarity and a comfort level with the new system is a protracted process. The new system is multi-faceted but requires extensive familiarity to navigate. Business processes and workload distribution under ORIGIN will undergo ongoing and intensive review and adjustment as necessary to ensure continuing staff and Division success. It is likely that long term practices will need to be adjusted and new best practices developed. This adjustment and development will take extensive attorney and staff time.
- There are no anticipated budget changes at this time.

District Attorney: Family Law

Current & Future Service Challenges

- The Family Law Division has not experienced any recent reductions.
- There are no known impending funding or service changes.
- The Family Law Division may experience a temporary decrease in productivity due to adjustment to the new ORIGIN computer system and technology issues with implementation of the new statewide system. The vacant assistant district attorney position presents an additional challenge.
- Work practices will be reviewed to ensure services to children and families are provided in the most efficient and effective manner while adjusting to new best practices and the challenges inherent in a major adjustment in technology. The new computer system will provide both opportunities and challenges. The Family Law Division will attempt to maximize the opportunities and minimize the challenges.

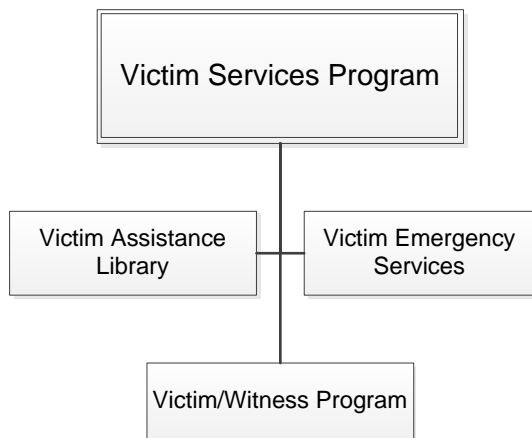
Capital Projects – Planned and Known Needs

No known capital projects.

District Attorney: Victim Services

Division Purpose Statement

The purpose of the Victim Services Program is to provide comprehensive services to crime victims in order to guarantee that victims' constitutional and statutory rights are upheld.



Division Locator

District Attorney

Criminal Prosecution

Family Law

Death Investigations

Victim Services Program ◀

District Attorney: Victim Services

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
State Revenues	533,481	524,177	493,212	594,500	101,288	20.54%
Interest Earnings	52	35	58	19	(39)	-67.24%
Total Revenue	533,533	524,212	493,270	594,519	101,249	20.53%
TOTAL RESOURCES	533,533	524,212	493,270	594,519	101,249	20.53%
EXPENDITURES:						
Personnel Services	637,234	655,984	668,432	634,907	(33,525)	-5.02%
Materials & Services	190,875	178,782	167,957	216,133	48,176	28.68%
TOTAL EXPENDITURES	828,109	834,767	836,389	851,040	14,651	1.75%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	825,179	832,269	835,928	850,729	14,801	1.77%
Special Revenue Fund	2,930	2,498	461	311	(150)	-32.54%
TOTAL	828,109	834,767	836,389	851,040	14,651	1.75%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Victim Assistance Library	2,888	1,895	198	80	(118)	-59.60%
Victim Emergency Services	42	603	263	231	(32)	-12.17%
Victim/Witness Program	825,179	832,269	835,928	850,729	14,801	1.77%
TOTAL EXPENDITURES	828,109	834,767	836,389	851,040	14,651	1.75%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	6.90	7.00	7.00	7.00	0.00	0.00%

District Attorney: Victim Services

Division Overview

The purpose of the Victim Services Program is to provide comprehensive services to crime victims in order to guarantee that victims' constitutional and statutory rights are upheld. Services include: victim notification; restitution investigation and documentation; assisting victims filing for protective orders; referring victims to other community agencies; counseling referral as appropriate; and assisting victims with filing claims with the State of Oregon Crime Victims' Compensation program.

Division Goals & Strategic Planning

- Victim Services Staff and Volunteers will assist 2,000 petitioners filing for protective orders.
- Victim Services Staff and Volunteers will provide 15,000 services to 2,300 crime victims in Lane County.
- Maintain 20 volunteers that will provide 5,000 hours of work to the Victim Services Program and assistance to crime victims.

Major Accomplishments & Achievements in FY 18-19

- Victim Services Program staff and volunteers have provided services to 1,529 petitioners seeking Protective orders.
- Beyond the petitioners we have assisted, VSP staff and volunteers have provided 16,533 services to 2,305 crime victims in Lane County.
- 20 Volunteers have donated 3,998 hours to provide services to crime victims in Lane County.

Anticipated Service & Budget Changes for FY 19-20

No changes anticipated.

Current & Future Service Challenges

No challenges at this time.

Capital Projects – Planned and Known Needs

No known capital projects.

District Attorney

DEPARTMENT RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCE ACCOUNTS						
Court Fines	6,687	7,290	6,100	7,000	900	14.75%
Forfeitures Other	8,625	5,063	1,000	2,000	1,000	100.00%
FINES, FORFEITURES, PENALTIES	15,312	12,352	7,100	9,000	1,900	26.76%
Child Support Enforcement	1,533,125	1,593,453	1,594,678	1,552,809	(41,869)	-2.63%
Department Of Justice	113,154	0	0	0	0	0.00%
FEDERAL REVENUES	1,646,279	1,593,453	1,594,678	1,552,809	(41,869)	-2.63%
ODOT	0	0	120,000	98,629	(21,371)	-17.81%
Miscellaneous State	261,864	216,799	109,119	222,000	112,881	103.45%
Justice Reinvestment	249,228	566,202	614,785	233,866	(380,919)	-61.96%
Victim - Witness Program	205,921	205,921	205,921	206,000	79	0.04%
Miscellaneous State Revenue	316,399	380,515	440,458	441,834	1,376	0.31%
STATE GRANT REVENUES	1,033,413	1,369,437	1,490,283	1,202,329	(287,954)	-19.32%
INET Drug Court Revenue	243,443	95,100	120,018	122,592	2,574	2.14%
LOCAL REVENUES	243,443	95,100	120,018	122,592	2,574	2.14%
Miscellaneous Svc Charges	35,513	21,424	26,000	28,000	2,000	7.69%
Special Projects	666	17	150	100	(50)	-33.33%
Report Fees	0	15	0	0	0	0.00%
Private Donations	300	0	0	0	0	0.00%
Discovery - Police Records	329,892	355,267	256,499	301,000	44,501	17.35%
Refunds & Reimbursements	11,535	5,406	3,000	3,000	0	0.00%
Legal Services	3,795	4,060	500	0	(500)	-100.00%
FEES AND CHARGES	381,701	386,189	286,149	332,100	45,951	16.06%
Investment Earnings	54	36	58	19	(39)	-67.24%
INTEREST EARNINGS	54	36	58	19	(39)	-67.24%
FUND TRANSFERS	0	0	0	108,400	108,400	100.00%
DEPARTMENT RESOURCES	3,320,202	3,456,568	3,498,286	3,327,249	(171,037)	-4.89%

District Attorney

DEPARTMENT EXPENDITURE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
EXPENDITURE ACCOUNTS						
Regular Operating Wages	4,689,110	4,917,346	5,119,248	5,268,900	149,652	2.92%
Extra Help	183,657	139,838	146,124	146,124	0	0.00%
Unclassified Temporary	11,133	13,557	14,976	14,976	0	0.00%
Overtime	12,471	10,336	14,592	14,592	0	0.00%
Reduction Unfunded Vac Liab	142,415	180,362	140,518	49,557	(90,961)	-64.73%
Compensatory Time	140	23	0	0	0	0.00%
Risk Management Benefits	75,692	76,065	74,729	23,213	(51,516)	-68.94%
Social Security Expense	292,733	309,792	334,877	340,212	5,335	1.59%
Medicare Insurance Expense	72,297	75,353	78,363	79,547	1,184	1.51%
Unemployment Insurance (State)	14,800	7,564	7,231	7,618	387	5.35%
Workers Comp	18,124	18,300	16,238	16,444	206	1.27%
Disability Insurance - Long-term	25,772	22,956	37,155	37,885	730	1.96%
PERS - OPSRP Employer rate	544,506	682,696	739,575	905,017	165,442	22.37%
PERS Bond	369,480	354,963	381,445	387,545	6,100	1.60%
PERS - 6% Pickup	279,262	293,996	313,670	318,417	4,747	1.51%
Optional ER IAP	107,986	116,982	127,440	124,217	(3,223)	-2.53%
Health Insurance	1,163,918	1,210,533	1,286,749	1,278,323	(8,426)	-0.65%
Dental Insurance	88,339	91,275	94,877	95,572	695	0.73%
EE Assistance Pgm	1,113	1,145	1,689	1,712	23	1.36%
Life Insurance	14,169	13,714	14,823	14,822	(1)	-0.01%
Flexible Spending Admin	1,017	1,045	838	850	12	1.43%
Disability Insurance - Short Term	2,337	2,405	2,515	2,550	35	1.39%
Deferred Comp Employer Contrib	16,342	17,261	16,953	17,806	853	5.03%
Retiree Medical	164,024	149,468	153,026	157,706	4,680	3.06%
FMLA Administration	1,824	1,874	2,556	2,592	36	1.41%
PERSONNEL SERVICES	8,292,661	8,708,848	9,120,207	9,306,197	185,990	2.04%
Professional & Consulting	101,829	105,403	93,340	95,050	1,710	1.83%
Court Related Personal Service	18,897	30,352	65,300	90,400	25,100	38.44%
Relief & Assistance	12,765	15,962	7,590	24,210	16,620	218.97%
Agency Payments	30,850	14,572	21,000	21,000	0	0.00%
Motor Fuel & Lubricants	341	32	0	0	0	0.00%
Telephone Services	30,930	33,911	57,240	51,700	(5,540)	-9.68%
General Liability	32,846	26,134	26,457	27,966	1,509	5.70%
Insurance Premiums	2,478	2,670	2,739	3,500	761	27.78%
Claims	0	5,751	0	0	0	0.00%
Maintenance of Equipment	1,300	2,489	200	0	(200)	-100.00%
Maintenance Agreements	5,869	0	200	0	(200)	-100.00%
External Equipment Rental	26	26	26	26	0	0.00%
Real Estate & Space Rentals	131,118	133,744	146,341	152,215	5,874	4.01%
Fleet Services Rentals	42,750	43,592	42,163	40,672	(1,491)	-3.54%
Copier Charges	8,330	8,810	9,410	5,700	(3,710)	-39.43%
Mail Room Charges	19,766	19,234	20,450	22,450	2,000	9.78%
License Replacement	0	0	0	19,826	19,826	100.00%
Indirect/Technology Serv	363,780	406,561	424,522	472,437	47,915	11.29%
Infrastructure Replacement	0	0	9,347	24,634	15,287	163.55%
County Indirect Charges	436,269	475,461	498,163	475,094	(23,069)	-4.63%
Direct/Technology Serv	10,727	20,618	13,697	14,004	307	2.24%
PC Replacement Services	39,020	17,850	19,900	24,600	4,700	23.62%
Office Supplies & Expense	49,250	39,501	42,560	33,200	(9,360)	-21.99%
Membrshp/Professional Licenses	24,737	31,572	28,050	27,900	(150)	-0.53%
Printing & Binding	6,893	7,391	11,460	10,750	(710)	-6.20%
Advertising & Publicity	224	129	150	0	(150)	-100.00%

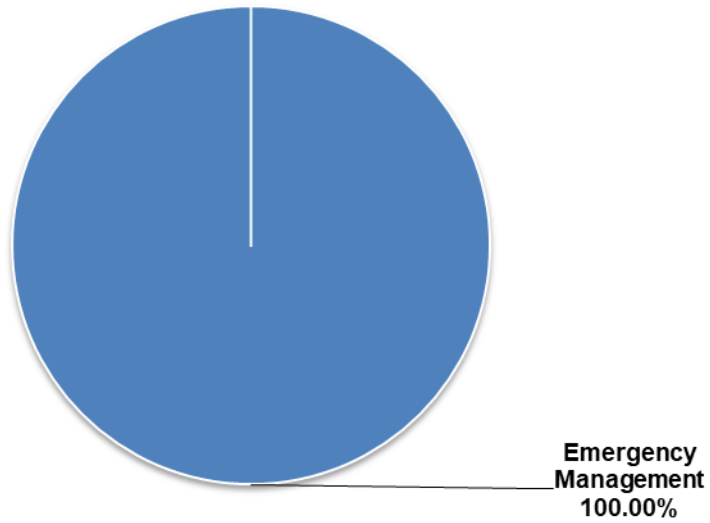
District Attorney

DEPARTMENT EXPENDITURE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Postage	8,399	79	10,750	11,900	1,150	10.70%
Radio/Communic Supplies & Svcs	2,596	2,608	2,922	3,100	178	6.09%
DP Supplies And Access	16,824	17,910	16,440	16,800	360	2.19%
DP Equipment	22,991	1,291	800	2,200	1,400	175.00%
Printer & Copier Expenses	0	15,245	10,600	21,000	10,400	98.11%
Small Tools & Equipment	0	258	200	200	0	0.00%
Small Office Furniture	37,179	0	200	700	500	250.00%
Food	0	13	0	0	0	0.00%
Special Supplies	21,674	31,884	20,848	24,697	3,849	18.46%
Medical Supplies	10,977	11,741	10,500	10,800	300	2.86%
Business Expense & Travel	8,984	4,429	1,650	1,850	200	12.12%
Awards & Recognition	1,505	1,004	947	13,372	12,425	1,312.04%
Outside Education & Travel	46,449	57,302	44,525	60,000	15,475	34.76%
County Training Classes	345	305	520	440	(80)	-15.38%
Training Services & Materials	612	483	450	500	50	11.11%
MATERIALS & SERVICES	1,549,531	1,586,316	1,661,657	1,804,893	143,236	8.62%
Vehicles	27,009	0	0	0	0	0.00%
CAPITAL OUTLAY	27,009	0	0	0	0	0.00%
DEPARTMENT EXPENDITURES	9,869,201	10,295,165	10,781,864	11,111,090	329,226	3.05%

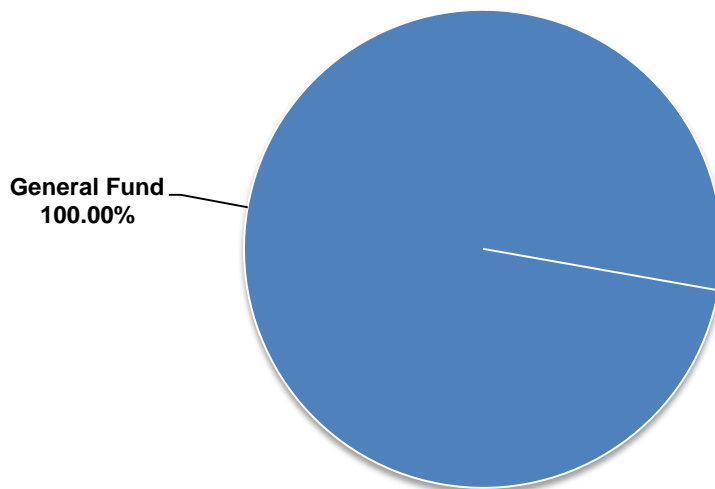
Office of Emergency Management

FY 19-20 Adopted Expenditures: \$553,905

FY 19-20 Expenditures by Division



FY 19-20 Expenditures by Fund



Patence Winningham
Emergency Program Manager
541-682-6999

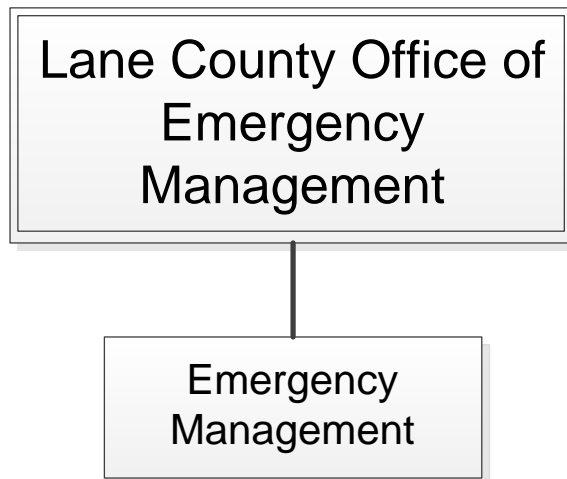
Emergency Management

Department Purpose & Overview

The Lane County Office of Emergency Management purpose is to ensure that the County is prepared for a disaster by ensuring coordination of protection, prevention, mitigation, response, and recovery activities that increase the County's capabilities to minimize loss of life and reduce impacts from disasters.

Pursuant to ORS 401.305, County Emergency Management will, at a minimum:

- Coordinate planning activities necessary to prepare and maintain the County Emergency Operations Plan;
- Manage and maintain the County Emergency Operations Center from which County officials can coordinate emergency and disaster response activities;
- Establish a command structure for management of incidents by all local emergency service agencies.
- Coordinate with Cities, the County, and State agencies to integrate effective practices in emergency preparedness and response in a manner consistent with National Incident Management System (NIMS).



Emergency Management

Department Goals & Strategic Planning

The Emergency Management Office has aligned several goals and objectives for FY 19-20 with the following Strategic Areas of Focus included in the Board of County Commissioners 2018-2021 Strategic Plan:

Safe, Healthy County

- Update the Emergency Operations Basic Plan.
- Update the Community Wildfire Protection Plan.
- Cultivate safe, prepared and resilient communities.

Our People & Partnerships

- Develop, train, and practice an All Hazard Emergency Operations Plan in partnership with respective Emergency Support Functions-all components of the Emergency Operations Plan;
- Promote emergency management principles and programs
- Provide training and educational opportunities to employees and partners to enable them to serve in key Emergency Operations Center (EOC) positions during activations.
- Conduct appropriate training and exercising of key personnel for critical positions in the EOC.
- Serve as day-to-day liaison between Eugene-Springfield, County Staff, public, volunteer, private, and other agencies for emergency planning.

Areas of Focus

- Lane County Emergency Operations Plan
- Lane County Emergency Operations Center Realignment Project

Partnerships

- All departments of the County, plus other agencies or individuals who may perform specialized emergency functions, will be encouraged to be a part of the County's Emergency Management Organization and invited to participate in emergency management activities including mitigation, preparedness, response and recovery planning, training and exercising.
- Emergency Operations Plan– Develop an updated Emergency Operations Plan in partnership with the cities of Eugene and Springfield Emergency Management Programs, to better align planning, training, exercising, and sharing resources.
- Community Organizations Active in Disaster (COAD) - Actively participate on the Leadership Team of the COAD to establish working relationships and working to bring together a broad array of community organizations to foster an effective response to the people of Lane County in times of disaster.
- Lane County Fire Defense Board-Integrate and actively participate in all planning elements to enable adequate response capabilities in a supporting role for the Lane County Fire Chiefs. Including assisting with Lane Emergency Planning Committee (LEPC), planning, training and exercising for extremely hazardous substance facilities within Lane County.

Emergency Management

Major Accomplishments & Achievements in FY 18-19

- Winter Storm of 2019- With assistance from many partners, both within the organization and from external partners, an Emergency Operations Center was activated and staffed for approximately 10 days.
- Reorganization of Emergency Management Office- This program was moved to a stand- alone department within the County organization. The Office of Emergency Management operates under the direction the County Administrator with operational support from the Public Works Department.

Anticipated Service & Budget Changes for FY 19-20

The Emergency Management program will be enhanced with the addition of 1.5 FTE in FY 19-20. One full time position will assist with updating the County Emergency Operations Plan, provide data analytics and develop training and exercise plans for Lane County and our partners. One part time position will assist with coordination of emergency management activities, communication and events.

Current & Future Service Challenges

Emergency Management Performance Grant Funding- Funding allocations identified by populations and an established funding formula could change in the coming years.

Capital Projects – Planned and Known Needs

Purchase a vehicle for Emergency Management to enable coordination in planning and response efforts before/during natural or human-caused events.

Emergency Management

DEPARTMENT FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Federal Revenues	0	0	135,400	152,700	17,300	12.78%
Local Revenues	0	0	15,600	15,600	0	0.00%
Administrative Charges	0	0	0	419,878	419,878	100.00%
Total Revenue	0	0	151,000	588,178	437,178	289.52%
Fund Transfers	0	0	0	105,000	105,000	100.00%
TOTAL RESOURCES	0	0	151,000	693,178	542,178	359.06%
EXPENDITURES:						
Personnel Services	0	0	170,639	303,101	132,462	77.63%
Materials & Services	0	0	179,617	220,804	41,187	22.93%
Capital Expenses	0	0	0	30,000	30,000	100.00%
TOTAL EXPENDITURES	0	0	350,256	553,905	203,649	58.14%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	0	0	350,256	553,905	203,649	58.14%
TOTAL	0	0	350,256	553,905	203,649	58.14%

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Emergency Management	0	0	350,256	553,905	203,649	58.14%
TOTAL EXPENDITURES	0	0	350,256	553,905	203,649	58.14%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	0.00	0.00	1.00	2.50	1.50	150.00%

**Note: This is a new Department for FY19-20. Historical data for Emergency Response Planning is located within the Administration Division of the Sheriff's Office.*

Emergency Management

DEPARTMENT POSITION LISTING

Emergency Management

1.00 Program Supervisor

0.50 Program Specialist

1.00 Sr. Management Analyst

2.50 Division FTE Total

2.50 Department FTE Total

Emergency Management

DEPARTMENT RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCE ACCOUNTS						
Civil Defense Grants	0	0	135,400	152,700	17,300	12.78%
FEDERAL REVENUES	0	0	135,400	152,700	17,300	12.78%
Other Local	0	0	15,600	15,600	0	0.00%
LOCAL REVENUES	0	0	15,600	15,600	0	0.00%
County Indirect Revenue	0	0	0	419,878	419,878	100.00%
ADMINISTRATIVE CHARGES	0	0	0	419,878	419,878	100.00%
FUND TRANSFERS	0	0	0	105,000	105,000	100.00%
DEPARTMENT RESOURCES	0	0	151,000	693,178	542,178	359.06%

**Note: This is a new Department for FY19-20. Historical data for Emergency Response Planning is located within the Administration Division of the Sherriff's Office.*

Emergency Management

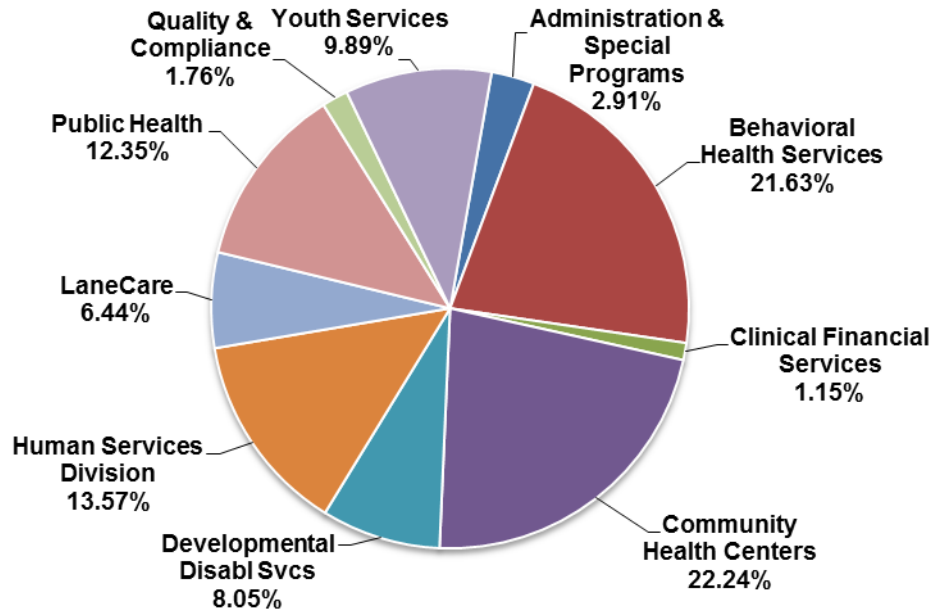
DEPARTMENT EXPENDITURE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
EXPENDITURE ACCOUNTS						
Regular Operating Wages	0	0	101,000	171,867	70,867	70.17%
Extra Help	0	0	0	5,000	5,000	100.00%
Reduction Unfunded Vac Liab	0	0	1,740	0	(1,740)	-100.00%
Social Security Expense	0	0	6,367	10,659	4,292	67.41%
Medicare Insurance Expense	0	0	1,490	2,492	1,002	67.25%
Unemployment Insurance (State)	0	0	95	256	161	169.47%
Workers Comp	0	0	303	521	218	71.95%
Disability Insurance - Long-term	0	0	727	1,219	492	67.68%
PERS - OPSRP Employer rate	0	0	19,101	24,437	5,336	27.94%
PERS Bond	0	0	7,438	12,452	5,014	67.41%
PERS - 6% Pickup	0	0	6,163	10,316	4,153	67.39%
Health Insurance	0	0	19,404	50,527	31,123	160.39%
Dental Insurance	0	0	1,234	3,592	2,358	191.09%
EE Assistance Pgm	0	0	23	59	36	156.52%
Life Insurance	0	0	372	913	541	145.43%
Flexible Spending Admin	0	0	12	36	24	200.00%
Disability Insurance - Short Term	0	0	35	83	48	137.14%
Deferred Comp Employer Contrib	0	0	2,020	3,439	1,419	70.25%
Retiree Medical	0	0	3,079	5,149	2,070	67.23%
FMLA Administration	0	0	36	84	48	133.33%
PERSONNEL SERVICES	0	0	170,639	303,101	132,462	77.63%
Professional & Consulting	0	0	0	50,000	50,000	100.00%
Agency Payments	0	0	43,000	0	(43,000)	-100.00%
Telephone Services	0	0	14,100	2,359	(11,741)	-83.27%
General Liability	0	0	521	884	363	69.67%
Maintenance of Equipment	0	0	10,400	5,975	(4,425)	-42.55%
Real Estate & Space Rentals	0	0	18,128	6,000	(12,128)	-66.90%
Fleet Services Rentals	0	0	527	7,207	6,680	1,267.55%
Copier Charges	0	0	0	200	200	100.00%
License Replacement	0	0	0	275	275	100.00%
Indirect/Technology Serv	0	0	0	10,033	10,033	100.00%
Infrastructure Replacement	0	0	0	390	390	100.00%
Direct/Technology Serv	0	0	45,879	0	(45,879)	-100.00%
PC Replacement Services	0	0	400	700	300	75.00%
Office Supplies & Expense	0	0	500	1,291	791	158.20%
Membrshp/Professional Licenses	0	0	0	500	500	100.00%
Advertising & Publicity	0	0	0	200	200	100.00%
Postage	0	0	0	200	200	100.00%
Radio/Communic Supplies & Svcs	0	0	562	4,390	3,828	681.14%
DP Supplies And Access	0	0	0	77,000	77,000	100.00%
Printer & Copier Expenses	0	0	0	200	200	100.00%
Small Tools & Equipment	0	0	0	1,500	1,500	100.00%
Library - Serials & Conts	0	0	44,000	44,000	0	0.00%
Safety Supplies	0	0	0	1,000	1,000	100.00%
Outside Education & Travel	0	0	1,600	5,000	3,400	212.50%
County Training Classes	0	0	0	1,500	1,500	100.00%
MATERIALS & SERVICES	0	0	179,617	220,804	41,187	22.93%
Vehicles	0	0	0	30,000	30,000	100.00%
CAPITAL OUTLAY	0	0	0	30,000	30,000	100.00%
DEPARTMENT EXPENDITURES	0	0	350,256	553,905	203,649	58.14%

*Note: This is a new Department for FY19-20. Historical data for Emergency Response Planning is located within the Administration Division of the Sherriff's Office.

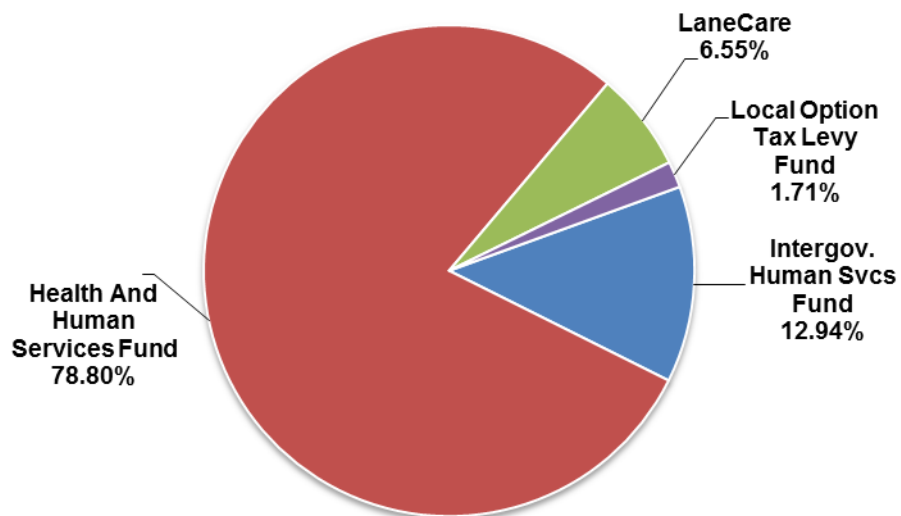
Department of Health and Human Services

FY 19-20 Adopted Expenditures: \$130,464,900

FY 19-20 Expenditures by Division



FY 19-20 Expenditures by Fund



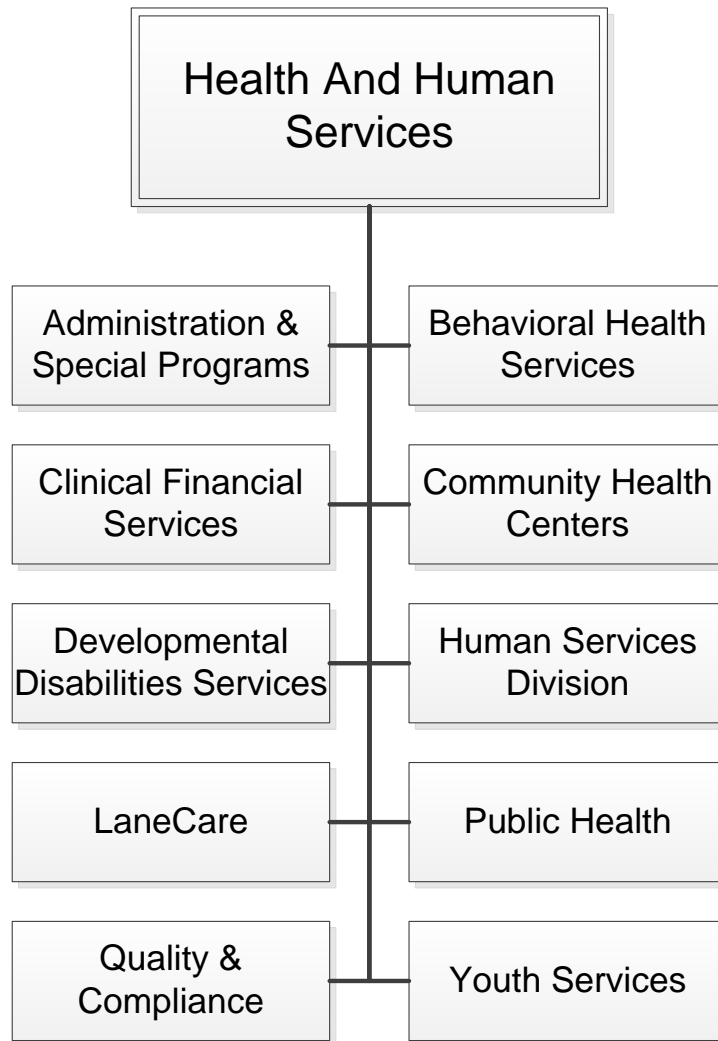
Karen Gaffney
Health & Human Services Director
541-682-4035

Health and Human Services

Department Purpose & Overview

The purpose of Lane County Health and Human Services is to promote and protect the health, safety, and well-being of individuals, families and our communities.

Health and Human Services (H&HS) is a broad-based organization which provides system oversight and direct services for clinical and community health, behavioral health (mental health and substance abuse), developmental disabilities, youth services, and basic needs/social services in a largely subcontracted system. The subcontract providers are community partners in a complex service delivery system.



Health and Human Services

Department Goals & Strategic Planning

The purpose of Lane County Health and Human Services is to promote and protect the health, safety, and well-being of individuals, families and our communities. The department strategic plan is built on four pillars necessary to achieve our mission in the community: 1) Equity and Access; 2) Integration and Prevention; 3) Data and Analytics; and 4) Staff Development and Efficiency. The three department-wide goals are: 1) Reduce tobacco use in Lane County; 2) Reduce cycles of trauma in our communities; and 3) Coordinate services across H&HS for 250 people with the most intensive needs.

Many of the elements of the H&HS Strategic Plan are incorporated into the Lane County strategic priorities including Safe and Healthy County, Vibrant Communities, and People and Partnerships. Specifically, the County strategic objectives of improving health in our communities through the Community Health Improvement Plan, and ensuring integrated and effective services through partnerships map to targeted elements in the strategic work in H&HS. In addition, H&HS's pillar on staff development and efficiency is in alignment with the county strategic plan by focusing on ways to broaden staff training, promote wellness, and create more efficient work flows and development opportunities for staff.

Areas of Focus

Lane County H&HS is a complex organization balancing clinical care, poverty programs, policy initiatives, care coordination, case management, and so much more. The department has identified four foundational areas of focus in its strategic plan. These four "pillars" stand to offer value, impact, and developmental direction to every employee and partner of H&HS.

Pillar 1: Equity and Access – Assure clients the service they need, when they need it.

Pillar 2: Integration and Prevention-Use prevention and integrated care to improve health.

Pillar 3: Data and Analytics – Use data to improve quality and work smarter.

Pillar 4: Staff Development and Efficiency- Hire, develop and retain the best talent to serve our clients and community.

Partnerships

In all four areas of focus in H&HS, the work is based on countless partnerships with local, state, and national organizations across all of the divisions. Some key partnerships for the next year include the continued work with Trillium and entering into a new contract with PacificSource, as the local Coordinated Care Organizations (CCO). In addition to the Agreement that contracts for staff at LaneCare and Public Health, and the provider contracts to support services at Behavioral Health, Community Health Centers, and Public Health, the department is involved in shared governance and work through the joint Community Health Improvement Plan. Additional significant partnerships include work with United Way on health and early childhood issues, work with cities to address housing needs, and collaborations with law enforcement and local courts to improve care coordination for individuals intersecting both the behavioral health and criminal justice systems. This past year H&HS has increased our partnerships with the City of Eugene in order to focus on solutions related to the homeless crisis in accessing additional temporary shelter facilities, and launching a longer term plan to transform the housing and homelessness system in the community based on the results of consultation from the Technical Assistance Collaborative.

Major Accomplishments & Achievements in FY 18-19

Through the Human Services Division, and in partnership with the City of Eugene, the Technical Assistance Collaborative (TAC) developed a report as part of the Public Shelter Feasibility study. The purpose of the study was to assess the crisis response system in Lane County, identify gaps within the system and outline best practices and strategies to address areas of need and improvement. The City of

Health and Human Services

Eugene and Lane County are working together to move forward in implementing the strategies outlined in the TAC report.

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

Lane County Behavioral Health in collaboration with the Community Health Centers of Lane County expanded the medication assistance treatment program to include buprenorphine to treat opioid addiction.

Anticipated Service & Budget Changes for FY 19-20

- Anticipated investment in Human Services Division staff focusing on housing and homelessness and additional subcontracted capacity, through a requested add package and investments from the City of Eugene.
- Decrease in funds into H&HS from the public safety levy, reflecting both the shift in behavior health dollars going to the Sherriff's Office for direct mental health treatment services through their subcontractor, and the shift in Youth Services needs now that the desired reserve level has been achieved.
- The County Veterans Services Office will have expanded services to Veterans in the Florence area given the demand.

Current & Future Service Challenges

- The Oregon Health Authority concluded the re-procurement of Coordinated Care Organizations, which resulted in two CCOs being selected for Lane County. The department will continue working with Trillium and will also enter into a contract with PacificSource effective January 1, 2020. Changes in contracts may impact projected funding from Trillium.
- The impacts of Oregon's new pay equity law are still unknown, and may require significant resources.
- The Developmental Disabilities Services division has significantly outgrown its space and is looking at long-term planning for a potential relocation to Youth Services campus on the site of the Armory building. There has been a significant increase in individuals coming in to services as well as new state requirements in completing the One Needs Assessment (ONA) with individuals in services.
- Mental health crisis and substance abuse treatment needs continue to present challenges across multiple systems, including public safety, housing and homelessness, and healthcare generally. The department will focus efforts with state and local partners to increase the capacity of the community to address these important needs.

Capital Projects – Planned and Known Needs

- MLK Commons Housing First Permanent Supported Housing Project
- Developmental Disabilities Services (DDS) is in need of an expanded space to service the ever increasing need of individuals served. DDS is looking at either expanding their current location or possibly relocating to the youth services campus at the site of the old Armory building.

Health and Human Services

DEPARTMENT FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Taxes & Assessments	2,401,234	2,531,521	2,556,221	1,656,000	(900,221)	-35.22%
Licenses & Permits	931,330	949,666	971,800	968,100	(3,700)	-0.38%
Fines, Forfeitures, Penalties	120,751	119,949	117,500	120,000	2,500	2.13%
Property And Rentals	402,753	374,315	368,032	351,197	(16,835)	-4.57%
Federal Revenues	31,796,939	31,147,469	35,527,145	37,021,382	1,494,237	4.21%
State Revenues	44,472,489	46,644,097	48,477,625	46,439,834	(2,037,791)	-4.20%
Local Revenues	1,970,063	2,161,659	2,298,116	2,139,164	(158,952)	-6.92%
Fees And Charges	12,777,133	13,461,659	17,612,799	18,435,129	822,330	4.67%
Interest Earnings	259,687	399,700	7,300	7,300	0	0.00%
Total Revenue	95,132,381	97,790,036	107,936,538	107,138,106	(798,432)	-0.74%
Fund Transfers	15,726,477	18,421,419	16,777,019	17,953,045	1,176,026	7.01%
TOTAL RESOURCES	110,858,857	116,211,455	124,713,557	125,091,151	377,594	0.30%
EXPENDITURES:						
Personnel Services	54,210,991	57,804,251	70,167,051	74,883,963	4,716,912	6.72%
Materials & Services	42,753,476	42,607,307	61,406,122	53,581,992	(7,824,130)	-12.74%
Capital Expenses	53,090	1,044,343	2,634,559	1,998,945	(635,614)	-24.13%
TOTAL EXPENDITURES	97,017,557	101,455,902	134,207,732	130,464,900	(3,742,832)	-2.79%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Health and Human Services	76,869,751	81,691,187	99,933,370	102,186,986	2,253,616	2.26%
Intergov. Human Svcs Fund	15,216,711	14,464,320	18,259,560	17,668,118	(591,442)	-3.24%
LaneCare	3,514,494	3,785,041	13,695,733	8,387,646	(5,308,087)	-38.76%
Local Option Tax Levy Fund	1,416,600	1,515,353	2,319,069	2,222,150	(96,919)	-4.18%
TOTAL	97,017,557	101,455,902	134,207,732	130,464,900	(3,742,832)	-2.79%

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Administration & Special Pgms	3,119,899	3,055,373	3,577,926	3,810,145	232,219	6.49%
Behavioral Health Services	20,805,740	21,727,755	28,784,224	28,249,891	(534,333)	-1.86%
Clinical Financial Services	2,101,638	2,632,895	1,580,062	1,526,753	(53,309)	-3.37%
Community Health Centers	22,865,557	25,441,548	28,394,958	28,985,017	590,059	2.08%
Developmental Disabl Svcs	6,412,658	6,485,171	9,918,261	10,547,083	628,822	6.34%
Human Services Division	14,660,951	14,464,320	18,259,560	17,668,118	(591,442)	-3.24%
LaneCare	3,514,494	3,785,041	13,695,733	8,387,646	(5,308,087)	-38.76%
Public Health	12,832,251	13,085,260	15,926,935	16,072,681	145,746	0.92%
Quality & Compliance	0	0	2,018,091	2,318,511	300,420	14.89%
Youth Services	10,704,369	10,778,538	12,051,982	12,899,055	847,073	7.03%
TOTAL EXPENDITURES	97,017,557	101,455,902	134,207,732	130,464,900	(3,742,832)	-2.79%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	576.89	621.80	658.74	661.24	2.50	0.38%

Health and Human Services

DEPARTMENT POSITION LISTING

Administration & Special Programs

2.00 Administrative Support Spec
 2.00 Accounting Analyst
 1.00 Accounting Clerk 1
 1.00 Accounting Clerk 2
 1.00 Accounting Clerk, Sr
 2.00 Administrative Assistant
 1.00 Asst Dept Dir (H&HS)
 1.00 Dept Director (PW & HHS)
 0.75 Office Assistant 2-Bilingual
 1.00 Prof/Tech Supervisor
 1.00 Program Services Coord, Sr
 0.80 Program Services Coord, Sr Bil
 3.55 Program Services Coordinator 2
 1.00 Program Supervisor
 1.00 Sr. Manager

20.10 Division FTE Total

Behavioral Health Services

12.00 Office Assistant 2
 3.50 Administrative Assistant
 1.00 Administrative Support Supv
 4.00 Community Health Nurse
 2.00 Licensed Practical Nurse
 1.00 Management Analyst
 1.00 Manager
 4.00 Medical Assistant 2
 11.00 Mental Health Associate
 1.00 Mental Health Spec 2-Bilingual
 23.00 Mental Health Specialist 1
 1.00 Mental Health Specialist 1 Bil
 18.00 Mental Health Specialist 2
 4.00 Mental Health Specialist, Sr
 1.00 MHO Care Coord Specialist
 2.00 Nurse Practitioner - Mental Hlth
 1.00 Office Assistant 2-Bilingual
 4.00 Office Assistant, Sr
 9.00 Peer Support Specialist
 9.50 Prof/Tech Supervisor
 6.00 Psychiatrist
 1.00 Sr. Management Analyst
 0.90 Sr. Manager

120.90 Division FTE Total

Clinical Financial Services

3.00 Accounting Clerk 2
 3.00 Accounting Analyst
 2.00 Accounting Clerk, Sr
 1.00 Administrative Assistant
 1.00 Management Analyst
 1.00 Prof/Tech Supervisor
 1.00 Program Manager

12.00 Division FTE Total

Health and Human Services

DEPARTMENT POSITION LISTING

Community Health Centers

14.00 Office Assistant 2-Bilingual
 3.50 Administrative Assistant
 1.00 Clinical Pharmacist
 14.50 Community Health Nurse
 2.00 Community Health Nurse 1
 4.00 Community Svc Wkr 2-Bilingual
 4.89 Dental Hygienist
 2.00 Dental Hygienist, Sr
 1.00 Environmental Health Spec 2
 1.75 Internal Medicine Physician
 26.00 Licensed Practical Nurse
 2.00 Licensed Practical Nurse-Bil
 1.00 Management Analyst
 3.50 Manager
 5.00 Medical Assistant 2
 6.00 Medical Assistant 2-Bilingual
 1.00 Mental Health Specialist 1
 6.00 Mental Health Specialist 2
 0.75 Naturopathic Physician
 6.70 Nurse Practitioner
 1.65 Nurse Practitioner-Bilingual
 24.00 Office Assistant 2
 1.00 Office Assistant, Sr
 4.00 Office Assistant, Sr-Bil
 11.00 Patient Care Coordinator
 1.00 Patient Care Coordinator - Bilingual
 8.15 Physician
 2.00 Physician Assistant
 5.50 Prof/Tech Supervisor
 1.70 Program Manager
 1.00 Program Services Coordinator 1
 1.00 Program Services Coordinator 2
 1.00 Program Svc Coord Bilingual
 1.00 Sr Stores Clerk
 1.00 Sr. Manager
 1.00 Stores Clerk
 2.00 TEMP Community Health Nurse
 3.00 TEMP Licensed Practical Nurse
 1.00 TEMP-Office Assistant 2 -

178.59 Division FTE Total

Developmental Disabl Svcs

3.00 Developmental Dis Abuse Invtgr
 3.00 Developmental Dis Spec - Bil
 46.50 Developmental Dis Specialist
 1.00 Management Analyst
 1.00 Manager
 7.00 Office Assistant 2
 1.00 Office Assistant 2-Bilingual
 5.00 Office Assistant, Sr
 6.00 Prof/Tech Supervisor
 0.50 TEMP - Developmental Dis Specialist
 0.50 TEMP-Office Assistant 2 -

74.50 Division FTE Total

Human Services Division

2.00 Employment Specialist 2 - Bilingual
 1.00 Accounting Analyst
 2.00 Administrative Analyst
 1.00 Administrative Assistant
 3.60 Asst Veteran Svcs Coordinator
 5.00 Community Service Worker 2
 10.00 Employment Specialist 2
 1.00 Management Analyst
 3.00 Office Assistant 2
 1.00 Office Assistant 2-Bilingual
 2.00 Office Assistant, Sr
 1.00 Prof/Tech Supervisor
 3.00 Program Services Coordinator 2
 3.80 Program Supervisor
 1.00 Sr. Manager
 0.50 TEMP-Office Assistant 2 -

40.90 Division FTE Total

Lane Care

5.00 Community Service Worker 2
 3.00 Administrative Analyst
 2.00 Administrative Assistant
 1.00 Community Svc Wkr 2-Bilingual
 1.00 Management Analyst
 1.00 Manager
 1.00 Mental Health Associate
 17.00 MHO Care Coord Specialist
 1.00 Office Assistant 2
 1.00 Office Assistant, Sr
 3.00 Prof/Tech Supervisor
 1.00 Program Services Coordinator 2
 1.10 Sr. Manager

38.10 Division FTE Total

Health and Human Services

DEPARTMENT POSITION LISTING

Public Health

2.00 Community Health Analyst 1
 1.00 Administrative Analyst, Sr
 1.00 Administrative Assistant
 6.00 Community Health Analyst 2
 1.00 Community Health Analyst Sr - Bilingual
 14.00 Community Health Nurse
 1.00 Community Service Worker 1 - Bil
 5.00 Community Service Worker 2
 2.00 Community Svc Wkr 2-Bilingual
 2.00 Comunity Health Nurse-Bilingual
 1.00 Environmental Health Spec 1
 1.00 Environmental Health Spec 1 - Bilingual
 6.00 Environmental Health Spec 2
 0.50 Manager
 5.00 Office Assistant 2
 5.80 Office Assistant 2-Bilingual
 1.55 Office Assistant, Sr
 3.00 Office Assistant, Sr-Bil
 0.20 Physician
 5.00 Prof/Tech Supervisor
 2.00 Program Services Coordinator 2
 1.00 Program Supervisor
 4.00 Sr Community Health Analyst
 1.00 Sr Stores Clerk
 2.00 Sr. Management Analyst
 1.00 Sr. Manager
 0.50 TEMP Community Health Analyst 1
 1.00 TEMP Community Health Nurse
 0.50 TEMP Environmental Health Specialist 2
 0.50 TEMP WIC Certifier
 5.80 WIC Certifier
 2.00 WIC Certifier - Bilingual
 1.00 WIC Nutritionist/Dietitian

86.35 Division FTE Total

Quality & Compliance

3.00 Administrative Analyst
 2.00 Administrative Analyst, Sr
 6.00 Management Analyst
 1.00 Prof/Tech Supervisor
 1.00 Sr. Management Analyst
 1.00 Sr. Manager

14.00 Division FTE Total

Youth Services

2.00 Office Assistant, Sr
 1.00 Accounting Clerk, Sr
 1.00 Administrative Assistant
 1.00 Community Service Worker 2
 1.00 Employment Specialist 2
 2.00 Family Mediator
 6.80 Juvenile Counselor 2
 2.00 Juvenile Counselor 2-Bil
 24.00 Juvenile Group Worker
 10.00 Juvenile Justice Specialist
 2.00 Juvenile Justice Specialist Bil
 1.00 Juvenile Justice System Nurse
 1.00 Mental Health Specialist 1 Bil
 1.00 Mental Health Specialist 2
 1.00 Office Assistant 2
 2.00 Office Assistant 2-Bilingual
 2.00 Office Assistant, Sr-Bil
 5.00 Prof/Tech Supervisor
 2.00 Program Supervisor
 3.00 Sr Juvenile Counselor
 2.00 Sr Juvenile Group Worker
 1.00 Sr. Management Analyst
 1.00 Sr. Manager
 1.00 Victim Advocate

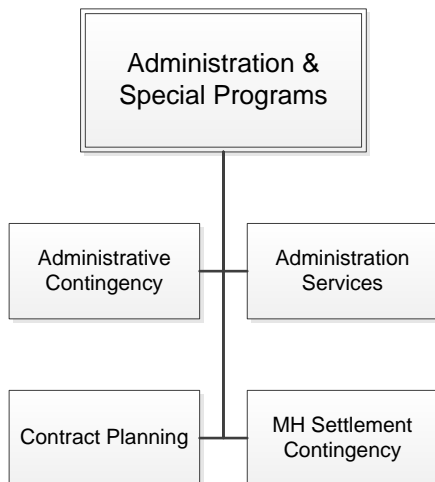
75.80 Division FTE Total

661.24 Department FTE Total

Health and Human Services: Administration & Special Programs

Division Purpose Statement

The Administration Division provides leadership and high-quality support to assure the efficient and legal operation of Health & Human Services (H&HS).



Division Locator

Health and Human Services

Administration & Special Pgms ◀
Behavioral Health Services
Clinical Financial Services
Community Health Centers
Developmental Disabilities Services
Human Services Division
LaneCare
Public Health
Quality and Compliance
Youth Services

Health and Human Services: Administration & Special Programs

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Property And Rentals	3,025	3,300	3,300	3,300	0	0.00%
Fees And Charges	55,206	56,838	60,341	93,219	32,878	54.49%
Interest Earnings	85,932	124,543	0	0	0	0.00%
Total Revenue	144,163	184,681	63,641	96,519	32,878	51.66%
Fund Transfers	2,819,372	2,931,534	2,701,555	3,004,115	302,560	11.20%
TOTAL RESOURCES	2,963,534	3,116,215	2,765,196	3,100,634	335,438	12.13%
EXPENDITURES:						
Personnel Services	2,483,501	2,499,321	2,428,175	2,560,074	131,899	5.43%
Materials & Services	636,397	549,080	932,751	1,003,071	70,320	7.54%
Capital Expenses	0	6,973	217,000	247,000	30,000	13.82%
TOTAL EXPENDITURES	3,119,899	3,055,373	3,577,926	3,810,145	232,219	6.49%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Health and Human Services	3,119,899	3,055,373	3,577,926	3,810,145	232,219	6.49%
TOTAL	3,119,899	3,055,373	3,577,926	3,810,145	232,219	6.49%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Contracts & Planning	747,096	771,884	856,860	895,642	38,782	4.53%
H&HS Administration Services	2,211,907	2,278,230	2,066,700	2,223,137	156,437	7.57%
HHS Admin Contingency	817	4,680	250,000	287,000	37,000	14.80%
MH Settlement Contingency	160,078	580	404,366	404,366	0	0.00%
TOTAL EXPENDITURES	3,119,899	3,055,373	3,577,926	3,810,145	232,219	6.49%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	20.10	21.10	20.10	20.10	0.00	0.00%

Health and Human Services: Administration & Special Programs

Division Overview

The Administration Division provides leadership and high-quality support to assure the efficient and legal operation of Health & Human Services (H&HS).

This division includes: Executive Management, Planning & Subcontracting, Fiscal Services, Strategic Development and Public Information. Administration plans and directs the services and activities of the department and provides operational support to all department divisions and programs. Executive management is responsible for overall leadership, problem-solving, labor relations, Workers' Compensation, family medical leave, and personnel services. The direct program support unit is responsible for planning and monitoring H&HS' extensive in-house and subcontracted services system. Fiscal Services is responsible for grant accounting, payroll, budgeting, and payables and receivables functions. Strategic Development is responsible for working with all divisions to help develop additional resources for county and community services. The Public Information Officer is responsible to expand communication efforts internally and community-wide.

Division Goals & Strategic Planning

The goals and objectives of Administration support the County Strategic Plan and the Department's mission to improve the health and well-being of the community.

- Continue to apply for grants that support or enhance current services.
- Continue work to ensure that contracts are in compliance, working closely with Quality & Compliance division.
- Develop policy & procedure for contract monitoring based on new requirements.
- Develop a system to monitor sub-contractor reports to include outcomes and service delivery data.
- Increase communication with employees and the public

Major Accomplishments & Achievements in FY 18-19

- Developing framework to review internal and external compliance with funding source and/or grant conditions to include risk assessment and level of monitoring.
- Review and update contract templates for upcoming fiscal year to ensure that required conditions from funding source and/or grants were passed on to the subcontractors.

Anticipated Service & Budget Changes for FY 19-20

This Division is funded by the other Divisions within Health & Human Services. There are no anticipated significant changes in the next fiscal year.

Current & Future Service Challenges

The challenge of Administration is to continue to provide excellent leadership and support to a department that continues steady growth in expanding and adding new services. The division recently added a new supervisor position and has hired a replacement division manager due to a retirement.

Capital Projects – Planned and Known Needs

There are no known needs or planned capital projects for Administration.

Health and Human Services: Behavioral Health Services

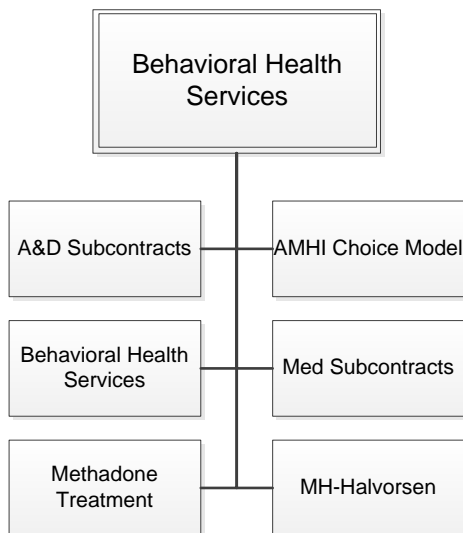
Division Purpose Statement

Deliver a broad array of services to children, families and adults as part of the Federally Qualified Health Center

Division Locator

Health and Human Services

*Administration & Special Pgms
Behavioral Health Services ◀
Clinical Financial Services
Community Health Centers
Developmental Disabilities Services
Human Services Division
LaneCare
Public Health
Quality and Compliance
Youth Services*



Health and Human Services: Behavioral Health Services

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Property And Rentals	79,103	110,475	122,520	125,400	2,880	2.35%
Federal Revenues	6,484,529	6,159,420	8,687,163	8,780,995	93,832	1.08%
State Revenues	13,828,502	14,402,449	13,389,332	12,341,459	(1,047,873)	-7.83%
Local Revenues	152,973	260,203	208,850	50,000	(158,850)	-76.06%
Fees And Charges	3,050,941	2,946,688	4,660,434	4,660,434	0	0.00%
Interest Earnings	161	252	0	0	0	0.00%
Total Revenue	23,596,208	23,879,487	27,068,299	25,958,288	(1,110,011)	-4.10%
Fund Transfers	281,027	98,304	106,098	116,143	10,045	9.47%
TOTAL RESOURCES	23,877,235	23,977,791	27,174,397	26,074,431	(1,099,966)	-4.05%
EXPENDITURES:						
Personnel Services	8,610,505	9,638,652	12,829,264	13,979,620	1,150,356	8.97%
Materials & Services	12,195,235	12,081,850	15,377,975	14,270,271	(1,107,704)	-7.20%
Capital Expenses	0	7,253	576,985	0	(576,985)	-100.00%
TOTAL EXPENDITURES	20,805,740	21,727,755	28,784,224	28,249,891	(534,333)	-1.86%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Health and Human Services	20,805,740	21,727,755	28,784,224	28,249,891	(534,333)	-1.86%
TOTAL	20,805,740	21,727,755	28,784,224	28,249,891	(534,333)	-1.86%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
A&D Subcontracts	3,582,537	3,126,207	3,121,902	2,746,200	(375,702)	-12.03%
AMHI Choice Model	1,284,434	1,128,934	79,986	0	(79,986)	-100.00%
Behavioral Health Svcs	9,053,974	10,093,286	14,808,610	15,048,141	239,531	1.62%
Med Subcontracts	5,545,961	5,790,861	8,324,123	7,595,597	(728,526)	-8.75%
Methadone Treatment	1,337,507	1,588,467	2,445,776	2,856,126	410,350	16.78%
Mh-Halvorsen Trust Fund	1,327	0	3,827	3,827	0	0.00%
TOTAL EXPENDITURES	20,805,740	21,727,755	28,784,224	28,249,891	(534,333)	-1.86%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	98.15	111.65	120.90	120.90	0.00	0.00%

Health and Human Services: Behavioral Health Services

Division Overview

Lane County Behavioral Health (LCBH) is a comprehensive local clinic that delivers a broad array of services to children, families and adults. LCBH is part of the Federally Qualified Health Center (FQHC) and is certified by the State of Oregon Health Systems Division as a Community Mental Health Program (CMHP). The clinic is the safety net for people with severe and persistent mental illnesses.

LCBH specific services include: screening, diagnostics, assessment, and treatment. This includes full service access to Qualified Mental Health Professionals, Qualified Mental Health Associates, Psychiatrists, Nurses, and Peer Support Specialists. The care is delivered via a holistic team-based care model with a recovery focus. The clinic also has on-site contracts with a Pharmacy and Laboratory.

The teams at LCBH are: Screening/Access Teams; Adult Mental Health; Child and Adolescent Mental Health; School Based Health Centers; Protective Services (PSI); Adult Mental Health Initiative (Choice Model) and Residential; Psychiatric Security Review Board (PSRB); Municipal Mental Health Court; Circuit Mental Health Court; Parole and Probation Collaboration; Lane County Jail Collaboration; Civil Commitment Services; .370 (Unfit to Proceed); Money Management Services; Crisis and Triage; Primary Care; Onsite Pharmacy; and Data Analysis; as well as the Medication Assisted Treatment Program that is located at the Charnelton site.

The LCBH mission is “*Enhancing individual and family wellness through integrated care and community connections.*”

Division Goals & Strategic Planning

- Monitor and increase the usage of the Columbia Suicide Severity Rating Scale (C-SSRS).
- Increase risk prevention tools and screenings, including “Access to Lethal Means” tools.
- Reduce suicide risks and increase safety of all clients through coordinated care efforts.
- Utilize the Care Management Level (CML) algorithm to ensure clients are getting the right care, at the right time, by the right team.
- Continue implementation of the Risk Management system.
- Develop protocols/manual that details all the steps in the clinical documentation process.
- Implement trauma informed care committee recommendations for improvement.
- Review and update all policies and procedures.
- Develop new policies and procedures for all new programming.
- Increase safety of the clinic through improved protocols and the development of an “Incident Response Team” that manages in-clinic crises.
- Continue the Transformation Project, with a focus on increasing access to care for adult clients.
- Increase diversity and equity activities for staff and clients.
- Increase access for Children, Adolescents and Families.
- Utilization of high quality, evidenced-based therapeutic practices.
- Increase continuity of care and collaboration with community partners
- Review, update, and implement emergency response protocols.

Major Accomplishments & Achievements in FY 18-19

- Implemented the long-form Columbia Suicide Severity Rating Scale (C-SSRS), which improves upon the screening only tool that was previously available in the Electronic Health Record (EHR).
- Implemented the Care Management Level (CML) algorithm tool in the EHR.

Health and Human Services: Behavioral Health Services

- Improved existing clinical templates in the EHR for improved efficiency for staff documentation.
- Hired many new clinical and supervisory staff.
- Conducted an in depth review of applicable Oregon Administrative Rules to ensure compliance.
- Developed comprehensive adult screening/access system- which includes a new supervisor, QMHP, QMHA, and technology solutions for high efficiency access.
- Implemented the Tableau Server for all staff at LCBH, which gives ready access to important clinical and administrative data.
- Developed extensive data dashboards to improve data and analytics infrastructure.
- Engaged in Quality Improvement/Quality Assurance projects to improve systems and care.
- Successfully completed a Plan-Do-Study-Act (PDSA) for the adult access system, which resulted in permanent improvements to the access workflows.

Anticipated Service & Budget Changes for FY 19-20

- Increase access to the Child and Adolescent Program.
- Continued focus on the intersection of behavioral health and public safety, including enhancements to the crisis system and diversion from both the jail and the Oregon State Hospital.
- Continue expansion of the Medication Assisted Programs (Methadone and buprenorphine), including the implementation of the Hub & Spoke Model.

Current & Future Service Challenges

LCBH is primarily funded through the fee-for-service model and is highly dependent on stability within state and federal budgets. Any reductions in how LCBH is reimbursed by state and federal programs could have significant impact on future service delivery.

The rural areas of Lane County need clinical behavioral health services. This service challenge should be addressed to assist citizens in the rural areas with their access to LCBH clinical resources.

Capital Projects – Planned and Known Needs

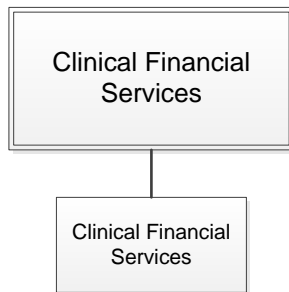
LCBH is in need of eventually expanding the clinic size to accommodate more staff and clients. This could be accomplished by adding an additional wing to the 2411 MLK building.

The lobby area is in need of restructuring to make it more welcoming and safe for clients. The lobby area is overcrowded and loud, making it feel unsafe for some clients.

Health and Human Services: Clinical Financial Services

Division Purpose Statement

CFS provides support to the Community Health Centers (CHC), Lane County Behavioral Health (LCBH), Public Health (PH), and Youth Services (YS) by providing services including budgeting, claims processing, regulatory compliance, data analysis, and operational support.



Division Locator

Health and Human Services

*Administration & Special Pgms
Behavioral Health Services
Clinical Financial Services ◀
Community Health Centers
Developmental Disabilities Services
Human Services Division
LaneCare
Public Health
Quality and Compliance
Youth Services*

Health and Human Services: Clinical Financial Services

DIVISION FINANCIAL SUMMARY						
	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Curr Bgt	FY 19-20 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
RESOURCES:						
Federal Revenues	0	52,796	0	0	0	0.00%
Fees And Charges	19,330	20,865	18,237	23,000	4,763	26.12%
Interest Earnings	3,039	10,220	300	300	0	0.00%
Total Revenue	22,369	83,881	18,537	23,300	4,763	25.69%
Fund Transfers	2,192,940	2,707,237	1,541,338	1,551,912	10,574	0.69%
TOTAL RESOURCES	2,215,309	2,791,118	1,559,875	1,575,212	15,337	0.98%
EXPENDITURES:						
Personnel Services	1,751,201	1,884,183	1,241,022	1,217,735	(23,287)	-1.88%
Materials & Services	350,438	748,712	339,040	309,018	(30,022)	-8.86%
TOTAL EXPENDITURES	2,101,638	2,632,895	1,580,062	1,526,753	(53,309)	-3.37%

EXPENDITURES BY FUND						
	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Curr Bgt	FY 19-20 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
FUNDS						
Health and Human Services	2,101,638	2,632,895	1,580,062	1,526,753	(53,309)	-3.37%
TOTAL	2,101,638	2,632,895	1,580,062	1,526,753	(53,309)	-3.37%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Curr Bgt	FY 19-20 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
PROGRAMS						
Clinical Financial Services	2,101,638	2,632,895	1,580,062	1,526,753	(53,309)	-3.37%
TOTAL EXPENDITURES	2,101,638	2,632,895	1,580,062	1,526,753	(53,309)	-3.37%

FTE SUMMARY						
	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Curr Bgt	FY 19-20 Adopted	Chng Fr Curr	% Chng Fr Curr
Total FTE	18.00	22.00	12.00	12.00	0.00	0.00%

Health and Human Services: Clinical Financial Services

Division Overview

Clinical Financial Services (CFS) provides administrative and financial support to Lane County's Federal Qualified Health Center (FQHC) and Youth Services (YS). The FQHC includes the Community Health Centers of Lane County (CHC) and components of Lane County Behavioral Health (LCBH) and Public Health (PH). In this role, CFS ensures:

- Health providers are properly educated, licensed, and certified
- Medical claims are accurately processed and collected timely
- Budget preparation, financial projections, and compliance monitoring are prepared in accordance with appropriate standards

Division Goals & Strategic Planning

1. Ensure medical, behavioral health, and public health employees and contractors including volunteers and student interns are credentialed with standards prescribed by the Health Resources Services Administration
 - Ensure that the care dispensed to patients and clients meets the highest industry standards.
 - Assess and confirm the qualifications of a health care practitioner by reviewing health staff's completed education, training, and residency, including licensure and any certifications.
2. Ensure that claims are processed efficiently and effectively for services provided to the FQHC and YS.
 - Monitor claims processing guidelines such as aging schedules and days in accounts receivable to improve collection rates, cash flow, and program revenue.
 - Improve accuracy of provider coding by performing random chart audits.
 - Utilize electronic data interchange to transmit data efficiently and accurately.
3. Provide financial analysis and support to Health & Human Services (H&HS) Administration and FQHC management to facilitate data-driven decision making in program operations.
 - Develop yearly budgets for the FQHC that provide accurate estimates of program performance including key operational metrics.
 - Provide monthly pro forma financial statements for each operating entity to assist in evaluating program financial performance to budget.
 - Provide monthly and ad hoc reports of key operating metrics of staff productivity and other efficiency metrics.
4. Maintain regulatory compliance with applicable federal, state, and local regulations.
 - Assess/identify applicable regulatory/reporting requirements for each operating entity.
 - Ensure that all applicable reports are prepared and filed consistent with the guidelines and standards of the County, and the applicable entity.
 - Develop, implement, and maintain on-going compliance activities to include staff training, compliance audits, and reporting.

Major Accomplishments & Achievements in FY 18-19

- The CFS program automated monthly performance reports for the CHC and LCBH divisions in the Tableau application.
- Billing assisted in the successful implementation of NextGen as the Electronic Health Record and Practice Management system for the Methadone Treatment Program.
- The CFS program continues to prepare monthly operational pro forma financial and operating reports for the CHC and LCBH divisions. These reports provide timely information to the program and department management teams in order to more effectively manage the programs to meet operational and financial goals.

Health and Human Services: Clinical Financial Services

- CFS staff continue to work closely with other County staff and the Trillium/Centene Coordinated Care Organization (CCO) in support of Oregon's healthcare transformation initiatives.

Anticipated Service & Budget Changes for FY 19-20

CFS continues to look for innovative technology solutions to improve efficiency and workflows to accomplish revenue cycle performance at the highest level possible. With anticipated service expansion of the CHC and LCBH divisions and the potential impact of CCO 2.0, billing will become more complex and volumes will increase. Currently CFS is working with the Practice Management software vendor to determine system functionality improvements and more efficient utilization of enhanced services to increase performance with existing resources.

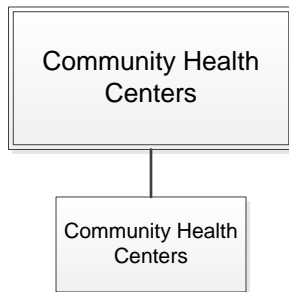
Current & Future Service Challenges

CFS is funded through service charges to the FQHC based on collections. Revenue will remain stable based on the current encounter volumes and clinical activities. CFS does not anticipate any reduction in staff or services in the coming year and will continue to serve its customers under the current structure.

Health and Human Services: Community Health Centers

Division Purpose Statement

Provide primary healthcare services to uninsured and underinsured individuals in our community.



Division Locator

Health and Human Services

*Administration & Special Pgms
Behavioral Health Services
Clinical Financial Services
Community Health Centers ◀
Developmental Disabilities Services
Human Services Division
LaneCare
Public Health
Quality and Compliance
Youth Services*

Health and Human Services: Community Health Centers

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Federal Revenues	14,935,271	15,439,606	16,416,895	17,459,018	1,042,123	6.35%
State Revenues	4,879,792	3,512,449	3,407,498	3,219,498	(188,000)	-5.52%
Fees And Charges	7,149,513	7,485,840	8,224,086	8,744,857	520,771	6.33%
Interest Earnings	(39,185)	(39,319)	0	0	0	0.00%
Total Revenue	26,925,391	26,398,576	28,048,479	29,423,373	1,374,894	4.90%
TOTAL RESOURCES	26,925,391	26,398,576	28,048,479	29,423,373	1,374,894	4.90%
EXPENDITURES:						
Personnel Services	15,845,574	17,277,189	20,508,398	21,605,679	1,097,281	5.35%
Materials & Services	6,993,146	7,163,513	7,835,624	7,334,702	(500,922)	-6.39%
Capital Expenses	26,837	1,000,846	50,936	44,636	(6,300)	-12.37%
TOTAL EXPENDITURES	22,865,557	25,441,548	28,394,958	28,985,017	590,059	2.08%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Health and Human Services	22,865,557	25,441,548	28,394,958	28,985,017	590,059	2.08%
TOTAL	22,865,557	25,441,548	28,394,958	28,985,017	590,059	2.08%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Community Health Centers	22,865,557	25,441,548	28,394,958	28,985,017	590,059	2.08%
TOTAL EXPENDITURES	22,865,557	25,441,548	28,394,958	28,985,017	590,059	2.08%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	160.08	165.85	178.59	178.59	0.00	0.00%

Health and Human Services: Community Health Centers

Division Overview

The CHC provides primary health care services to children, adolescents, and adults in six Eugene/Springfield locations. Additionally, CHC's holistic healthcare program offers dental prevention services in Head Start programs, local school districts, and at Women, Infants, and Children (WIC) offices around the county. The CHC also offers prenatal care, in collaboration with Peace Health Medical Group.

The CHC is funded from a mix of sources. The CHC receives no County general funds. 81% of program revenue is derived from insurance related revenue. Grants comprise 12% of program revenue. The remaining 7% of revenue comes from patient payments, 340B prescription program, and miscellaneous sources.

Goals & Strategic Plan

The CHC's goals directly tie to the County's strategic priorities with an emphasis on a safe, healthy county, and on people and partnerships.

The CHC's strategic priorities include:

- Improve timely access to primary care services by improving program efficiency to enable care teams to increase the number of patient appointments per team per day. Objectives include:
 - Opening an after-hours "walk-in" service by early summer.
 - Simplifying patient scheduling processes for appointments during regular business hours.
- Improve clinical care and health outcomes for patients by meeting or exceeding identified Coordinated Care Organization (CCO) and Medicare metric targets. Objectives include:
 - Identify and implement key performance indicators (KPIs) to provide "real-time" data reporting at all levels of staff within the division to drive performance improvement.
 - Expand quality improvement processes to actively engage care teams in process improvement.
- Improve and expand program services to better meet patient needs. Objectives include
 - Implement pilot program to integrate preventative dental services into primary care.
 - Increase patient screening for social determinants of health, and incorporate activities to more effectively address identified needs.
 - Improve integration of services with primary care services with Lane County Behavioral Health and Methadone Treatment programs.
- Promote program efficiency and maintain a vibrant workforce. Objectives include:
 - Focus on evaluating and modifying core workflows and processes to more clearly define and standardize staff roles and responsibilities.
 - Expand staff training on quality improvement processes, technical skills, and job processes.

Major Accomplishments & Achievements in FY 18-19

- The CHC provided 76,843 services to 29,963 patients in 2018. This included the provision of preventative dental services to approximately 11,500 children through services provided at HeadStart, WIC, and elementary school locations throughout Lane County.
- The program received national and state-wide recognition for its opioid reduction programs.
- Renovation of the Charnelton Clinic was completed to improve service efficiency and to add staff at this site.

Health and Human Services: Community Health Centers

- The CHC has had an operating surplus in each of the past five fiscal years.
- The CHC continues to improve in the quality of care provided to its patients. The CHC clinical performance contributed to the Trillium CCO successfully meeting Oregon CCO clinical metric targets for incentive payments.

Anticipated Service & Budget Changes for FY 19-20

There are no anticipated major budget changes during the coming year. The following service changes are expected:

- Implementation of an after-hours walk-in clinic.
- Implementation of a pilot project to integrate preventive dental services into primary care.
- Increased focus on identifying social determinants of health and in expanding services such as case management to better address these needs.

Current & Future Service Challenges

Potential changes in the Coordinated Care Organization (CCO) landscape may have a profound impact on the CHC. (CCOs are the insurers that manage the health care benefits for Medicaid services.)

The Oregon Health Authority (OHA) is in the procurement process to select CCOs for coverage throughout the State effective January, 2020. Lane County currently has one CCO (Trillium). Four organizations have submitted letters of interest for the County. Having more than one CCO operate in the County would increase the operational complexity of delivering services. For example, each CCO would have its own list of services requiring prior authorization, its own unique formulary of approved medications, its own list of participating specialists, etc. If OHA decides to replace the current CCO with a different CCO organization, we will experience “one-time” costs associated with managing the transition from one insurer’s processes to new processes. If OHA selects multiple CCOs to operate in the County, these operational variations across the CCOs would significantly impact time required for staff to coordinate patient care and would increase the on-going cost of providing service.

We cannot predict the financial impact on revenue as a result of potential changes. Each CCO entrant will have its own unique contracting and reimbursement strategy. There is no way to currently know if this would increase or reduce overall program revenue.

Perhaps more significantly, having multiple CCOs in the County would fragment the community processes for strategically planning and coordinating service priorities toward improving community health.

Capital Projects – Planned and Known Needs

There are no planned capital projects.

Health and Human Services: Development Disabilities

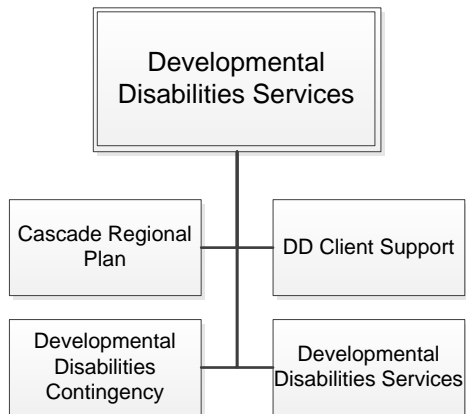
Division Purpose Statement

Provide case management services to adults and children with intellectual and developmental disabilities.

Division Locator

Health and Human Services

*Administration & Special Pgms
Behavioral Health Services
Clinical Financial Services
Community Health Centers
Developmental Disabilities Services ◀
Human Services Division
LaneCare
Public Health
Quality and Compliance
Youth Services*



Health and Human Services: Development Disabilities

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
State Revenues	6,306,363	8,458,107	8,686,790	8,661,790	(25,000)	-0.29%
Fees And Charges	41,889	16	0	0	0	0.00%
Total Revenue	6,348,252	8,458,123	8,686,790	8,661,790	(25,000)	-0.29%
TOTAL RESOURCES	6,348,252	8,458,123	8,686,790	8,661,790	(25,000)	-0.29%
EXPENDITURES:						
Personnel Services	4,999,307	5,202,717	6,398,678	6,932,745	534,067	8.35%
Materials & Services	1,413,352	1,258,900	1,812,274	1,907,029	94,755	5.23%
Capital Expenses	0	23,554	1,707,309	1,707,309	0	0.00%
TOTAL EXPENDITURES	6,412,658	6,485,171	9,918,261	10,547,083	628,822	6.34%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Health and Human Services	6,412,658	6,485,171	9,918,261	10,547,083	628,822	6.34%
TOTAL	6,412,658	6,485,171	9,918,261	10,547,083	628,822	6.34%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Cascade Regional Plan	376,176	145,652	36,088	0	(36,088)	-100.00%
DD Client Support	87,342	127,271	225,000	200,000	(25,000)	-11.11%
Dev Disabilities Contingency	43,640	291	0	0	0	0.00%
Developmental Disabilities Svc	5,905,501	6,211,957	9,657,173	10,347,083	689,910	7.14%
TOTAL EXPENDITURES	6,412,658	6,485,171	9,918,261	10,547,083	628,822	6.34%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	59.25	67.75	74.50	74.50	0.00	0.00%

Health and Human Services: Development Disabilities

Division Overview

Lane County Developmental Disabilities Services Division (DD) is part of a statewide services delivery system in which case management and other supportive services are provided to adults and children with intellectual and developmental disabilities. Services include identifying, accessing, coordinating and assuring the delivery of available services and resources. DDS strives to provide a responsive, cooperative lifespan delivery system of support, training, care, monitoring, protection and crisis response for the individuals served.

Division Goals & Strategic Planning

- Develop and implement a quality assurance system that highlights and supports the significant work being done to serve individuals with intellectual and developmental disabilities (I/DD).
- Increase the frequency of service monitoring to promote the health, safety, and well-being of the individuals we serve.
- Increase supports available to children with I/DD and their families by developing and implementing a plan to actively recruit foster parents.
- Review and update our emergency response process to ensure the most vulnerable individuals are consistently identified and contacted during an emergency.
- Implement phase two of the Oregon Needs Assessment (ONA) which requires all Service Coordinators to conduct ongoing ONAs for all individuals in funded services.
- Update and maintain office process maps and policies to ensure best practices based on state changes in state administrative rules.
- Maintain quality case management within current budget limitations and increased number of individuals coming into service.
- Collaborate with other divisions and partners to identify opportunities to respond to youth in crisis with safe placement options that does not include boarding at the emergency department.
- Increase number of case management and monitoring contacts and receive successful results in an audit focused on monitoring scheduled for December of 2019.

Major Accomplishments & Achievements in FY 18-19

- Served over 2,500 individuals in Lane County with intellectual and developmental disabilities.
 - Added positions and reassigned duties to create a team of trained ONA Assessors, implemented the ONA, and completed ONAs for nearly all individuals in funded services.
 - Completed model storming and identified data to be stored in the Data Mart to support the implementation of Tableau as a reporting platform.
 - Developed Key Performance Indicators to improve our ability to monitor the effectiveness of services.
 - Created numerous Tableau reports to assist employees to more effectively serve individuals while also strategically focusing their efforts to ensure alignment with mandated timelines.
 - Completed an ODDS audit and all required follow-up actions.
 - Increased DDS Advisory Committee membership to include additional self-advocates, foster parents for children, and a Behavior Specialist.
 - Renewed the commitment to the Trauma Informed Care (TIC) Committee, selected employees to serve as co-chairs of the committee, and developed a work plan which included completion of a TIC focused lobby survey in the fall of 2018 and a DD focused TIC training in the spring of 2019.
- Continued planning for an expansion of office space to accommodate new employees and to provide better client access.

Health and Human Services: Development Disabilities

Anticipated Service & Budget Changes for FY 19-20

The State DHS budget provided an increase in funding of 31% to Lane County over the prior fiscal year. The increase was reflective of the need to provide services to a steady increase of individuals seeking DD services. Over the past five years the average annual growth in the number of people served by DDS has been about 12%, and this is expected to continue. In addition to the number of people served increasing there have been and will continue to be numerous increases in the workload as ODDS has rolled out new databases and other mandates that increase the amount of time it takes to complete tasks. The workload model was recently updated to capture some of the changes. However, changes that are anticipated to occur in FY 19-20 will not be incorporated in the workload model.

Current & Future Service Challenges

State funding limitations cap the amount of revenue available. The implementation of the ONA in FY 18-19 did not come with sufficient funding to support the need to hire ONA Assessors, which resulted in higher caseloads across DD services. While there is an increase in funding in FY 19-20, it will take time to hire and train employees and reallocate work. In fall of 2019 it is expected caseloads will be redistributed and result in a decrease in caseload sizes. However, as the overall growth in people seeking services is expected to continue into the future, it is expected the caseload sizes will again increase over time.

ODDS is expected to implement the additional changes in FY 19-20, which will impact workloads. A specific change occurring in November, 2019 is the Centralized Abuse Management System. The growth in the number of people served is expected to result in an additional demand for Personal Support Workers (PSWs). PSWs are independent providers who provide direct supports to individuals in services. DDS essentially acts as an employment agency by completing background checks, approves all PSW time sheets, and completes other employer-related tasks. The review and approval of time sheets for the PSWs is a significant workload for DDS administrative staff that is expected to continue to grow.

The continued growth in the number of individuals served is challenging the capacity of the provider system in the community. Individuals need direct support workers, including PSWs and supports provided by local agencies. However, there is a limited supply of skilled providers to provide these supports. As a result, individuals are negatively impacted, and one outcome has been individuals experiencing extended stays in the Emergency Department.

Capital Projects – Planned and Known Needs

DDS is in need of an expanded space to service the ever increasing need of individuals served. More than 1,000 additional people are being served than in 2014, and more than 30 employees have been added to provide the increasing need for services. The number of people served means an increased need for lobby space and conference rooms. As a result, DDS has been planning to expand, and has allocated funding for this purpose.

Health and Human Services: Human Services

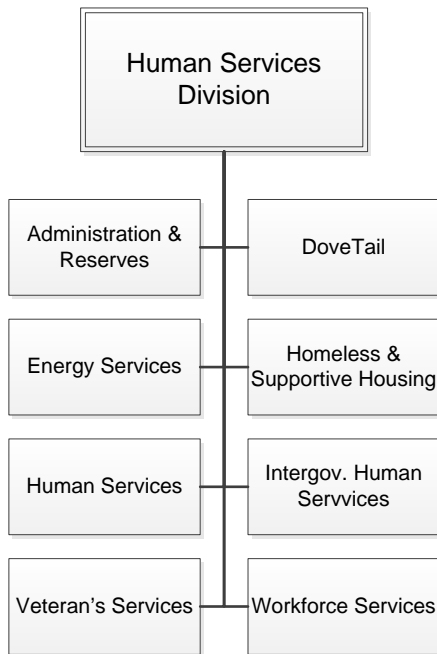
Division Purpose Statement

Provide resources and promote opportunities for the improvement of the quality of life and success of children, families and individuals through a diverse array of programs and services made possible by local, state and federal funding sources in partnership with non-profit and government agencies.

Division Locator

Health and Human Services

*Administration
Behavioral Health Services
Clinical Financial Services
Community Health Centers
Developmental Disabilities Services
Human Services Division ◀
LaneCare
Public Health
Quality and Compliance
Youth Services*



Health and Human Services: Human Services

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Federal Revenues	8,280,334	7,659,995	8,248,844	8,623,001	374,157	4.54%
State Revenues	3,624,517	3,898,980	5,691,155	4,738,093	(953,062)	-16.75%
Local Revenues	1,552,769	1,608,692	1,928,767	1,884,381	(44,386)	-2.30%
Fees And Charges	567,885	766,568	771,366	701,284	(70,082)	-9.09%
Interest Earnings	3,505	21,718	0	0	0	0.00%
Total Revenue	14,029,010	13,955,953	16,640,132	15,946,759	(693,373)	-4.17%
Fund Transfers	1,417,503	2,455,349	1,911,644	2,341,275	429,631	22.47%
TOTAL RESOURCES	15,446,513	16,411,302	18,551,776	18,288,034	(263,742)	-1.42%
EXPENDITURES:						
Personnel Services	3,424,359	3,639,654	3,994,105	4,224,235	230,130	5.76%
Materials & Services	11,236,592	10,824,667	14,265,455	13,443,883	(821,572)	-5.76%
TOTAL EXPENDITURES	14,660,951	14,464,320	18,259,560	17,668,118	(591,442)	-3.24%
EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Intergov. Human Svcs Fund	14,660,951	14,464,320	18,259,560	17,668,118	(591,442)	-3.24%
TOTAL	14,660,951	14,464,320	18,259,560	17,668,118	(591,442)	-3.24%
DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Administration & Reserves	464,913	445,839	524,133	538,084	13,951	2.66%
Dovetail	5,999	159,975	341,773	367,862	26,089	7.63%
Energy Services	4,857,302	4,554,543	4,603,823	4,412,566	(191,257)	-4.15%
Homeless & Support Housing	4,113,086	4,028,027	6,151,352	5,894,731	(256,621)	-4.17%
Human Services	687,003	768,545	769,021	453,159	(315,862)	-41.07%
Intergov Human Services	1,331,347	1,352,783	2,384,769	2,390,356	5,587	0.23%
Veteran's Services	530,770	583,372	759,881	816,510	56,629	7.45%
Workforce Services	2,670,530	2,571,235	2,724,808	2,794,850	70,042	2.57%
TOTAL EXPENDITURES	14,660,951	14,464,320	18,259,560	17,668,118	(591,442)	-3.24%
FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	37.50	41.60	38.90	40.90	2.00	5.14%

Health and Human Services: Human Services

Division Overview

The Human Services Division administers a range of programs that support people in Lane County communities – veterans, seniors, adults, children, youth and families – during challenges and transitions in their lives. The division helps address the root causes of poverty, hunger and homelessness through a range of prevention, intervention, stabilization and economic opportunity services. The division administers funding, coordinates services and provides assistance in five program areas through a mix of contracted services provided by public and non-profit organizations, direct services provided by county staff, and involvement in community initiatives. The program areas are as follows: Administration, Energy Services, Human Services and Housing, Veterans Services, and Workforce Services.

- Human Services Division Administration provides leadership and oversight in planning, policy, grants, programmatic contract management, budget development and oversight, and personnel management and supervision.
- Energy Services provides a variety of low-income energy assistance, energy education and weatherization programs.
- Human Services and Housing provides for an effective county-wide Continuum of Care with the goal of moving low-income and homeless people toward stability and maximum self-sufficiency.
- Veterans Services provides counseling, advice and assists veterans and their survivors or dependent parents in obtaining the benefits provided for them by state and federal laws.
- Workforce Services provides a variety of services promoting and fostering employment opportunities for job seekers and workforce development services to businesses.

The Division is governed by two regional policy boards for human services including: the Human Services Commission, a seven member board comprised of Eugene, Springfield and Lane County elected and appointed public officials; and the Poverty and Homelessness Board, a 17-member board made up of elected officials, community members and major public and private agency representative whose purpose is to reduce and prevent poverty and homelessness.

Division Goals & Strategic Planning

The Human Services Division has the following goals:

- Reduce homelessness among the vulnerable populations such as the disabled, veterans, youth, domestic violence victims and families.
- Ensure food security among the elderly, the disabled, children, families and individuals.
- Strengthen families by supporting at-risk parents to acquire the skills to provide a safe and stable environment for their children.
- Increase self-sufficiency for families and individuals, assisting them to receive basic needs services, energy assistance, housing, employment, training, education, and disability, health care and income.
- Improve service quality by improving the consumer's experience, coordination of service assessments, service referrals, data integrity, resource management, and the evaluation of services.

The Division leads the County's efforts to fulfill its 2018-2021 strategic plan priority of a safe, healthy county working on increasing housing options for residents to reduce the incidence of homelessness and increase affordability. Specific strategies including: identifying and implementing programs for supportive housing, short-term and transitional housing, and long-term and permanent solutions to address homelessness. The Division also addresses the County goal for identifying and enhancing programs to address food security and access to healthy food.

The Division strategies are aligned with the Poverty and Homelessness Board (PHB) 5-year strategic plan to reduce homelessness and lift county residents out of poverty

Health and Human Services: Human Services

The Division invests in strategies that address the social determinates of health outlined in the 2016-2019 Community Health Improvement Plan (CHIP) to increase economic and social opportunities that promote healthy behaviors.

Major Accomplishments & Achievements in FY 18-19

- **Homelessness** – Technical Assistance Collaborative (TAC) completed the Shelter Feasibility Study and Systems Analysis towards making improvements and developing capacity to reach functional zero unsheltered homeless in Lane County. Expanded temporary shelter capacity and access center services for homeless persons in partnership with the City of Eugene including: 240 Dawn to Dawn Shelter beds, 18 families in short-term housing and 24 transitional housing beds for youth. Completed resource development for the 51-unit MLK Commons housing first building in collaboration with Homes for Good.
- **Human Services** – the Federal Substance Abuse and Mental Health Services Administration (SAMSHA) awarded a five year grant in support of the Frequent User Services Engagement (FUSE) community collaborative project targeting integrated behavioral health services and housing for the top 100 users of health care and public safety services. The Dovetail program (Project 250) completed its first year integrating services provided by H&HS Divisions to achieve better outcomes for chronic clients.
- **Workforce** – Completed the expansion of STEP Employment and Housing program for homeless and unstably housed who receive SNAP. Completed the implementation of new life skill training curriculum promoting Executive Functioning skills.
- **Veterans** – Completed the expansion of service capacity with Measure 96 funding from the State of Oregon. Added capacity to provide services in Florence two days a week.

Anticipated Service & Budget Changes for FY 19-20

- The Low-Income Energy Assistance Program has been reduced by three FTE and will serve 1000 fewer participants with energy conservation and financial management services under a new contract with EWEB.
- Veterans Services has expanded services in the Florence area from one day weekly to two days weekly with one-time revenue.
- Homeless and Supportive Housing Services include continued support for the expanded 240 bed New Dawn emergency shelter program and 24/7 Lindholm supportive services in partnership with the City of Eugene.
- Workforce Services will begin a job development program for unemployed homeless and unstably housed residents.

Current & Future Service Challenges

The Division needs to be able to sustain a number of investments made through County, City of Eugene and State funding in FY 18-19 in order to maintain the service level in the Homeless and Supportive Housing Services Program. Agency payment support for the Dawn to Dawn emergency shelter program providing housing and services to an average of 240 homeless individuals daily, the Homeless Family Temporary Housing Annex Program with a capacity of 18 families a night, transitional housing for 24 homeless youth, Safe Parking for 20 homeless individuals, Homeless diversion services, and human services for Spanish speaking Latino migrants.

Future funding is needed to implement the recommendations in the TAC Shelter and Homeless Systems Analysis Report. This includes three positions identified in the add package and identification of revenue to support the development and operation of a permanent public emergency shelter and the contracted positions and services identified in the TAC Report.

Health and Human Services: Human Services

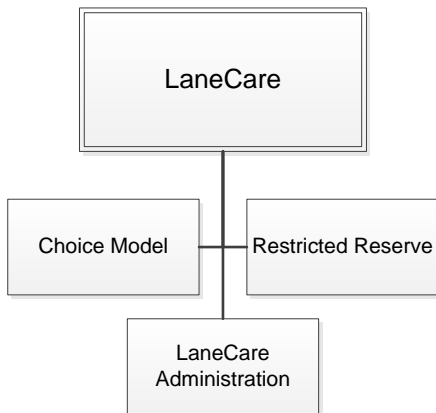
Capital Projects – Planned and Known Needs

MLK Commons Housing First Project will offer 50 permanent supported housing sites for chronically homeless individuals in Lane County.

Health and Human Services: LaneCare

Division Purpose Statement

LaneCare, the County partnership with Trillium and PacificSource Community Health Plans, manages the behavioral health system for Oregon Health Plan members through LaneCare to assure an accessible, quality and efficient integrated delivery system.



Division Locator

Health and Human Services

*Administration
Behavioral Health Services
Clinical Financial Services
Community Health Centers
Developmental Disabilities Services
Human Services Division
LaneCare ◀
Public Health
Quality and Compliance
Youth Services*

Health and Human Services: LaneCare

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
State Revenues	6,316,420	6,712,666	7,779,997	7,701,803	(78,194)	-1.01%
Fees And Charges	0	31,897	0	0	0	0.00%
Interest Earnings	173,195	225,779	7,000	7,000	0	0.00%
Total Revenue	6,489,615	6,970,342	7,786,997	7,708,803	(78,194)	-1.00%
Fund Transfers	0	0	704,171	0	(704,171)	-100.00%
TOTAL RESOURCES	6,489,615	6,970,342	8,491,168	7,708,803	(782,365)	-9.21%
EXPENDITURES:						
Personnel Services	2,267,966	2,538,108	3,568,144	4,304,530	736,386	20.64%
Materials & Services	1,246,528	1,246,932	10,127,589	4,083,116	(6,044,473)	-59.68%
TOTAL EXPENDITURES	3,514,494	3,785,041	13,695,733	8,387,646	(5,308,087)	-38.76%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Lane Care	3,514,494	3,785,041	13,695,733	8,387,646	(5,308,087)	-38.76%
TOTAL	3,514,494	3,785,041	13,695,733	8,387,646	(5,308,087)	-38.76%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Choice Model	0	0	1,639,643	1,632,374	(7,269)	-0.44%
Lane Care Administration	2,848,783	3,368,484	8,308,590	5,270,606	(3,037,984)	-36.56%
Restricted Reserve	665,711	416,557	3,747,500	1,484,666	(2,262,834)	-60.38%
TOTAL EXPENDITURES	3,514,494	3,785,041	13,695,733	8,387,646	(5,308,087)	-38.76%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	30.10	30.10	37.10	38.10	1.00	2.70%

Health and Human Services: LaneCare

Division Overview

Trillium Behavioral Health (TBH) has been a partner with Trillium Community Health Plan (TCHP) to provide a Coordinated Care Organization (CCO) in Lane County. The purpose of the CCO is to provide quality care to patients and improve health outcomes while containing or reducing costs of care in a collaborative partnership with community, stakeholders, providers and members. The Oregon Health Authority conducted a procurement process and in July 2019 awarded contracts to Trillium Community Health Plan and PacificSource to run Lane County's coordinated care organizations. The TBH team will now be working with both of the CCOs, which has led to rebranding the division to LaneCare.

LaneCare participates in health care improvement initiatives and assures that the behavioral health needs of members continue to be a focus of health care improvements. LaneCare is responsible for developing policies and procedures that meet Centers of Medicare and Medicaid Services (CMS), National Committee for Quality Assurance (NCQA), Oregon Administrative Rule (OAR), Oregon Health Authority (OHA), and Utilization Review Accreditation Commission (URAC) criteria; addressing complaints; assuring quality; authorizing and managing care; coordinating care for members; supporting contract development and completion with providers; managing the provider system; addressing health disparities; promoting OHA's initiative on Older Adult Behavioral Health in urban and rural communities; managing the Choice Program for stabilization of the Severe and Persistently Mentally Ill (SPMI) population coming out of Oregon State Hospital (OSH); providing provider education and oversight; Championing integrated care with innovative programming and community opportunities; participating on Trillium Community Health Plan (TCHP) committees; participating in TCHP management teams; participating on TCHP Board of Directors; and participating on critical community and state committees.

Division Goals & Strategic Planning

- LaneCare has a commitment to integration and coordination within the provider community to limit silos and promote integration (mental, medical, and dental health) through innovative programs and through provider and community education.
- LaneCare is focused on the social determinants of health, behavioral health and health equity work through preparing for CCO 2.0 implementation.
- LaneCare's dedication is to the members and providers of Lane County. LaneCare stands ready to serve in any capacity that will facilitate a successful CCO transition, continuation of services, and access of care for all Medicaid and Medicare members.

Major Accomplishments & Achievements in FY 18-19

- In 2018, TBH served 9,569 unique members with 47,980 care coordination interactions.
- TBH has expanded to meet the demands and priorities of the CCO and OHA.
- TBH has taken over the Choice program from Lane County Behavioral Health in order to better coordinate between the program and the CCO for more cohesive services for the Severe and Persistently Mentally Ill (SPMI) population discharging for the state hospital.
- TBH in collaboration with TCHP have implemented the ICCM pilot program with Center for Family Development & Springfield Family Physicians for members with 5 chronic health conditions and at least one behavioral health condition. This innovative and fully integrated approach to care is designed to fill in care gaps and barriers for members through a multi-disciplinary team and wraparound supports.

Health and Human Services: LaneCare

- Increased community coordination through funding community programs in collaboration with TCHP such as Frequent User System Engagement (FUSE), Adult Crisis Services (Whitebird), and Youth Crisis Services (The Child Center), and the Diversion Crisis Respite (PeaceHealth).
- Increased diversity/health equity education community-wide by providing educational trainings on health disparities and promotion of equity practices throughout the provider community.
- Advocating, coordinating, educating and providing training through the Older Adult Behavioral Health Initiative program to Lane, Coos and Douglas Counties on the special needs of the geriatric population.

Anticipated Service & Budget Changes for FY 19-20

LaneCare's budget is \$8.4 M, which includes use of \$7.7 in incoming revenue. The LaneCare Fund has a \$17M of Fund Balance Carryover. Personnel expenses increased by 20.6% or \$736,386 due in part to increasing FTE to meet the demands of the health plan in 2019 and state requirements for CCO's in 2020 that must be implemented January 2020. LaneCare's delegated agreement with Trillium Community Health Plan mirrors these changes. Technical Services expenses increased 49% or \$75,902.

Current & Future Service Challenges

LaneCare is in position to work with the current CCOs to continue to serve the members in Lane County. CCO Contract negotiations with PacificSource are to begin in August. With embedded teams within each CCO, LaneCare will focus on community coordinated systems work. An increase in FTE is expected once contract specificities are known.

Capital Projects – Planned and Known Needs

Due to the current climate of uncertainty any future needs are not known at this time.

Health and Human Services: Public Health

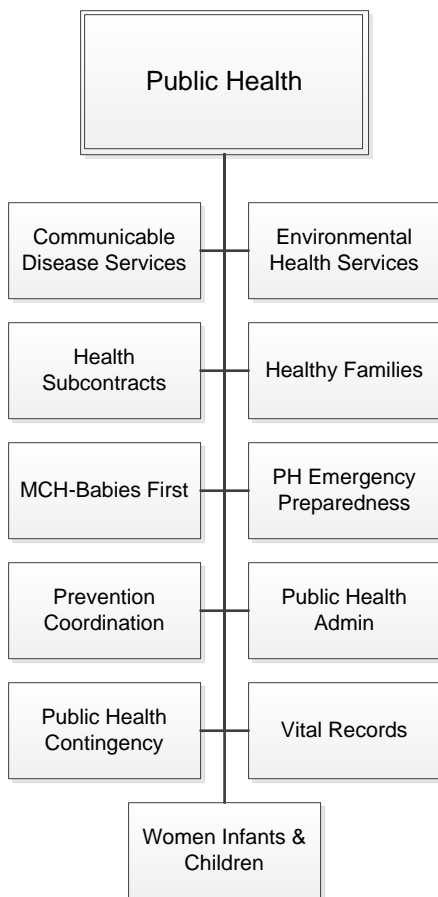
Division Purpose Statement

To promote and protect the health and well-being of individuals, families, and our community.

Division Locator

Health and Human Services

*Administration
Behavioral Health Services
Clinical Financial Services
Community Health Centers
Developmental Disabilities Services
Human Services Division
LaneCare
Public Health ◀
Quality and Compliance
Youth Services*



Health and Human Services: Public Health

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Licenses & Permits	930,740	928,026	949,800	946,100	(3,700)	-0.39%
Fines, Forfeitures, Penalties	5,751	4,949	2,500	5,000	2,500	100.00%
Federal Revenues	1,518,576	1,420,388	1,915,868	1,915,868	0	0.00%
State Revenues	7,545,321	7,747,416	7,579,773	7,813,923	234,150	3.09%
Local Revenues	0	123,376	0	0	0	0.00%
Fees And Charges	1,585,971	1,736,613	1,559,532	1,629,972	70,440	4.52%
Total Revenue	11,586,358	11,960,768	12,007,473	12,310,863	303,390	2.53%
Fund Transfers	2,498,819	2,609,865	2,955,860	3,279,427	323,567	10.95%
TOTAL RESOURCES	14,085,177	14,570,632	14,963,333	15,590,290	626,957	4.19%
EXPENDITURES:						
Personnel Services	7,396,080	7,526,924	9,138,983	9,632,830	493,847	5.40%
Materials & Services	5,418,397	5,552,619	6,767,484	6,439,851	(327,633)	-4.84%
Capital Expenses	17,774	5,717	20,468	0	(20,468)	-100.00%
TOTAL EXPENDITURES	12,832,251	13,085,260	15,926,935	16,072,681	145,746	0.92%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Health and Human Services	12,832,251	13,085,260	15,926,935	16,072,681	145,746	0.92%
TOTAL	12,832,251	13,085,260	15,926,935	16,072,681	145,746	0.92%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Communicable Disease Svc	1,401,723	1,514,492	2,089,468	2,160,238	70,770	3.39%
Environmental Health Services	2,290,735	2,321,323	2,445,626	2,500,573	54,947	2.25%
Health Subcontracts	453,029	431,939	695,401	602,755	(92,646)	-13.32%
Healthy Families	998,428	1,057,249	1,327,001	1,036,481	(290,520)	-21.89%
MCH-Babies First	2,361,504	2,295,398	3,310,089	3,519,894	209,805	6.34%
PH Emergency Preparedness	177,957	148,393	165,678	182,236	16,558	9.99%
Prevention Coordination	2,521,501	2,379,471	2,749,850	2,928,802	178,952	6.51%
Public Health Admin	510,213	805,613	731,431	668,876	(62,555)	-8.55%
Public Health Contingency	253	1,503	19,963	0	(19,963)	-100.00%
Vital Records	206,028	176,923	302,508	289,691	(12,817)	-4.24%
Women Infants & Children	1,910,878	1,952,956	2,089,920	2,183,135	93,215	4.46%
TOTAL EXPENDITURES	12,832,251	13,085,260	15,926,935	16,072,681	145,746	0.92%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	78.01	82.95	86.85	86.35	(0.50)	-0.58%

Health and Human Services: Public Health

Division Overview

The Public Health Division protects the health and promotes the safety and well-being of individuals, families, and communities. Public Health monitors community health status to identify health problems; diagnoses and investigates health problems and hazards; informs and educates about health issues; convenes community partners to work collaboratively; develops policies and plans that support individual and community health; enforces laws and regulations that protect health; links individuals to needed health services; provides safety net services in specific public health areas; evaluates equity, effectiveness, accessibility, and quality of personal and population-based health services; and identifies new and innovative solutions to improve health.

Public Health includes six sections: Communicable Disease and Immunizations; Environmental Health; Maternal Child Health; WIC; Prevention Policy & Planning; and Administration/Vital Records.

Division Goals & Strategic Planning

Public Health's Strategic Plan (2017-2020) has four goals:

1. Public Health earns accreditation by the Public Health Accreditation Board
2. Public Health is a continuous learning organization that uses data effectively to plan and evaluate program service delivery
3. The Public Health workforce continues to develop the skills and experience needed to carry out this mission
4. Public Health communications are responsive to staff and community needs

Public Health's Strategic Plan was conceived to support the strategic plans of HHS and the County. The County priority with which Goals 1, 2, and 4 align is that of a Safe, Healthy County. Achieving accreditation, becoming a continuous learning organization, and improving communications contribute to enhancing the effectiveness and efficiency of Public Health services which, in turn, contribute to a safer and healthier county. The third goal supports the County priority of Our People & Partnerships. Public Health has adopted a Workforce Development plan to enhance the training, skills, and performance of public health staff and provide a supportive work environment.

Major Accomplishments & Achievements in FY 18-19

- Public Health is seeking voluntary national accreditation and, in February, hosted site reviewers from the Public Health Accreditation Board. Among the strengths noted by the reviewers is our Community Health Improvement Plan. The accreditation decision is expected in June 2019.
- Public Health responded to the largest pertussis outbreak on record in Lane County, from February through October 2018, which involved over 270 cases; more than 40 schools had at least one confirmed or presumptive case – in 8 schools, exclusion orders were issued as a control measure.
- Communicable Disease staff focused on reducing vaccine-preventable illnesses by: 1) implementing a clinic-based program to reduce missed opportunities for vaccination and improving immunization rates among 2-year-olds at the Community Health Centers of Lane County by 11% thus far; 2) piloting a new program in PeaceHealth hospitals to increase pneumonia vaccination at discharge; 3) giving 3,313 immunizations in our clinic and providing over 22,000 vaccinations to satellite and delegate clinics through the Vaccines for Children program.
- Prevention staff provided the first comprehensive report on suicide in Lane County.
- Environmental Health staff conducted 5,166 inspections in 2018, 74% of which were food facilities, 11% pools, 4% lodging, and the remainder unlicensed facilities. Another 282 public water systems serving over 31,000 people are also regulated by Environmental Health.

Health and Human Services: Public Health

- Partnered with the University of Oregon Policy Lab to develop a comprehensive policy approach to the health threats associated with wildfire smoke in the region, to be implemented this summer.
- Public Health is committed to providing the 10 Essential Public Health Services, which are the basis for national accreditation standards, and has also prioritized support for children and families in recognition that prevention is most effective early in development; this commitment aligns with participation in the Early Learning Alliance and the Public Safety Coordinating Council to ensure a focus on prevention across systems.
- In 2018, Maternal Child Health nurses made 1,048 visits to high-risk pregnant women and new mothers to provide parenting support and education.
- In 2018, WIC provided nutrition services to over 7,000 women and children every month in 2018.

Anticipated Service & Budget Changes for FY 19-20

- The state legislature is currently considering additional funding for modernization of the public health system. The Governor's budget includes about \$14M for modernization efforts statewide. Additional funding would most likely be directed toward further expansion of communicable disease capacity and emergency response.
- Governor Brown supports expanding home visiting programs and offering all new parents home visits by a public health nurse. Because of the array of home visiting programs currently provided, Public Health is in a good position to pilot a universal home visiting program. Depending on the funding and scope, programs would either reassign staff or add additional FTE in MCH to provide expanded services.
- Added recently two full-time positions to support prevention of marijuana abuse and use by youth – an epidemiologist and community health analyst. Public Health will conduct a comprehensive assessment of marijuana use in the upcoming months, and findings will be used to develop a plan for community outreach and marijuana use prevention among youth.

Current & Future Service Challenges

- Staff costs are outpacing current fees and federal allocations for some programs. In Environmental Health, the department will be considering in the upcoming months whether to propose fee adjustments to balance costs. In WIC, there are fewer options to increase revenue.
- Some state grants are also not keeping pace with costs, or are declining. The state grant to support the emergency preparedness program (1 FTE) has been declining over the past few years and is no longer sufficient to cover staff time. The department will be seeking additional grant funding to support preparedness and to expand the program, given the increasing need for preparedness planning for extreme weather events, and in particularly vulnerable areas of the county. The tobacco prevention grant is also likely to see a cut based on reduced funding available at the state level.

Capital Projects – Planned and Known Needs

Public Health does not have any capital project needs.

Division Purpose Statement

Provides support and oversight to the Department of H&HS in a number of key areas including data/analytics, electronic health record support, quality assurance/quality improvement and compliance/risk management. This work serves to ensure alignment with rules and regulations, identify new efficiencies, enable measurement of effectiveness and allow for data driven decision making.



Division Locator

Health and Human Services

*Administration
Behavioral Health Services
Clinical Financial Services
Community Health Centers
Developmental Disabilities Services
Human Services Division
LaneCare
Public Health
Quality and Compliance ◀
Youth Services*

Health and Human Services: Quality and Compliance

DIVISION FINANCIAL SUMMARY						
	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Curr Bgt	FY 19-20 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
RESOURCES:						
Fees And Charges	0	0	2,056,979	2,341,614	284,635	13.84%
Total Revenue	0	0	2,056,979	2,341,614	284,635	13.84%
TOTAL RESOURCES	0	0	2,056,979	2,341,614	284,635	13.84%
EXPENDITURES:						
Personnel Services	0	0	1,598,363	1,662,048	63,685	3.98%
Materials & Services	0	0	419,728	656,463	236,735	56.40%
TOTAL EXPENDITURES	0	0	2,018,091	2,318,511	300,420	14.89%

EXPENDITURES BY FUND						
	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Curr Bgt	FY 19-20 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
FUNDS						
Health and Human Services	0	0	2,018,091	2,318,511	300,420	14.89%
TOTAL	0	0	2,018,091	2,318,511	300,420	14.89%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Curr Bgt	FY 19-20 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
PROGRAMS						
Quality & Compliance	0	0	2,018,091	2,318,511	300,420	14.89%
TOTAL EXPENDITURES	0	0	2,018,091	2,318,511	300,420	14.89%

FTE SUMMARY						
	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Curr Bgt	FY 19-20 Adopted	Chng Fr Curr	% Chng Fr Curr
Total FTE	0.00	0.00	14.00	14.00	0.00	0.00%

Health and Human Services: Quality and Compliance

Division Overview

The Quality & Compliance (Q&C) Division provides support to the department of H&HS in the following areas:

- **Compliance:** Provides oversight in area of compliance with Federal, State, and local laws, regulations, codes and/or standards across H&HS divisions; identifies potential areas of risk or non-compliance, investigates, makes recommendations to division Manager or Director for corrective action in terms of policy or practice changes. Develops annual department compliance plan, and chairs internal Compliance Committee to steer priorities and compliance work plan.
- **HIPAA:** Q&C Manager serves as HIPAA Privacy Officer, monitoring compliance with HIPAA privacy laws and rules; develops proposed policies and practices to meet HIPAA requirements; provides technical assistance to other divisions regarding HIPAA privacy rules; chairs internal H&HS HIPAA Committee; reviews potential violations and investigates as necessary to determine appropriate response; convenes and recommends action to County HIPAA team.
- **Data & Analytics:** Leads the work of H&HS in the areas of data, analytics and business intelligence efforts including report building, Tableau visualizations, H&HS data warehouse and similar efforts. Ensures data is available to meet regulatory and funding requirements and drives data usage in business decision making.
- **EMR Application Support:** Supports all elements of Electronic Medical Record (EMR) applications, including NextGen and other similar software systems as identified. Supervises daily support, end-user training, development, upgrades, and related activities.
- **Quality Assurance & Quality Improvement (QA/QI):** Leads H&HS QI efforts including chairing H&HS QI Steering Committee and composition and performance of an annual H&HS QI work plan. Coordinates with divisions to develop and implement strong QA/QI efforts; provides technical assistance and promotes collaboration. Champions for QA/QI efforts across H&HS, promotes strategic development in this area.
- **Risk Management:** Monitors risk management issues for H&HS; works closely with internal contract staff and divisions to identify and address potential risks. Conducts division risk assessments and leads division risk management teams. As necessary, works with County Counsel and County Risk Management to address issues related to H&HS. Researches and communicates the impact of potential legal or regulatory changes on the department; recommends changes in policy or practice as necessary.
- **Performance Management:** Supports H&HS performance management efforts, including working with division managers to identify appropriate key performance indicators (KPI's) and design systems for collecting, monitoring, and reporting results.

Division Goals & Strategic Planning

1. **Maintain regulatory compliance with applicable federal, state, and local regulations**
 - Conduct quarterly HIPAA security audits
 - Complete risk assessments for divisions and monitor mitigation activities
 - Coordinate H&HS legal issues
 - Prepare and implement and required trainings and policies and procedures
2. **Ensure necessary infrastructure to optimize data-driven decision making across H&HS**
 - Utilize data governance model to ensure accessibility of data and bridge gap between data and business decisions
 - Adopt culture of data storytelling and actionable analytics
 - Establish key performance indicators and associated dashboards and strategies for each division
3. **Create and sustain a collaborative culture of quality across H&HS**
 - Assess current state of H&HS quality culture and implement interventions to advance

Health and Human Services: Quality and Compliance

- Prepare and implement QI trainings and other associated events
- In coordination with H&HS divisions, establish QI committees and support QI initiatives
- Chair H&HS QI Steering Committee and lead department-wide QI activities

Major Accomplishments & Achievements in FY 18-19

- Augmented staffing adding, 2.0 FTE focused on quality improvement and compliance
- Established an H&HS QI Steering Committee, and annual work plan
- Sponsored a department-wide QI training event and launched numerous division QI projects
- Empowered 254 H&HS staff in utilizing data visualization tools (Tableau)
- Expanded ability of H&HS to use data for insight and business decision making via creation of data reports and visualizations
- Expanded division risk assessment process in order to identify and mitigate against exposures
- Supported department integration efforts via moving the Lane County Methadone Treatment Program to the electronic health record system shared by the Community Health Centers and Behavioral Health

Anticipated Service & Budget Changes for FY 19-20

None

Current & Future Service Challenges

Currently the Q&C division is housed in multiple locations at other H&HS division sites. There is not a single site with sufficient capacity to accommodate this team and the current spaces are needed for the other divisions in order to accommodate increased staffing to support service expansions. As such, the Q&C division is looking for a single space to accommodate the complete division.

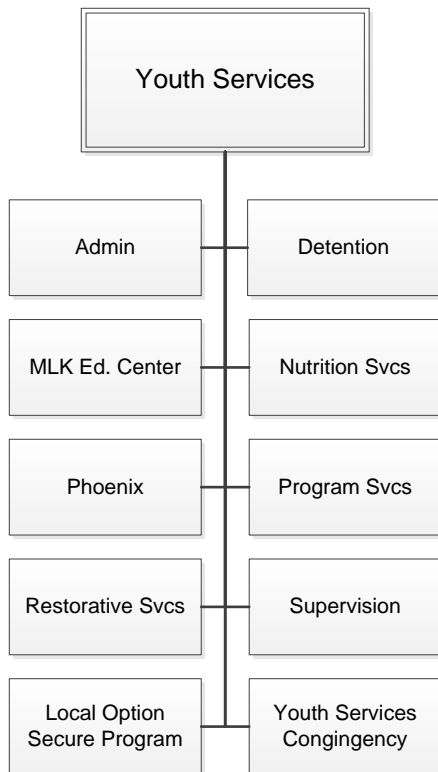
Capital Projects – Planned and Known Needs

None

Health and Human Services: Youth Services

Division Purpose Statement

To protect the public by reducing delinquency and improving juveniles' ability to live productively in our community, using a restorative justice approach that balances community protection, restitution to victims and individual accountability.



Division Locator

Health and Human Services

*Administration
Behavioral Health Services
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LaneCare
Public Health
Quality and Compliance
Youth Services ◀*

Health and Human Services: Youth Services

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Taxes & Assessments	2,401,234	2,531,521	2,556,221	1,656,000	(900,221)	-35.22%
Licenses & Permits	590	21,640	22,000	22,000	0	0.00%
Fines, Forfeitures, Penalties	115,000	115,000	115,000	115,000	0	0.00%
Property And Rentals	320,626	260,540	242,212	222,497	(19,715)	-8.14%
Federal Revenues	578,230	415,264	258,375	242,500	(15,875)	-6.14%
State Revenues	1,971,573	1,912,031	1,943,080	1,963,268	20,188	1.04%
Local Revenues	264,321	169,387	160,499	204,783	44,284	27.59%
Fees And Charges	306,400	416,334	261,824	240,749	(21,075)	-8.05%
Interest Earnings	33,040	56,507	0	0	0	0.00%
Total Revenue	5,991,015	5,898,226	5,559,211	4,666,797	(892,414)	-16.05%
Fund Transfers	6,516,816	7,619,130	6,856,353	7,660,173	803,820	11.72%
TOTAL RESOURCES	12,507,831	13,517,356	12,415,564	12,326,970	(88,594)	-0.71%
EXPENDITURES:						
Personnel Services	7,432,498	7,597,505	8,461,919	8,764,467	302,548	3.58%
Materials & Services	3,263,392	3,181,033	3,528,202	4,134,588	606,386	17.19%
Capital Expenses	8,479	0	61,861	0	(61,861)	-100.00%
TOTAL EXPENDITURES	10,704,369	10,778,538	12,051,982	12,899,055	847,073	7.03%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
FUNDS						
Health and Human Services	8,732,009	9,263,184	9,732,913	10,676,905	943,992	9.70%
Intergov. Human Svcs Fund	555,760	0	0	0	0	0.00%
Local Option Tax Levy Fund	1,416,600	1,515,353	2,319,069	2,222,150	(96,919)	-4.18%
TOTAL	10,704,369	10,778,538	12,051,982	12,899,055	847,073	7.03%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
PROGRAMS						
Admin Youth Services	1,013,288	909,995	955,838	913,094	(42,744)	-4.47%
Community Service	282,588	0	0	0	0	0.00%
Detention	1,702,325	1,978,542	1,477,324	1,505,748	28,424	1.92%
Family Mediation	555,760	0	0	0	0	0.00%
Local Option Secure Program	1,416,600	1,515,353	2,319,069	2,222,150	(96,919)	-4.18%
MLK Jr Education Center	404,047	727,241	904,715	1,053,297	148,582	16.42%
Nutrition Services	655,368	613,085	709,912	752,794	42,882	6.04%
Phoenix	1,023,519	1,397,940	1,416,443	1,482,316	65,873	4.65%
Program Services	0	1,180,053	838,581	1,027,884	189,303	22.57%
Restorative Svcs	0	559,218	1,010,311	1,260,497	250,186	24.76%
Supervision	3,650,874	1,897,111	2,243,200	2,504,686	261,486	11.66%
Youth Services Contingency	0	0	176,589	176,589	0	0.00%
TOTAL EXPENDITURES	10,704,369	10,778,538	12,051,982	12,899,055	847,073	7.03%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	75.70	78.80	75.80	75.80	0.00	0.00%

Health and Human Services: Youth Services

Division Overview

Lane County Youth Services' mission is to reduce juvenile crime through coordinated prevention and intervention programs that hold justice-involved youth appropriately accountable; provide restorative, rehabilitative, and treatment services for youth and their families using evidence based best practices and data driven decision making; promote healthy family interactions; prevent, reduce, and resolve family conflict; protect victims' rights during all phases of Court proceedings; and safeguard our communities.

Youth Services operates 24/7, has approximately 75 staff, 8 program service units, and is housed in three different buildings on the Serbu campus:

- *Administration Services:* Management, data, grants administration, and accounting.
- *Detention Services:* Sixteen-bed detention facility lodging youth ages 12-17, including youth being held on adult criminal charges.
- *Education & Vocation Services (MLK Education Center):* Education for youth in Detention and Phoenix Treatment; alternative school for high-risk, adjudicated, community youth; and community service and restitution crews for youth.
- *Nutrition Services:* Provides approximately 50,000 meals and snacks per year to youth housed in Detention, Phoenix, and youth in school and on vocational crews at and through the MLK Education Center.
- *Program Services:* Health services (medical, dental, and mental health) for youth; victim advocate services; provides administrative support for division-wide work.
- *Restorative Services:* Youth restorative and diversion opportunities including victim offender dialogues, Crime Impact class, and Minor in Possession class; conflict resolution for families with a domestic relations court case; and strengths-based parent interventions.
- *Supervision Services:* Services for youth on probation including a juvenile drug court and staff assigned to youth with problematic sexual behaviors.
- *Treatment Services (Phoenix):* Sixteen-bed behavioral treatment program for male and female youth involved in the juvenile justice system.

Goals & Strategic Planning

- A stronger continuum of diversion programming
- Incentivizing youth for goal achievement and positive behavior
- Strategic action to address racial and ethnic disparities and promote equity in the juvenile justice system
- Resources necessary to take appropriate steps to keep youth from collateral consequences of system involvement
- Commitment to limited and constructive use of rules and sanctions and minimized use of confinement

Major Accomplishments & Achievements in FY 18-19

- Youth Services applied for the Oregon Community Foundation John Serbu Campus Fund grant to allow the Division to increase diversion opportunities, reducing the number of the youth on formal probation, move toward incentive-based interventions instead of compliance monitoring, and reduce reliance on confinement. Notice of grant award is expected spring 2019.
- Youth Services practice is now in line with National Association for the Treatment of Sexual Abusers practice guidelines by not supporting the use of polygraphs with juveniles. That national association recognizes that the use of polygraphs is not backed by research nor has the practice shown to improve treatment outcomes, reduce recidivism, or enhance community safety.

Health and Human Services: Youth Services

- As Youth Services continues to look at detention services with a trauma informed lens, the division explored how to best serve youth brought to detention on 1) non-detainable charges, or 2) detainable charges with a risk score that indicates release. Using that lens, the division made available beds in the non-secure residential building for youth who had no community release resources. Generally these issues arise due to parents or guardians refusing to take custody, and/or when Youth Services is unable to locate another viable release option. These stays are short stay, usually just overnight until a responsible party can take custody of the youth. The past practice of detaining those youth is not in line with keeping youth in the least restrictive and lowest level of programming appropriate.
- In continued efforts toward quality improvement and the strengthening of services, Youth Services brought on researcher Kevin Alltucker, PhD, to conduct a strength-based program evaluation of Phoenix. That program evaluation is scheduled to be completed spring 2019.

Anticipated Service & Budget Changes for FY 19-20

Youth Services is staying consistent with no change in the number of FTE, and will be maintaining current service levels.

Youth Services has an expenditure budget of \$12.8 M, which is a 6% or \$771,669 increase from current year. Public Safety Levy revenue decreased by 35% or \$900,221 due to planned change of funding from eight to five cents. The short term increase to eight cents allowed the Levy Fund to build a solid reserve of \$3.5M, which is slightly more than 18 months operating costs in the event that the Public Safety Levy is not renewed in the future.

Current & Future Service Challenges

Lane County community needs are shifting. Youth Services will continue to focus on best practices for trauma informed care and reducing youth entry into the legal system, evaluating with a continuous quality improvement lens how to best serve Lane County youth and community.

Capital Projects – Planned and Known Needs

As indicated in the FY 18-19 budget process, the Youth Services detention pod is still in need of new paint throughout the pod. The paint is chipping and peeling and creates a safety risk for youth.

Health and Human Services

DEPARTMENT RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCE ACCOUNTS						
Current Year Property Tax	2,372,184	2,489,871	2,556,221	1,656,000	(900,221)	-35.22%
Prior Years Property Taxes	28,183	40,470	0	0	0	0.00%
In Lieu Of Taxes	867	1,180	0	0	0	0.00%
TAXES & ASSESSMENTS	2,401,234	2,531,521	2,556,221	1,656,000	(900,221)	-35.22%
Marriage	590	21,640	22,000	22,000	0	0.00%
Temporary Restaurant Licenses	54,239	42,545	54,000	46,000	(8,000)	-14.81%
Mobile Unit Licenses	59,948	60,708	67,500	68,000	500	0.74%
Swimming Pool Licenses	91,195	94,926	92,800	96,500	3,700	3.99%
Restaurant Licenses	655,493	656,078	661,000	658,000	(3,000)	-0.45%
Recreation Park Licenses	24,575	24,902	24,000	25,000	1,000	4.17%
Motel/Hotel Licenses	35,516	39,192	34,000	38,600	4,600	13.53%
Tobacco Retailer License Fee	9,775	9,675	16,500	14,000	(2,500)	-15.15%
LICENSES & PERMITS	931,330	949,666	971,800	968,100	(3,700)	-0.38%
Criminal Fine & Assessment	115,000	115,000	115,000	115,000	0	0.00%
Late Filing Penalties	5,751	4,949	2,500	5,000	2,500	100.00%
FINES, FORFEITURES, PENALTIES	120,751	119,949	117,500	120,000	2,500	2.13%
Sale Of Capital Assets	7,000	2,300	0	0	0	0.00%
Scrap Metal Sales	18	0	0	0	0	0.00%
Miscellaneous Sales	901	0	0	0	0	0.00%
Catering	139,390	76,095	70,000	68,285	(1,715)	-2.45%
Parking	184,493	227,123	209,695	209,000	(695)	-0.33%
Rent - Other Properties	70,952	68,797	88,337	73,912	(14,425)	-16.33%
PROPERTY AND RENTALS	402,753	374,315	368,032	351,197	(16,835)	-4.57%
Department Of Energy	748,546	574,878	679,162	697,474	18,312	2.70%
FEMA	3,502	3,472	0	0	0	0.00%
Health & Human Services	6,488,520	6,372,630	6,637,576	6,655,022	17,446	0.26%
DMAP Open Card	2,306,427	1,537,070	3,412,608	2,605,742	(806,866)	-23.64%
Medicaid Wrap	16,798,155	18,090,878	20,444,471	22,302,072	1,857,601	9.09%
Title XIX Babies First	791,295	413,575	0	0	0	0.00%
FPEP Expansion Project	11,807	7,955	8,914	8,914	0	0.00%
Title IV-E	240,700	105,250	60,000	60,000	0	0.00%
Justice Department	134,627	66,443	15,875	0	(15,875)	-100.00%
SAMHSA	97,126	90,288	409,287	571,627	162,340	39.66%
Housing & Comm Development	2,135,887	2,080,278	2,373,496	2,609,877	236,381	9.96%
Department Of Justice	0	55,265	0	0	0	0.00%
Miscellaneous Federal	1,918,715	1,600,254	1,390,756	1,415,654	24,898	1.79%
Federal Title II Reimbursements	121,631	149,233	95,000	95,000	0	0.00%
Prior Year Revenues	2	0	0	0	0	0.00%
FEDERAL REVENUES	31,796,939	31,147,469	35,527,145	37,021,382	1,494,237	4.21%
Bio-Terrorism	192,174	154,474	168,615	159,088	(9,527)	-5.65%
Title V Flexible Funds	92,504	96,277	96,247	96,247	0	0.00%
Juvenile Justice Del. Prev.	0	7,457	0	0	0	0.00%
Mosquito Surveillance	0	21,399	5,000	5,000	0	0.00%
Community Services Block Grant	418,261	509,425	487,605	472,095	(15,510)	-3.18%
Cacoon OR Health Sciences	31,642	52,736	42,189	42,189	0	0.00%
Family Planning	76,214	63,133	63,132	63,132	0	0.00%

Health and Human Services

DEPARTMENT RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
HIV Block Grant Prevent-Federal	89,449	109,855	112,965	112,965	0	0.00%
DHS Immunization	80,003	78,100	78,100	78,100	0	0.00%
Mental Health Division	18,641,791	20,574,946	21,124,861	20,397,482	(727,379)	-3.44%
Child & Adolescent Health	63,426	65,489	54,140	54,140	0	0.00%
WIC Program	1,297,927	1,357,248	1,365,642	1,345,535	(20,107)	-1.47%
Title XIX	535,313	552,831	519,750	491,076	(28,674)	-5.52%
Oregon Mothers Care	27,523	25,994	21,858	21,858	0	0.00%
Coordinated Care Org-CCO	12,408,957	11,598,396	10,832,084	11,340,648	508,564	4.69%
Miscellaneous State	2,436,799	2,820,827	3,646,933	2,823,159	(823,774)	-22.59%
Prior Year Revenues	140,813	174,241	0	0	0	0.00%
Managed Care/Carve Out	22,504	27,496	0	0	0	0.00%
Homeless Shelters	1,738,449	1,990,480	3,303,147	2,383,542	(919,605)	-27.84%
Childrens Services Division	343,765	295,802	354,681	354,681	0	0.00%
H I V Community Outreach	0	86,103	322,014	348,781	26,767	8.31%
OHD State Support	401,740	438,203	401,740	401,740	0	0.00%
Immune Action & Babies 1st	40,021	41,348	41,348	41,348	0	0.00%
Perinatal	12,675	12,913	24,188	24,188	0	0.00%
School Based Clinic	601,956	498,129	495,129	496,929	1,800	0.36%
TB Case Management	13,574	16,128	16,128	16,128	0	0.00%
Tobacco Prevention	384,944	214,134	214,134	214,134	0	0.00%
Healthy Communities	78,267	0	0	0	0	0.00%
Justice Reinvestment	0	5,000	0	0	0	0.00%
Healthy Start	747,186	684,796	764,257	628,026	(136,231)	-17.83%
Youth Involvement	858	2,085	0	0	0	0.00%
Veterans Affairs	7,830	249,437	257,246	252,546	(4,700)	-1.83%
Miscellaneous State Revenue	2,422,078	1,891,958	2,658,052	2,781,786	123,734	4.66%
Prior Year Revenues	56,479	0	37,889	0	(37,889)	-100.00%
STATE GRANT REVENUES	43,405,124	44,716,842	47,509,074	45,446,543	(2,062,531)	-4.34%
Drinking Water Program	139,793	139,794	139,794	139,794	0	0.00%
Timber Sales	10,972	16,739	0	20,000	20,000	100.00%
Video Lottery Grant	154,000	154,000	158,000	162,740	4,740	3.00%
Liquor Tax - Local Programs	333,171	323,888	288,300	288,300	0	0.00%
DUII Assessments	115	0	0	0	0	0.00%
Court Fees	429,314	382,457	382,457	382,457	0	0.00%
Marijuana Tax	0	910,377	0	0	0	0.00%
OTHER STATE REVENUES	1,067,365	1,927,256	968,551	993,291	24,740	2.55%
Eugene	1,385,939	1,425,505	1,724,313	1,679,927	(44,386)	-2.57%
Springfield	231,769	233,187	254,454	254,454	0	0.00%
Serbu Endowment Fund	174,690	131,093	138,666	182,950	44,284	31.94%
LOCAL GRANTS	1,792,398	1,789,785	2,117,433	2,117,331	(102)	-0.00%
Other Local	134,032	339,982	163,683	4,833	(158,850)	-97.05%
Community Contracts	43,633	31,892	17,000	17,000	0	0.00%
LOCAL REVENUES	177,665	371,874	180,683	21,833	(158,850)	-87.92%
Site Reviews	0	0	100	100	0	0.00%
Daycare Inspection Fees	30,761	32,994	31,000	35,000	4,000	12.90%
School Inspections	37,692	36,792	38,000	38,000	0	0.00%
Frat/Sor/Coops	3,360	3,528	3,864	3,500	(364)	-9.42%
Food Handlers Fees	914,040	1,045,908	1,039,000	1,094,000	55,000	5.29%

Health and Human Services

DEPARTMENT RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Clinic Fees	159,561	183,056	251,126	251,126	0	0.00%
Birth Certificate Fees	61,602	64,269	60,000	60,000	0	0.00%
Childrens Trust Fund	2,701	2,776	2,500	2,500	0	0.00%
Mental Health Clinic Fees	79,432	76,645	83,500	83,500	0	0.00%
Death Certificate Fees	365,652	381,155	250,328	250,328	0	0.00%
Influenza Immunization	19,129	18,407	16,500	16,500	0	0.00%
Immunization Fees	35,381	30,081	57,320	20,000	(37,320)	-65.11%
Tuberculin Test Fees	2,499	4,628	6,500	6,500	0	0.00%
Supervised Parent Visits	14,431	11,050	10,000	10,000	0	0.00%
Parent Education	107,980	104,339	100,000	100,000	0	0.00%
Supervised Probationer Fees	19,611	17,780	15,000	0	(15,000)	-100.00%
Witness Fees	0	30	0	0	0	0.00%
Domestic Partner Fees	30	660	0	0	0	0.00%
Other Clerk Fees	24,205	8,000	0	0	0	0.00%
Restaurant Plan Reviews	18,929	21,492	21,000	21,800	800	3.81%
Medicare	1,691,286	1,927,942	2,097,135	2,097,135	0	0.00%
Trillium/OHP FEES	6,132,606	6,301,437	7,956,701	8,304,852	348,151	4.38%
Other Third Party Fees	398,526	501,739	517,872	517,872	0	0.00%
Miscellaneous Fees/Reimbursement	47,241	56,061	22,820	20,944	(1,876)	-8.22%
Miscellaneous Svc Charges	581,189	570,212	344,912	212,519	(132,393)	-38.38%
Special Projects	1,908,608	1,946,758	2,525,422	2,823,071	297,649	11.79%
Photocopies	5	0	0	0	0	0.00%
Private Donations	14,094	14,682	10,300	300	(10,000)	-97.09%
Refunds & Reimbursements	51,976	42,782	38,579	30,749	(7,830)	-20.30%
Cash Over & Under	7	133	0	0	0	0.00%
Miscellaneous Internal Services	54,600	56,325	2,113,320	2,434,833	321,513	15.21%
FEES AND CHARGES	12,777,133	13,461,659	17,612,799	18,435,129	822,330	4.67%
Investment Earnings	259,527	399,449	7,300	7,300	0	0.00%
Miscellaneous Interest	161	252	0	0	0	0.00%
INTEREST EARNINGS	259,687	399,700	7,300	7,300	0	0.00%
Transfer Fr General Fund (100)	9,605,404	9,956,159	10,614,486	12,108,003	1,493,517	14.07%
Transfer Fr Spec Rev Funds (200)	853,363	2,537,960	1,495,064	809,876	(685,188)	-45.83%
FUND TRANSFERS	15,726,477	18,421,419	16,777,019	17,953,045	1,176,026	7.01%
DEPARTMENT RESOURCES	110,858,857	116,211,455	124,713,557	125,091,151	377,594	0.30%

Health and Human Services

DEPARTMENT EXPENDITURE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
EXPENDITURE ACCOUNTS						
Regular Operating Wages	31,326,582	33,599,450	39,387,963	41,467,196	2,079,233	5.28%
Extra Help	561,600	563,508	731,526	947,799	216,273	29.56%
Unclassified Temporary	0	0	999,968	774,771	(225,197)	-22.52%
Overtime	339,078	404,936	454,088	423,996	(30,092)	-6.63%
Reduction Unfunded Vac Liab	375,404	428,289	216,854	292,473	75,619	34.87%
Compensatory Time	69,275	103,420	12,504	14,988	2,484	19.87%
Personal Time	66,124	52,052	60,996	60,996	0	0.00%
Risk Management Benefits	137,747	139,896	175,309	189,674	14,365	8.19%
Social Security Expense	1,930,435	2,085,531	2,592,756	2,725,976	133,220	5.14%
Medicare Insurance Expense	470,333	504,716	606,339	637,711	31,372	5.17%
Unemployment Insurance (State)	104,731	55,836	65,979	68,399	2,420	3.67%
Workers Comp	118,123	124,433	125,621	131,812	6,191	4.93%
Disability Insurance - Long-term	197,594	178,953	283,227	297,217	13,990	4.94%
PERS - OPSRP Employer rate	3,149,288	3,918,932	4,826,095	6,687,324	1,861,229	38.57%
PERS Bond	2,485,173	2,457,933	2,925,149	3,074,603	149,454	5.11%
PERS - 6% Pickup	1,815,704	1,898,088	2,396,258	2,521,145	124,887	5.21%
Health Insurance	9,003,266	9,284,759	11,815,078	11,961,723	146,645	1.24%
Dental Insurance	678,049	708,055	870,244	896,497	26,253	3.02%
EE Assistance Pgm	8,339	8,784	15,144	15,504	360	2.38%
Life Insurance	98,349	96,755	134,277	138,046	3,769	2.81%
Flexible Spending Admin	7,620	8,020	7,738	7,873	135	1.74%
Disability Insurance - Short Term	17,521	18,459	22,566	23,027	461	2.04%
Deferred Comp Employer Contrib	170,832	187,995	222,431	244,713	22,282	10.02%
Retiree Medical	1,066,195	961,091	1,195,923	1,257,170	61,247	5.12%
FMLA Administration	13,631	14,359	23,018	23,330	312	1.36%
PERSONNEL SERVICES	54,210,991	57,804,251	70,167,051	74,883,963	4,716,912	6.72%
Professional & Consulting	3,934,920	4,089,272	4,377,195	2,799,155	(1,578,040)	-36.05%
Data Processing Services	304,857	218,387	120,175	121,275	1,100	0.92%
Laundry Services	0	28	0	0	0	0.00%
Banking & Armored Car Svc	4,752	6,128	5,700	8,500	2,800	49.12%
Construction Services	81,648	29,044	0	0	0	0.00%
Road Work Services	391	0	0	0	0	0.00%
Relief & Assistance	0	5,000	0	0	0	0.00%
Training Services	201,401	234,823	263,749	259,023	(4,726)	-1.79%
On The Job Training	53,541	41,906	54,000	54,000	0	0.00%
Life Skills	0	13	0	0	0	0.00%
Support Services	142,952	140,938	472,023	251,535	(220,488)	-46.71%
Subscriptions	1,852	3,592	3,641	3,741	100	2.75%
On The Job Training - Services	480,087	322,299	380,393	380,393	0	0.00%
Victim's Services	911	8,063	12,000	12,000	0	0.00%
Intergovernmental Agreements	975,851	1,062,229	1,541,958	1,388,845	(153,113)	-9.93%
Agency Payments	19,078,061	18,206,175	30,832,541	23,082,697	(7,749,844)	-25.14%
Family Support Services	1,461	1,270	1,250	1,250	0	0.00%
Client Support Fund	2,586,198	2,618,781	2,705,580	2,722,402	16,822	0.62%
Family Subsidy Payments	86,142	128,960	225,000	200,000	(25,000)	-11.11%
Agency Payments Prior Year	47,575	59,919	406,441	406,441	0	0.00%
State Payback	729,857	714,383	880,991	880,991	0	0.00%
Motor Fuel & Lubricants	2,878	2,551	2,700	2,700	0	0.00%
Refuse & Garbage	44,674	42,007	44,775	47,281	2,506	5.60%
Spec Handling & Haz Waste Disp	0	111	100	100	0	0.00%
Light, Power & Water	469,973	438,720	508,296	473,696	(34,600)	-6.81%
Telephone Services	337,338	509,979	499,105	518,522	19,417	3.89%

Health and Human Services

DEPARTMENT EXPENDITURE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Liability	460,509	298,891	279,316	315,496	36,180	12.95%
Claims	11,397	0	0	0	0	0.00%
Vehicle Repair	2,519	1,257	3,000	3,000	0	0.00%
Maintenance of Equipment	39,223	27,868	30,513	33,863	3,350	10.98%
Maintenance of Structures	21,260	43,242	60,787	19,861	(40,926)	-67.33%
Maintenance of Grounds	37,350	39,490	37,800	39,168	1,368	3.62%
Maintenance Agreements	1,743	23,683	19,689	19,739	50	0.25%
Operating Licenses & Permits	1,724	3,017	2,100	2,100	0	0.00%
External Equipment Rental	1,152	1,157	3,000	3,000	0	0.00%
Real Estate & Space Rentals	404,580	390,829	383,356	462,726	79,370	20.70%
Fleet Services Rentals	204,661	205,444	240,175	230,060	(10,115)	-4.21%
Copier Charges	116,852	137,689	150,471	157,053	6,582	4.37%
Mail Room Charges	48,600	51,928	56,697	53,642	(3,055)	-5.39%
License Replacement	0	0	0	179,284	179,284	100.00%
Indirect/Technology Serv	2,916,430	3,111,075	3,327,704	3,955,799	628,095	18.87%
Infrastructure Replacement	0	0	25,400	147,837	122,437	482.04%
County Indirect Charges	5,009,705	5,394,805	5,718,040	6,964,875	1,246,835	21.81%
Direct/Technology Serv	418,153	430,725	346,472	345,013	(1,459)	-0.42%
Dept Support/Direct	54,600	56,325	2,056,979	2,371,614	314,635	15.30%
PC Replacement Services	159,307	70,260	0	0	0	0.00%
Dept Support/Indirect	0	0	56,341	63,219	6,878	12.21%
Office Supplies & Expense	366,989	355,544	432,378	432,906	528	0.12%
Educational Materials	60,314	35,179	33,960	30,650	(3,310)	-9.75%
Membrshp/Professional Licenses	169,804	173,645	179,468	190,292	10,824	6.03%
Printing & Binding	81,417	71,178	115,544	112,339	(3,205)	-2.77%
Advertising & Publicity	76,440	44,471	233,495	208,230	(25,265)	-10.82%
Photo/Video Supplies & Svcs	0	133	4,800	4,945	145	3.02%
Postage	29,842	28,154	39,112	38,150	(962)	-2.46%
Radio/Communic Supplies & Svcs	15,440	30,209	1,815	3,550	1,735	95.59%
DP Supplies And Access	310,149	265,520	293,728	282,450	(11,278)	-3.84%
DP Equipment	12,383	12,147	110,981	101,812	(9,169)	-8.26%
Printer & Copier Expenses	0	25,147	6,500	6,500	0	0.00%
Small Tools & Equipment	23,142	32,571	32,200	32,200	0	0.00%
Small Office Furniture	108,493	217,400	513,698	538,476	24,778	4.82%
Institutional Supplies	24,130	21,592	10,500	11,272	772	7.35%
Food	147,213	133,768	131,563	154,463	22,900	17.41%
Clothing	14,142	25,183	30,000	30,000	0	0.00%
Bedding & Linens	8,551	6,963	8,000	8,000	0	0.00%
Kitchen & Dining Supplies	755	1,111	5,000	5,000	0	0.00%
Miscellaneous Supplies	1,736	718	5,000	2,500	(2,500)	-50.00%
Special Supplies	59,490	82,622	64,111	77,500	13,389	20.88%
Clothing & Personal Supplies	26	0	0	0	0	0.00%
Safety Supplies	2,135	2,249	8,000	7,750	(250)	-3.13%
Janitorial Supplies	2,076	3,429	4,500	5,812	1,312	29.16%
Agricultural Supplies	1,746	7,282	2,000	2,000	0	0.00%
Building Materials Supplies	0	0	100	100	0	0.00%
Electrical Supplies	109	0	0	0	0	0.00%
Medical Supplies	897,659	720,530	828,000	457,000	(371,000)	-44.81%
Dental Supplies	13,479	18,657	16,000	16,000	0	0.00%
Lab Supplies	0	68	500	500	0	0.00%
340B Medications	263,444	392,646	270,000	270,000	0	0.00%
Business Expense & Travel	102,415	112,970	153,623	157,270	3,647	2.37%

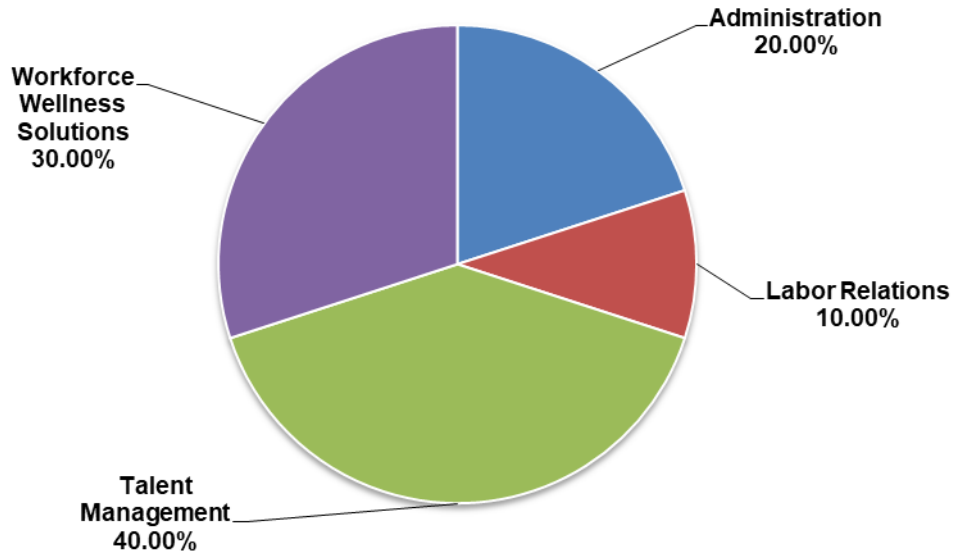
Health and Human Services

DEPARTMENT EXPENDITURE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Committee Stipends & Expense	34,649	28,071	46,950	45,850	(1,100)	-2.34%
Awards & Recognition	1,566	2,288	5,650	5,650	0	0.00%
Employee Moving Expenses	0	15,294	15,000	15,000	0	0.00%
Outside Education & Travel	344,061	423,607	539,026	534,701	(4,325)	-0.80%
County Training Classes	14,639	10,312	37,710	21,818	(15,892)	-42.14%
Training Services & Materials	52,947	116,999	138,181	151,108	12,927	9.36%
Miscellaneous Payments	23,713	5,926	941,117	625,843	(315,274)	-33.50%
Parking	11,302	11,460	12,459	12,459	0	0.00%
MATERIALS & SERVICES	42,753,476	42,607,307	61,406,122	53,581,992	(7,824,130)	-12.74%
Vehicles	0	0	115,104	44,636	(70,468)	-61.22%
Office Machines	0	0	1,800	0	(1,800)	-100.00%
Communications Equipment	0	6,973	0	0	0	0.00%
Data Processing Equipment	0	22,434	0	0	0	0.00%
Institutional Furn & Equipment	0	0	61,861	0	(61,861)	-100.00%
Machinery & Equipment	8,479	0	0	0	0	0.00%
Scientific & Laboratory	17,774	0	0	0	0	0.00%
Medical & Dental Equipment	26,837	0	0	0	0	0.00%
CAPITAL OUTLAY	53,090	29,407	178,765	44,636	(134,129)	-75.03%
Professional Services	0	108,608	0	0	0	0.00%
Acquisition & Construction	0	0	406,185	0	(406,185)	-100.00%
Improvements	0	906,328	2,049,609	1,954,309	(95,300)	-4.65%
CAPITAL PROJECTS	0	1,014,936	2,455,794	1,954,309	(501,485)	-20.42%
DEPARTMENT EXPENDITURES	97,017,561	101,455,900	134,207,732	130,464,900	(3,742,832)	-2.79%

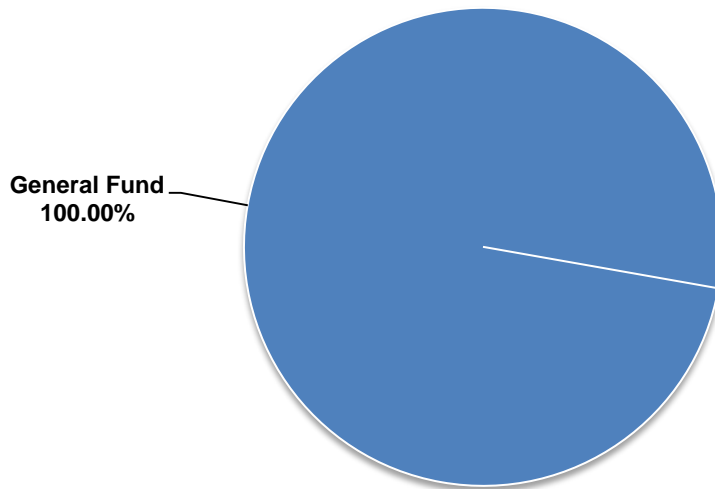
Department of Human Resources

FY 19-20 Adopted Expenditures: \$2,908,405

FY 19-20 Expenditures by Division



FY 19-20 Expenditures by Fund



Alana Holmes
Human Resources Director
541-682-3689

Human Resources

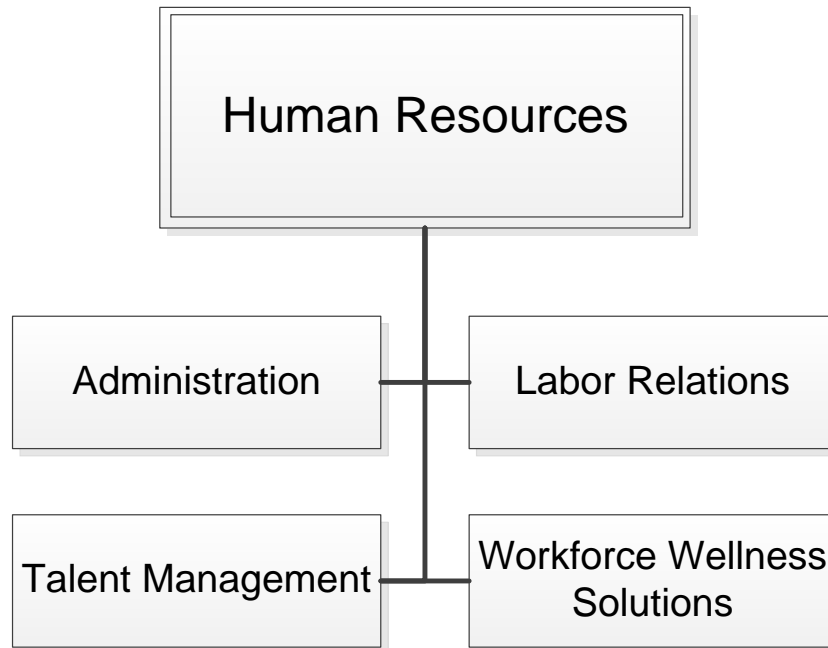
Department Purpose & Overview

Human Resources (HR), a strategic partner with Lane County’s leadership, drives a culture of excellence and innovation at the County by attracting, developing, and retaining a talented, engaged, and diverse workforce committed to our community. HR is comprised of four divisions: Administration, Workforce Wellness Solutions, Labor Relations, and Talent Management.

HR administers a variety of programs that include Talent Acquisition, Onboarding, Classification and Compensation, Diversity, Employee Relations, Human Resources Information Management (HRIM), Labor Relations, and Safety. In addition, the department develops and manages a comprehensive and cost-effective employee benefit package including health, dental, and vision insurance, employee assistance, retirement savings plans, and other benefits driving total employee well-being.

The department is responsible for negotiating and administering eight collective bargaining agreements and ensuring compliance with Federal and State employment laws and County policies.

HR is responsible for the following elements of the County’s strategic plan: Vibrant Communities – enhance equity and access in service delivery and representation in governance; Our People and Partnerships – including key initiatives to pursue strategies to enhance fiscal resilience and operational effectiveness and enhance employee engagement and resilience.



Human Resources

Department Goals & Strategic Planning

The department is responsible for leading multiple strategic planning initiatives under the County's strategic priorities: Vibrant Communities and Our People and Partnerships. Priorities include:

- Process review of Talent Acquisition related practices
- Workforce forecasting and planning
- Creation of strategic data analytics to inform and drive decision making

Areas of Focus

- Implement, monitor, and assess strategic planning initiatives related to Our People and Partnerships – including employee engagement, wellness, equity, and inclusion
- Deliver data analytics to inform HR and leadership in strategic decision-making
- Research and implement technology solutions to further enhance Talent Acquisition and Onboarding, digitizing records and creating better work flow efficiencies

Partnerships

HR maintains relationships with comparator counties and other public entities for active information sharing, innovative solutions and shared training opportunities. A sampling of partners includes: Equity Community Consortium, Regional HRIM Users Group, Eugene/Springfield Risk Professionals, Lane County Human Resources Association, Wellness Council of America, Society for Human Resources Management, International Personnel Management Association – HR, and State/National Public Employees Labor Relations Association.

Labor Relations is exploring opportunities for Interest Based Bargaining, which is a collaborative approach to contract negotiations with unions and associations.

Major Accomplishments & Achievements in FY 18-19

- Second cohort of Emerging Leaders successfully graduated the program
- Successfully integrated the new County values and core behaviors in our recruitment and hiring processes as well as our training and performance evaluations
- Successfully implemented a Tobacco Free campus
- Healthiest 100 Employers in US (40th)/Healthiest Employer of Oregon (3rd for large organizations and 1st for public sector employers)
- Identified when employees are most likely to exit the organization (first 1-2 years), enabling future work on targeted retention
- Identified positive trend of diverse applicants for County openings as a result of adding the Recruiting Coordinator position in 2016
- Thousands of hours of education were recorded in the LEAP training system by employees, which enhanced organizational capabilities and equity and diversity awareness

Human Resources

Anticipated Service & Budget Changes for FY 19-20

- Restructure the department to create four divisions that better align our work with the County's strategic priorities
- Addition of a Program Manager and Senior Management Analyst to support the strategic priorities initiatives, enhance customer service, and strengthen existing programs
- Enhance HR effectiveness and efficiency through process mapping, business analysis and auditing systems

Current & Future Service Challenges

- HR will connect with departments to provide an understanding of how the department restructure aligns with the strategic plan; aiming to provide clarity in the support our customers
- Balance staff workloads as they continue to support efforts under the self-insured benefits model, wellness programs, and implementing legally mandated employment changes
- Recruitment for specialized positions

Capital Projects – Planned and Known Needs

There are no anticipated capital expenses.

Human Resources

DEPARTMENT FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Fees And Charges	26,163	31,997	57,000	57,000	0	0.00%
Administrative Charges	2,105,378	2,373,943	2,383,622	2,489,087	105,465	4.42%
Total Revenue	2,131,541	2,405,940	2,440,622	2,546,087	105,465	4.32%
TOTAL RESOURCES	2,131,541	2,405,940	2,440,622	2,546,087	105,465	4.32%
EXPENDITURES:						
Personnel Services	2,028,943	1,966,652	2,053,767	2,537,838	484,071	23.57%
Materials & Services	311,261	345,737	369,209	370,567	1,358	0.37%
TOTAL EXPENDITURES	2,340,203	2,312,388	2,422,976	2,908,405	485,429	20.03%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	2,340,203	2,312,388	2,422,976	2,908,405	485,429	20.03%
TOTAL	2,340,203	2,312,388	2,422,976	2,908,405	485,429	20.03%

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Administration	1,253,420	966,091	1,042,923	551,537	(491,386)	-47.12%
Labor Relations	628,385	779,759	697,204	311,226	(385,978)	-55.36%
Talent Management	38,909	35,434	72,000	1,171,601	1,099,601	1,527.22%
Workforce Wellness Sol.	419,489	531,105	610,849	874,041	263,192	43.09%
TOTAL EXPENDITURES	2,340,203	2,312,388	2,422,976	2,908,405	485,429	20.03%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	18.00	17.00	18.50	20.50	2.00	10.81%

Human Resources

DEPARTMENT POSITION LISTING

Administration

1.00 Dept Director (IS, HR, OPs)
1.00 Administrative Support Spec
1.00 Sr. Management Analyst

3.00 Division FTE Total

Labor Relations

1.00 Program Manager
1.00 Program Specialist

2.00 Division FTE Total

Talent Management

1.00 Program Specialist
1.00 Program Manager
6.00 Sr. Management Analyst

8.00 Division FTE Total

Workforce Wellness Solutions

1.00 Program Supervisor
0.50 Administrative Support Assist
2.00 Administrative Support Tech
1.00 Program Manager
2.00 Program Specialist
1.00 Sr. Program Specialist

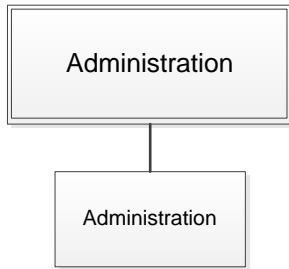
7.50 Division FTE Total

20.50 Department FTE Total

Human Resources - Administration

Division Purpose Statement

Provides leadership and administrative support for the divisions of the Human Resources department so they can provide effective services to our partner departments and to the public.



Division Locator

Human Resources

*Administration ◀
Labor Relations
Talent Management
Workforce Wellness Solutions*

Human Resources - Administration

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Fees And Charges	2,296	1,200	0	0	0	0.00%
Administrative Charges	1,000,000	1,282,000	1,024,440	270,446	(753,994)	-73.60%
Total Revenue	1,002,296	1,283,200	1,024,440	270,446	(753,994)	-73.60%
TOTAL RESOURCES	1,002,296	1,283,200	1,024,440	270,446	(753,994)	-73.60%
EXPENDITURES:						
Personnel Services	1,063,646	762,887	877,925	468,898	(409,027)	-46.59%
Materials & Services	189,774	203,204	164,998	82,639	(82,359)	-49.92%
TOTAL EXPENDITURES	1,253,420	966,091	1,042,923	551,537	(491,386)	-47.12%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	1,253,420	966,091	1,042,923	551,537	(491,386)	-47.12%
TOTAL	1,253,420	966,091	1,042,923	551,537	(491,386)	-47.12%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Administration	1,253,420	966,091	1,042,923	551,537	(491,386)	-47.12%
TOTAL EXPENDITURES	1,253,420	966,091	1,042,923	551,537	(491,386)	-47.12%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	8.00	8.00	8.50	3.00	(5.50)	-64.71%

Human Resources - Administration

Division Overview

Human Resources Administration supports the strategic direction of the County in the application of HR programs, systems, and innovative solutions. HR Administration provides leadership and administrative support for the divisions of the Human Resources department in order to provide effective services to our partner departments and the communities we serve. The division includes both general department support services and direct service to partner departments. The division plans and directs the services and activities of Human Resources and provides functional support to all department programs. HR Administration includes executive management, which is responsible for overall leadership, strategic planning and support, problem solving, and budget administration. In addition, the division organizes the Lane County Elected Officials Compensation Board. The Human Resources Director also serves as an organizational consultant to the Board of Commissioners, other County directors, and high level managers regarding strategic, and/or sensitive human resources issues.

Division Goals & Strategic Planning

- Successfully implement restructure of the department to better align with strategic priorities and enhance customer service
- Lead, implement, and monitor initiatives to develop a robust employee engagement toolkit for departments in support of the strategic plan, such as a new Mentorship Program, stay interviews, career development tools, and supervisory training
- Policy updates, as needed, to reflect County-wide priorities and initiatives

Major Accomplishments & Achievements in FY 18-19

- Graduation of the second Emerging Leaders' cohort
- Implement and roll out of e-performance, an electronic employee review system, for a more efficient, consistent, and largely paperless process
- Process review of County leaves program, enhanced departmental updates and established a toolkit for departmental contacts

Anticipated Service & Budget Changes for FY 18-19

The reorganization of the department will shift positions so the focus of the division can better align with the strategic priorities. Budget changes will reflect the addition of a Senior Management Analyst position to the division.

Current & Future Service Challenges

- Moving three FTE from this division to the new Talent Management division to create a Talent Acquisition, Onboarding and Talent Development work unit. An additional three and one half HRIM FTE will move from this division to the Workforce Wellness Solutions division (formerly Benefits, Wellness and Safety).
- Align available advances in technology with initiatives to effectively advance the work of the department and strategic plan

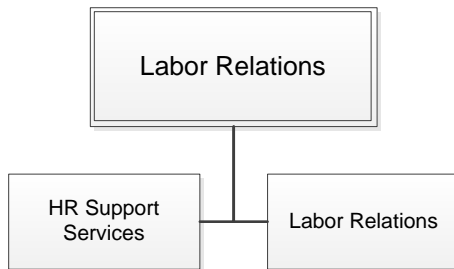
Capital Projects – Planned and Known Needs

There are no anticipated capital expenses.

Human Resources – Labor Relations

Division Purpose Statement

To facilitate fair, respectful and collaborative relationships with Lane County's represented, non-represented and management employee groups.



Division Locator

Human Resources

Administration

Labor Relations ✦

Talent Management

Workforce Wellness Solutions

Human Resources – Labor Relations

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Fees And Charges	13	61	0	0	0	0.00%
Administrative Charges	573,943	667,436	716,479	309,464	(407,015)	-56.81%
Total Revenue	573,956	667,497	716,479	309,464	(407,015)	-56.81%
TOTAL RESOURCES	573,956	667,497	716,479	309,464	(407,015)	-56.81%
EXPENDITURES:						
Personnel Services	582,651	719,707	623,545	266,032	(357,513)	-57.34%
Materials & Services	45,734	60,052	73,659	45,194	(28,465)	-38.64%
TOTAL EXPENDITURES	628,385	779,759	697,204	311,226	(385,978)	-55.36%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	628,385	779,759	697,204	311,226	(385,978)	-55.36%
TOTAL	628,385	779,759	697,204	311,226	(385,978)	-55.36%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
HR Support Services	169	26	0	0	0	0.00%
Labor Relations	628,216	779,734	697,204	311,226	(385,978)	-55.36%
TOTAL EXPENDITURES	628,385	779,759	697,204	311,226	(385,978)	-55.36%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	6.00	5.00	5.00	2.00	(3.00)	-60.00%

Human Resources – Labor Relations

Division Overview

Labor Relations leads the County's collective bargaining contract negotiations and grievance resolution processes. The division works closely with departments and employees to administer and interpret eight collective bargaining agreements. The Senior Human Resources Analysts from this division will reorganize under the newly formed Talent Management division. The new division will manage classification and compensation and the Americans with Disabilities Act Amendments (ADAAA) program, as well as provide direct support to departments and employees. Labor Relations will continue to provide support to the departments and Senior HR Analysts on matters related to contract negotiations, policy change and employment law.

Division Goals & Strategic Planning

- Complete the first Interest Based Bargaining with Lane County Association Local 626 (626)
- Successfully negotiate collective bargaining agreements with Lane County Police Officers Association (LCPOA), Administrative-Professionals Association of Lane County (Admin-Pro), Inc. and American Federation of State, County and Municipal Employees (AFSCME)-Physicians Unit
- In conjunction with County Counsel and the Talent Management Division, present frontline supervisor trainings, including implementation of recommendations from the strategic plan employee engagement team
- Assist in and provide recommendations surrounding compliance with the Equal Pay Act
- Begin bargaining of future collective bargaining agreements in Spring of 2020 with the AFSCME General Unit and Nurses Unit

Major Accomplishments & Achievements in FY 18-19

- Presented several Supervisor Survival Skills workshops in conjunction with County Counsel to complement online modules
- Successfully negotiated collective bargaining agreements with the Federation of Parole and Probation Officers and the Lane County Prosecuting Attorneys Association
- Worked with various employee engagement project teams to move strategic plan recommendations forward, including stay interviews and frontline supervisor trainings
- Began moving historical labor relations documents to the new electronic archival system
- Bargained \$20/month Live Well Credit which enhanced employee wellness and contributed to controlled health plan costs
- Management of unemployment claims resulted in a budgeted savings of \$200,000
- Negotiated with all bargaining units to successfully implement a tobacco-free campus

Anticipated Service & Budget Changes for FY 19-20

- Monitor potential changes in Federal and State employment law and adapt/adopt processes as necessary
- Complete negotiations with AFSCME-Physicians, 626 and Admin-Pro and LCPOA
- Changes include the move of four Senior HR Analyst positions to the Talent Management division

Current & Future Service Challenges

- Administrative support for electronically continuing project of archiving labor relations records
- Impact bargaining resulting from County-wide policy changes
- Impact bargaining resulting from Federal and State legal mandates

Human Resources – Labor Relations

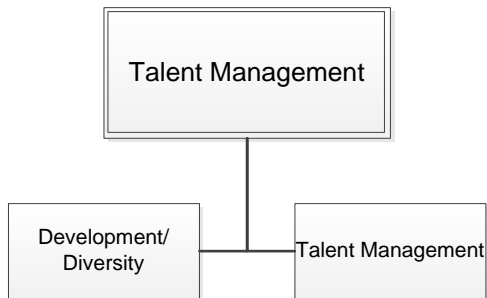
Capital Projects – Planned and Known Needs

There are no anticipated capital expenses.

Human Resources – Talent Management

Division Purpose Statement

To attract, develop and retain a workforce that will ensure the success of Lane County's strategic goals, priorities and objectives.



Division Locator

Human Resources

*Administration
Labor Relations
Talent Management ←
Workforce Wellness Solutions*

Human Resources – Talent Management

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Fees And Charges	23,853	30,736	57,000	57,000	0	0.00%
Administrative Charges	52,689	15,000	15,000	931,645	916,645	6,110.97%
Total Revenue	76,542	45,736	72,000	988,645	916,645	1,273.12%
TOTAL RESOURCES	76,542	45,736	72,000	988,645	916,645	1,273.12%
EXPENDITURES:						
Personnel Services	0	0	0	1,029,560	1,029,560	100.00%
Materials & Services	38,909	35,434	72,000	142,041	70,041	97.28%
TOTAL EXPENDITURES	38,909	35,434	72,000	1,171,601	1,099,601	1,527.22%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	38,909	35,434	72,000	1,171,601	1,099,601	1,527.22%
TOTAL	38,909	35,434	72,000	1,171,601	1,099,601	1,527.22%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Development/Diversity	38,909	35,434	72,000	72,800	800	1.11%
Talent Management	0	0	0	1,098,801	1,098,801	100.00%
TOTAL EXPENDITURES	38,909	35,434	72,000	1,171,601	1,099,601	1,527.22%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	0.00	0.00	0.00	8.00	8.00	100.00%

Human Resources – Talent Management

Division Overview

The Talent Management division is new to the Human Resources Department. The division reflects a reorganization to better align work flow to maximize resources in support of the County's strategic priorities and create opportunities for increased collaboration with departments and employees. This new division encompasses a significant amount of contact with customers regarding a wide range of employment matters. The division coordinates classification & compensation, Americans with Disabilities Act as amended (ADA), performance evaluation processes, and retention strategies. The division will focus on best practices and strive toward innovations in talent acquisition strategies, employee engagement, retention plans, and leadership development.

Division Goals & Strategic Planning

The division's goal is to support the County's strategic priorities by identifying, designing and implementing employee engagement initiatives, while ensuring alignment with County values and core behaviors.

- Successfully integrate work units to ensure a dynamic, high-performing workforce infrastructure and an inclusive work environment;
- Ensure equity and access through our talent acquisition, onboarding, retention and pay practices.

Major Accomplishments & Achievements in FY 18-19

The division is new for FY 19-20.

Anticipated Service & Budget Changes for FY 19-20

The newly established division better ties HR work to the current strategic plan and relevant project initiatives by aiming to create and support development of dynamic, high performing teams in support of the County's business and strategic needs. Budget changes will reflect the addition of a Program Manager position and the transfer of seven FTE to this division.

Current & Future Service Challenges

As a new division, integrating staff from two other divisions will change existing work flows and reporting structures. It will be necessary to provide excellent communication on these changes so employees at all levels in the organization have an understanding of our new model.

Capital Projects – Planned and Known Needs

There are no anticipated capital expenses.

Human Resources- Workforce Wellness Solutions

Division Purpose Statement

To develop and manage the employee benefits and wellness programs to meet the varied needs of employees and support the County's recruitment and retention goals in a fiscally responsible manner.



Division Locator

Human Resources

*Administration
Labor Relations
Talent Management
Workforce Wellness Solutions ◀*

Human Resources- Workforce Wellness Solutions

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Administrative Charges	478,746	409,507	627,703	977,532	349,829	55.73%
Total Revenue	478,746	409,507	627,703	977,532	349,829	55.73%
TOTAL RESOURCES	478,746	409,507	627,703	977,532	349,829	55.73%
EXPENDITURES:						
Personnel Services	382,646	484,058	552,297	773,348	221,051	40.02%
Materials & Services	36,844	47,047	58,552	100,693	42,141	71.97%
TOTAL EXPENDITURES	419,489	531,105	610,849	874,041	263,192	43.09%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	419,489	531,105	610,849	874,041	263,192	43.09%
TOTAL	419,489	531,105	610,849	874,041	263,192	43.09%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Workforce Well Solutions	419,489	531,105	610,849	874,041	263,192	43.09%
TOTAL EXPENDITURES	419,489	531,105	610,849	874,041	263,192	43.09%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	4.00	4.00	5.00	7.50	2.50	50.00%

Human Resources- Workforce Wellness Solutions

Division Overview

Workforce Wellness Solutions develops and manages multiple workforce programs to meet the diverse needs of employees and support the County's strategic priority of a safe and healthy work environment. The division portfolio includes contract and vendor management, budget and cost control for the Employee Benefits Fund, the Retiree Benefit Trust Fund, and the Self Insurance Sub-Fund. The division also provides data analysis, targeted wellness interventions, proactive safety training, bargaining strategy, compliance with federal and state regulations, customer support, and administration of disability and other leaves under the Family Medical Leave Act (FMLA) and the Oregon Family Leave Act (OFLA). The division partners with Technology Services on PeopleSoft upgrades and enhancements, system process improvements, and development of data analytics to support organizational wellness projects and analysis.

Division Goals & Strategic Planning

The division's goal is to support the County's strategic priorities by designing and administering workforce wellness solutions, while responsibly managing the multimillion dollar costs of services and program to our 1,500 employees, their 2,000 dependents and 800 eligible retirees.

- Self-funded Medical Program
 - Increase employee enrollment in High Deductible Health Plan through education and addition of a Health Reimbursement Arrangement option
 - Expand claims analytics with PacificSource to identify appropriate interventions
- Wellness Program
 - Enhance employee engagement with the Live Well Center to 70% through streamlined Health Risk Assessment credit process
 - Expand mindfulness training/practice opportunities in the workplace
- Employee Benefits Program
 - Reduce distributions from deferred compensation plans through education during exit process
- Safety Program
 - Participate in planning committees to reduce risk of personal injury at community events
- Retiree Medical Program
 - Research and propose enhancements to County sponsored Medicare Supplement and related reimbursement process.
- HRIM solutions Programs
 - Automate records management and other labor intensive clerical processes
 - Visualization of Workforce Data Metrics via Tableau software

Major Accomplishments & Achievements in FY 18-19

- Self-funded Medical Program administered by PacificSource improved the fund's health
 - Compared to FY 17-18, medical claims are down by 3% and paid prescriptions are down by 6%
- Wellness Program, featuring the Live Well Center (LWC), enhanced employee wellness and resilience.
 - 63% of employees have engaged with the Live Well Center (LWC)
 - A behavioral health counselor joined the LWC to assist employees with behavioral health concerns
 - Expanded mindfulness training/practice opportunities to enhance resiliency for Sheriff's Office and Parole & Probation workforce

Human Resources- Workforce Wellness Solutions

- Healthiest 100 Employers (40th); Healthiest Employer of Oregon (3rd for large organizations.); Three Lane County plan members' pictures featured in USA Today's March 22, 2019 issue for Marathon's Healthy Like Me award
- Employee Benefits Program improved services cut costs
 - Transition to The Hartford for administration of life insurance and disability and leaves programs
 - Live Well Committee successfully implement a tobacco-free campus
- Safety Program
 - Provided ALICE (Active Shooter Training) trainings for 4 work groups
 - Ergonomic Assessment of 35 employee workstations
- Retiree Medical Program
 - Negotiated no rate increase for Regence plan

Anticipated Service & Budget Changes for FY 19-20

Moving the HRIM team (3.5 FTE) from the Administration division to the Workforce Wellness Solutions division in FY 19-20 will formally combine the already collaborative teams. The integrated team will enhance innovation and effectiveness of programs through technology management. The resulting division will provide expanded service and systems capabilities needed to affect solutions prescribed in Lane County's strategic plan.

Current & Future Service Challenges

The division continues its strategic focus on controlling costs and improving workforce wellness. It will strive to balance competing service needs through job redesign and by optimizing limited resources through technology and co-sourcing partnerships.

Capital Projects – Planned and Known Needs

There are no anticipated capital expenses.

Human Resources

DEPARTMENT RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCE ACCOUNTS						
Miscellaneous Svc Charges	0	11	0	0	0	0.00%
Report Fees	0	50	0	0	0	0.00%
Photocopies	13	0	0	0	0	0.00%
Refunds & Reimbursements	2,296	1,200	0	0	0	0.00%
Training Revenues	23,853	30,736	57,000	57,000	0	0.00%
FEES AND CHARGES	26,163	31,997	57,000	57,000	0	0.00%
County Indirect Revenue	2,105,378	2,373,943	2,383,622	2,489,087	105,465	4.42%
ADMINISTRATIVE CHARGES	2,105,378	2,373,943	2,383,622	2,489,087	105,465	4.42%
DEPARTMENT RESOURCES	2,131,541	2,405,940	2,440,622	2,546,087	105,465	4.32%

Human Resources

DEPARTMENT EXPENDITURE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
EXPENDITURE ACCOUNTS						
Regular Operating Wages	1,199,190	1,161,661	1,224,045	1,489,270	265,225	21.67%
Extra Help	9,952	9,148	15,000	15,000	0	0.00%
Unclassified Temporary	0	33,853	0	0	0	0.00%
Overtime	103	2,251	0	0	0	0.00%
Reduction Unfunded Vac Liab	36,143	10,475	10,475	23,273	12,798	122.18%
Compensatory Time	75	3,407	0	0	0	0.00%
Risk Management Benefits	2,070	2,073	2,024	1,519	(505)	-24.95%
Social Security Expense	74,610	74,309	77,423	94,635	17,212	22.23%
Medicare Insurance Expense	17,818	17,405	18,099	22,118	4,019	22.21%
Unemployment Insurance (State)	3,463	1,708	1,747	2,060	313	17.92%
Workers Comp	4,156	4,016	3,767	4,566	799	21.21%
Disability Insurance - Long-term	7,196	5,849	8,771	10,741	1,970	22.46%
PERS - OPSRP Employer rate	120,897	131,811	149,361	230,679	81,318	54.44%
PERS Bond	93,669	83,990	89,492	109,614	20,122	22.48%
PERS - 6% Pickup	71,577	69,767	70,959	87,608	16,649	23.46%
Health Insurance	289,358	266,368	290,452	335,428	44,976	15.48%
Dental Insurance	23,695	22,267	23,101	27,335	4,234	18.33%
EE Assistance Pgm	289	275	407	479	72	17.69%
Life Insurance	6,273	5,375	6,320	7,401	1,081	17.10%
Flexible Spending Admin	265	251	203	245	42	20.69%
Disability Insurance - Short Term	608	579	612	713	101	16.50%
Deferred Comp Employer Contrib	24,711	23,537	24,685	30,225	5,540	22.44%
Retiree Medical	42,350	35,826	36,194	44,185	7,991	22.08%
FMLA Administration	474	451	630	744	114	18.10%
PERSONNEL SERVICES	2,028,943	1,966,652	2,053,767	2,537,838	484,071	23.57%
Professional & Consulting	36,955	66,940	63,000	63,000	0	0.00%
Subscriptions	0	0	0	175	175	100.00%
Telephone Services	5,941	6,837	5,263	14,506	9,243	175.62%
General Liability	8,266	7,142	11,503	19,964	8,461	73.55%
Maintenance of Structures	0	2,272	0	0	0	0.00%
Maintenance Agreements	350	0	2,000	0	(2,000)	-100.00%
External Equipment Rental	14	58	0	200	200	100.00%
Fleet Services Rentals	430	516	200	300	100	50.00%
Copier Charges	9,464	9,280	8,486	8,300	(186)	-2.19%
Mail Room Charges	1,830	879	4,375	2,500	(1,875)	-42.86%
License Replacement	0	0	0	4,819	4,819	100.00%
Indirect/Technology Serv	120,516	110,479	109,554	120,744	11,190	10.21%
Infrastructure Replacement	0	0	0	4,025	4,025	100.00%
Direct/Technology Serv	40,639	41,147	41,850	0	(41,850)	-100.00%
PC Replacement Services	9,555	5,400	5,550	6,770	1,220	21.98%
Office Supplies & Expense	18,582	16,133	16,263	17,755	1,492	9.17%
Educational Materials	0	250	0	800	800	100.00%
Membrshp/Professionl Licenses	2,649	3,569	4,000	5,009	1,009	25.23%
Printing & Binding	2,239	3,429	2,800	3,200	400	14.29%
Advertising & Publicity	1,596	8,093	6,055	10,000	3,945	65.15%
DP Supplies And Access	0	665	0	0	0	0.00%
Food	0	1,037	0	1,000	1,000	100.00%
Safety Supplies	0	161	0	1,500	1,500	100.00%
Business Expense & Travel	1,119	3,484	250	2,500	2,250	900.00%
Awards & Recognition	88	0	0	0	0	0.00%
Outside Education & Travel	22,822	26,219	30,500	29,300	(1,200)	-3.93%
County Training Classes	1,450	2,249	1,560	3,200	1,640	105.13%

Human Resources

DEPARTMENT EXPENDITURE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Training Services & Materials	26,756	29,500	56,000	51,000	(5,000)	-8.93%
MATERIALS & SERVICES	311,261	345,737	369,209	370,567	1,358	0.37%
DEPARTMENT EXPENDITURES	2,340,204	2,312,390	2,422,976	2,908,405	485,429	20.03%

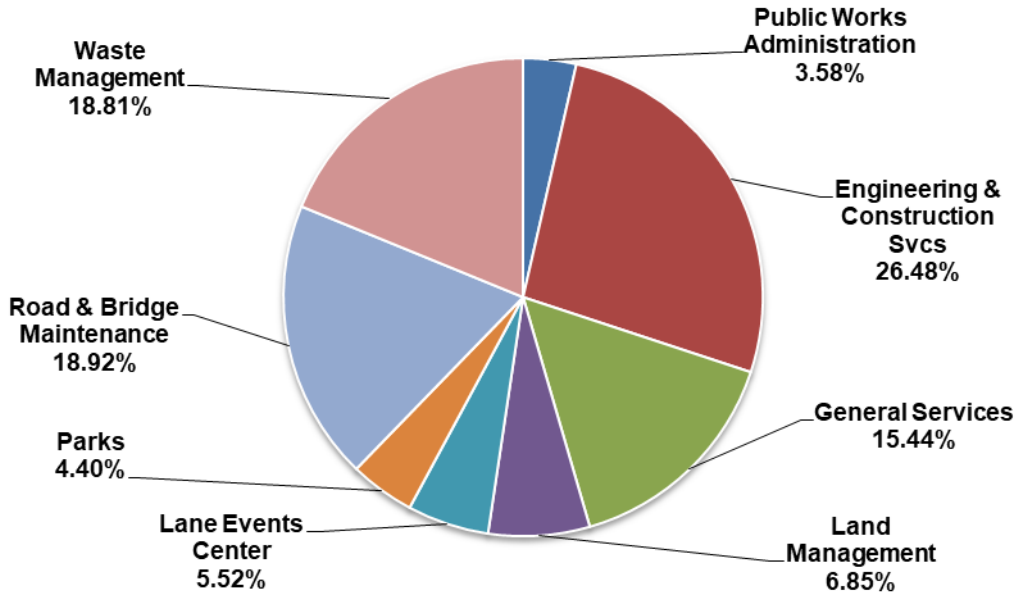
Human Resources

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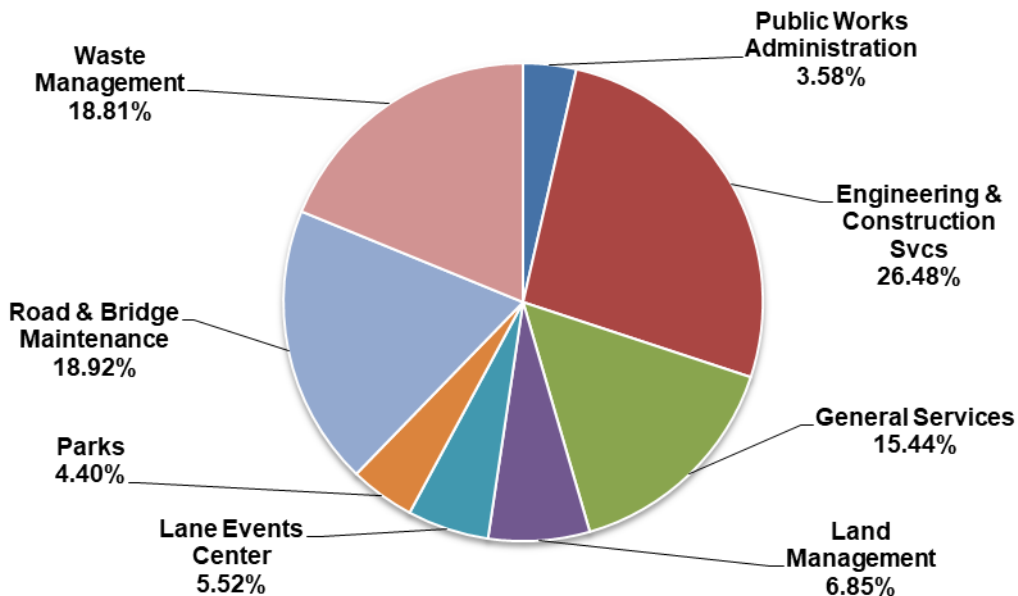
Department of Public Works

FY 19-20 Adopted Expenditures: \$ 97,869,432

FY 19-20 Expenditures by Division



FY 19-20 Expenditures by Fund



Daniel Hurley
Public Works Director
541-682-6910

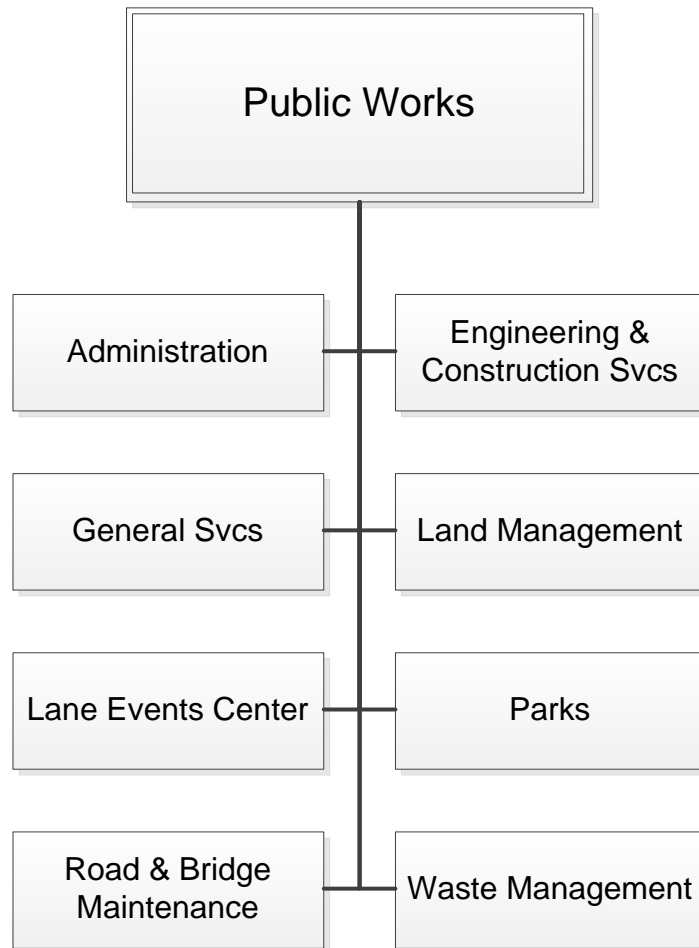
Public Works

Department Purpose & Overview

The Public Works Department mission is to maintain and enhance the livability and sustainability of Lane County's natural and built environments by providing safe and cost effective public infrastructure and related services.

The Public Works Department provides six external facing divisions and two internal facing divisions. The external divisions include Road and Bridge Maintenance, Engineering and Construction Services, Parks, Waste Management, Lane Events Center, and Land Management. Internal Services include General Services, and Public Works Administration.

The Public Works Budget includes ten funds and two sub-funds and is largely based on fees, state revenue and rental/use fees such as camping, park passes, admissions and concerts. In addition, there are internal service fees between divisions and other departments. The Department receives less than three percent of its revenue from the General Fund for support in Animal Services, Property Management, and County-wide Facilities programs.



Public Works

Department Goals & Strategic Planning

Public Works has aligned several goals and objectives for FY 19-20 with the following Strategic Areas of Focus included in the Board of County Commissioners 2018 – 2021 Strategic Plan:

Safe, Healthy County

- Continue implementation of the Transportation Safety Action Plan (TSAP) reducing traffic injuries over and fatalities on County roads with engineering actions and public education.
- Invest in safety improvements through the Road & Bridge Capital Improvement Plan.
- Update Goal 7 land use plans to mitigate hazards of wildfire, flooding, and earthquakes.
- Support the development of the County Emergency Management Office

Vibrant Communities

- Develop a Business Plan for the Lane Events Center using analysis from the recent Facilities Assessment and current Market Demand Analysis.
- Complete a 3-year Action Plan for initial implementation of the Parks Master Plan.
- Continue to explore new solid waste management strategies to divert more material from the waste stream and encourage economic development of green businesses.

Robust Infrastructure

- Design and construct over \$4 million in Transportation Capital Improvement Projects.
- Conduct a Facility Condition Assessment throughout the parks system and assist with developing long-term maintenance strategies.
- Implement an Asset Management system to track road and bridge conditions and investments over their service life.
- Implement recommendations from the Fleet Audit and Facilities Audit to improve internal systems and identify service levels in accordance with available resources.

Our People & Partnerships

- Begin implementation of the Habitat Management Plan for the Howard Buford Recreation Area in conjunction with Friends of Buford Park.
- Continue partnerships with the cities of Eugene and Springfield to address new permit conditions in the County's municipal stormwater National Pollutant Discharge Elimination System (NDPES) permit.
- Support local communities with engineering and contract services for infrastructure projects.
- Support the Emergency Management development of a County Business Continuity Plan.

Areas of Focus

- **Transportation Assets**
- **Facilities Services**
- **Supporting Parks**

Partnerships

- **Transportation Assets** – As an Oregon Department of Transportation (ODOT) Certified Agency, Engineering & Construction Services (ECS) will be partnering with other municipalities to assist in delivering federally funded projects.
- **Facilities Services** – As an internal service provider, Facilities partners with all of the programs in the County to provide facilities maintenance and custodial services at all of the County's buildings.

Public Works

- **Supporting Parks** – Parks will be exploring the potential of new agreements with Friends of Buford Park (FBP) to support and enhance the capacity of FBP to deliver services at Howard Buford Recreation Area and the Willamette Confluence Preserve.

Major Accomplishments & Achievements in FY 18-19

- **Transportation Assets** – A vendor was selected to supply an Asset Management Program that will integrate road and bridge data for improved decision-making in the maintenance and preservation of transportation assets.
- **Facilities Services** – A consultant has completed an assessment of the current Facilities structure, systems, and staffing levels.
- **Supporting Parks** – The Board of Commissioners adopted a Parks Master Plan, with broad public support, that will guide services, investments, and collaboration in parks over the next 20 years.

Anticipated Service & Budget Changes for FY 19-20

- **Transportation Assets** – Jurisdictional transfers were completed with ODOT to transfer Territorial Highway and the Springfield-Creswell Highway into Lane County's jurisdiction and transfer Delta Highway to ODOT's jurisdiction.
- **Facilities Services** – The Facilities Audit indicates that current staffing levels are insufficient to meet current level of service expectations. Conversations will be needed across the various departments to align available facilities resources with desired service levels.
- **Supporting Parks** – Parks will continue to seek grant funding to expand camping options in Armitage Park to provide a range of lodging alternatives and maximize revenue potential.

Current & Future Service Challenges

- **Transportation Assets** – Recruiting and maintaining experienced equipment operators in the Road Maintenance Division continues to be challenging in the current job market.
- **Facilities Services** – Aging infrastructure in many of the County buildings, particularly the Courthouse, consumes significant staff resources in responding to emergencies. Capital investments will be needed to address these ongoing challenges.
- **Supporting Parks** – Additional Parks funding will be needed to progress the goals outlined in the Parks Master Plan.

Capital Projects – Planned and Known Needs

- Transportation projects for roads and bridges - \$ 8.9 million
- Lane Events Center - \$1.2 million; Convention Center Roof and HVAC Chiller.
- Waste Management - \$1.1 million.

Public Works

DEPARTMENT FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Taxes & Assessments	2,653,310	2,877,794	2,954,371	3,237,984	283,613	9.60%
Licenses & Permits	2,385,973	2,583,560	2,444,500	2,481,255	36,755	1.50%
Fines, Forfeitures, Penalties	117,209	38,052	59,500	49,500	(10,000)	-16.81%
Property And Rentals	6,674,550	6,646,319	6,189,809	6,084,773	(105,036)	-1.70%
Federal Revenues	2,068,498	6,654,153	6,505,932	3,567,891	(2,938,041)	-45.16%
State Revenues	24,301,569	25,453,306	36,198,604	31,118,438	(5,080,166)	-14.03%
Local Revenues	0	0	0	500,000	500,000	100.00%
Fees And Charges	33,019,193	33,296,611	32,125,677	32,663,562	537,885	1.67%
Administrative Charges	5,975,696	6,422,417	6,251,200	6,402,950	151,750	2.43%
Interest Earnings	772,374	1,135,370	1,211,490	1,771,666	560,176	46.24%
Total Revenue	77,968,373	85,107,582	93,941,083	87,878,019	(6,063,064)	-6.45%
Interfund Loans	20,000	313,508	358,461	1,001,461	643,000	179.38%
Fund Transfers	3,084,857	755,694	4,336,348	3,497,470	(838,878)	-19.35%
TOTAL RESOURCES	81,073,229	86,176,784	98,635,892	92,376,950	(6,258,942)	-6.35%
EXPENDITURES:						
Personnel Services	31,993,677	32,231,672	37,581,868	39,391,037	1,809,169	4.81%
Materials & Services	30,822,040	32,452,977	36,411,115	35,791,018	(620,097)	-1.70%
Capital Expenses	9,045,948	8,828,326	16,584,904	22,687,377	6,102,473	36.80%
TOTAL EXPENDITURES	71,861,666	73,512,974	90,577,887	97,869,432	7,291,545	8.05%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
FUNDS						
Animal Services Fund	603,250	699,652	663,980	710,123	46,143	6.95%
General Fund	3,584,584	3,648,199	3,982,894	3,996,224	13,330	0.33%
Land Management Fund	5,036,139	5,081,640	6,193,861	6,708,579	514,718	8.31%
Lane Events Center Fund	3,851,106	3,877,366	4,134,533	5,360,384	1,225,851	29.65%
Motor & Equipment Pool Fund	6,718,224	8,364,264	9,184,528	9,186,643	2,115	0.02%
Parks & Open Spaces Fund	3,261,586	3,461,323	4,312,400	4,304,724	(7,676)	-0.18%
Public Land Corners Prsrv Fund	499,833	444,521	536,974	474,761	(62,213)	-11.59%
Road Fund	30,082,250	31,480,362	42,159,116	48,324,063	6,164,947	14.62%
Solid Waste Disposal Fund	17,818,872	16,165,252	19,025,587	18,404,382	(621,205)	-3.27%
Special Revenue Fund	405,821	290,395	384,014	399,549	15,535	4.05%
TOTAL	71,861,666	73,512,974	90,577,887	97,869,432	7,291,545	8.05%

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
DIVISIONS						
Engineering & Construction Svcs	12,654,861	11,978,760	19,414,375	25,946,515	6,532,140	33.65%
General Services	11,305,762	13,716,551	14,634,513	15,132,837	498,324	3.41%
Land Management	5,036,139	5,081,640	6,193,861	6,708,579	514,718	8.31%
Lane Events Center	3,851,106	3,877,366	4,134,533	5,360,384	1,225,851	29.65%
Parks	3,273,421	3,466,293	4,315,162	4,309,545	(5,617)	-0.13%
Public Works Administration	2,423,865	2,775,016	3,390,897	3,527,266	136,369	4.02%
Road & Bridge Maintenance	15,497,640	16,452,097	19,468,959	18,479,924	(989,035)	-5.08%
Waste Management	17,818,872	16,165,252	19,025,587	18,404,382	(621,205)	-3.27%
TOTAL EXPENDITURES	71,861,666	73,512,974	90,577,887	97,869,432	7,291,545	8.05%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	329.66	352.64	370.62	372.90	2.28	0.62%

Public Works

DEPARTMENT POSITION LISTING

Public Works Administration

2.00 Accounting Analyst
 1.00 Accounting Clerk 2
 2.00 Accounting Clerk, Sr
 1.50 Administrative Assistant
 1.00 Administrative Support Supv
 1.00 Asst Dept Dir (H&HS)
 1.00 Dept Director (PW & HHS)
 2.00 Office Assistant 2
 1.00 Program Manager
 0.50 Program Specialist
 3.00 Public Works Analyst
 1.00 Sr. Management Analyst
 4.00 Sr. Public Works Analyst

21.00 Division FTE Total

Engineering & Construction Svcs

22.00 Engineering Analyst
 1.00 Maintenance Specialist, Lead
 1.00 Manager
 2.00 Office Assistant, Sr
 1.00 Prof/Tech Supervisor
 2.00 Program Manager
 1.00 Property Management Officer 2
 1.00 Sr Planner
 1.00 Sr. Manager
 2.00 Sr. Public Works Analyst
 17.00 Technical Specialist
 0.50 TEMP-Office Assistant 2 -
 1.50 TEMP-Technical Specialist

53.00 Division FTE Total

General Services

4.00 Maintenance Specialist 3
 1.00 Accounting Clerk, Sr
 13.00 Custodian
 1.00 Detention Custodian
 1.00 Facilities Electrician
 2.00 Fleet Services Purchasing Spec
 2.00 Landscape Technician
 2.00 Maintenance Specialist 2
 1.00 Maintenance Specialist, Lead
 1.00 Maintenance Supervisor
 1.00 Mechanic 1
 8.00 Mechanic 2
 2.00 Office Assistant 2
 1.00 Prof/Tech Supervisor
 2.00 Program Supervisor
 1.00 Public Works Analyst
 1.00 Public Works Assistant Analyst
 1.00 Shop Utility Worker
 1.00 Sr Animal Welfare Officer
 2.00 Sr Mechanic
 1.00 Sr. Manager
 0.50 TEMP - Animal Welfare Officer
 1.00 TEMP - Custodian

50.50 Division FTE Total

Land Management

2.00 Environmental Health Spec 2
 2.00 Associate Planner
 1.00 Building Safety Specialist 1
 2.50 Building Safety Specialist 2
 1.00 Building Safety Specialist, Sr.
 2.00 Compliance Officer
 2.00 Electrical Inspector
 1.00 Engineering Analyst
 6.00 Land Management Technician
 1.00 Manager
 3.00 Office Assistant, Sr
 4.00 Planner
 1.00 Plans Examiner 1
 1.00 Plans Examiner 2
 2.00 Prof/Tech Supervisor
 2.00 Sr Planner
 1.00 Sr Plans Examiner
 1.00 Sr. Manager

35.50 Division FTE Total

Public Works

DEPARTMENT POSITION LISTING

Lane Events Center

- 1.00 Manager
- 1.00 Facilities Electrician
- 3.00 Lane Events Center Events Coordinator
- 1.00 Lane Events Center Maintenance Specialist
- 0.50 Lane Events Ctr Marketing Asst
- 1.00 Office Assistant 2
- 3.00 Operations Event Worker
- 2.00 Operations Event Worker, Sr
- 1.00 Prof/Tech Supervisor
- 1.00 Program Supervisor

14.50 Division FTE Total

Parks

- 5.00 TEMP-Park Maintenance 1
- 1.00 Accounting Clerk, Sr
- 1.80 Engineering Analyst
- 2.00 Maintenance Specialist, Lead
- 1.00 Maintenance Supervisor
- 1.00 Office Assistant, Sr
- 1.00 Park Maintenance 2
- 1.00 Public Works Analyst
- 3.00 Sr Park Maintenance
- 1.00 Sr. Manager
- 0.50 TEMP Accounting Clerk 2
- 0.50 TEMP-Office Assistant 1 -

18.80 Division FTE Total

Road & Bridge Maintenance

- 45.00 Road Maintenance 2
- 3.00 Engineering Analyst
- 4.00 Maintenance Specialist, Lead
- 9.00 Maintenance Supervisor
- 1.00 Office Assistant 2
- 6.00 Road Maintenance 1
- 17.00 Road Maintenance 3
- 1.00 Sr. Manager
- 1.00 Sr. Public Works Analyst
- 4.50 TEMP-Road Maintenance 1

91.50 Division FTE Total

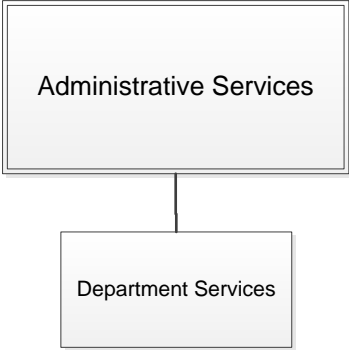
Waste Management

- 6.00 Engineering Analyst
- 1.00 Accounting Clerk, Sr
- 1.00 Community Service Worker 2
- 1.00 Maintenance Specialist 2
- 4.00 Maintenance Supervisor
- 1.00 Manager
- 1.00 Office Assistant 2
- 2.00 Program Supervisor
- 12.00 Road Maintenance 1
- 4.00 Road Maintenance 2
- 22.00 Road Maintenance 3
- 1.00 Special Waste Specialist
- 4.00 Special Waste Technician
- 2.00 Sr Waste Mgmt Fee Collector
- 1.00 Sr. Manager
- 1.00 Technical Specialist
- 5.00 TEMP - Waste Management Fee Collector
- 0.50 TEMP Office Assistant, Sr
- 3.00 TEMP-Road Maintenance 1
- 15.60 Waste Management Fee Collector

88.10 Division FTE Total

372.90 Department FTE Total

Public Works – Administrative Services



Division Purpose Statement

Provide quality support to public and internal customers in the areas of financial management, administrative services, management team support, and weighmasters, in order to provide well-maintained roads and parks, solid waste disposal, and land use/building services for the citizens, tourists, and businesses of Lane County

Division Locator

Public Works

- Administrative Services ◀*
- Engineering & Constr. Svcs*
- General Services*
- Land Management*
- Lane Events Center*
- Parks*
- Road and Bridge Maintenance*
- Waste Management*

Public Works – Administrative Services

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Taxes & Assessments	13,272	17,246	14,000	4,000	(10,000)	-71.43%
Property And Rentals	688,823	491,873	368,577	368,577	0	0.00%
Federal Revenues	1,057,966	5,978,109	5,655,432	1,295,299	(4,360,133)	-77.10%
State Revenues	21,247,344	23,134,898	31,629,996	27,234,000	(4,395,996)	-13.90%
Fees And Charges	15,562	17,219	17,000	17,000	0	0.00%
Administrative Charges	2,560,095	2,503,770	2,238,627	2,516,888	278,261	12.43%
Interest Earnings	256,956	355,418	358,714	681,899	323,185	90.10%
Total Revenue	25,840,018	32,498,533	40,282,346	32,117,663	(8,164,683)	-20.27%
Fund Transfers	700,000	0	0	0	0	0.00%
TOTAL RESOURCES	26,540,018	32,498,533	40,282,346	32,117,663	(8,164,683)	-20.27%
EXPENDITURES:						
Personnel Services	1,703,368	1,983,696	2,280,900	2,553,753	272,853	11.96%
Materials & Services	720,497	779,621	1,109,997	973,513	(136,484)	-12.30%
Capital Expenses	0	11,698	0	0	0	0.00%
TOTAL EXPENDITURES	2,423,865	2,775,016	3,390,897	3,527,266	136,369	4.02%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Road Fund	2,423,865	2,775,016	3,390,897	3,527,266	136,369	4.02%
TOTAL	2,423,865	2,775,016	3,390,897	3,527,266	136,369	4.02%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
PW Department Services	2,423,865	2,775,016	3,390,897	3,527,266	136,369	4.02%
TOTAL EXPENDITURES	2,423,865	2,775,016	3,390,897	3,527,266	136,369	4.02%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	18.00	19.00	19.50	21.00	1.50	7.69%

Public Works – Administrative Services

Division Overview

Provide quality support to public and internal customers in the areas of financial management, administrative services, and management team support, to provide well-maintained roads, parks, animal services, solid waste disposal, and land use/building services for the citizens, tourists, and businesses of Lane County.

Administrative Services provides leadership, information, analysis, and support to the Department Director, management team, staff, citizens, and the Board of Commissioners. This commitment catalyzes informed and quality decisions for the Department and broader Lane County community.

There are four major program areas:

- Financial management: accounting, billing, payroll, contracts, budgeting, financial analysis and planning.
- Administrative services: executive support.
- Management Team support: safety programs, performance measure, grant writing and administration, and strategic planning support.
- Human Resources: recruiting, labor relations, and employee training and development.

Division Goals & Strategic Planning

The Administration Division is focused on supporting Public Works planning and operations so that the Department can achieve current Board of Commissions Strategic Plan goals and effectively execute operational commitments.

Division Goals

- Promote diversity and inclusion within the Department of Public Works by providing staff with tools and consultation regarding related topics, issues, and concerns.
- Provide excellent fiscal and human resources training and guidance for divisions.
- Reduce Public Works accident incident rate by continually improving safe practices, providing staff training, and continuing to improve the department's safety culture.
- Continue efforts to increase diversity of applicant pool through broader recruitment.
- Provide stewardship and stewardship coaching on financial and human resources management for Public Works and its divisions.
- Continue to provide leadership, information, analysis, and support to the Department Director, management team, staff, residents, and the Board of Commissioners.

Current Division Objectives

- Continue to monitor and analyze financial forecasting models for Department's major funds.
- Develop Business Intelligence financial reports for operational management decisions.
- Leverage new funding streams and collaborative opportunities through grants.
- Continue the organization and development of Administrative processes and procedures.
- Maintain Customer Service Training that serves a diverse customer base.
- Focus on retention and training of our existing workforce.

Public Works – Administrative Services

Major Accomplishments & Achievements in FY 18-19

- Facilitated external Cash Handling procedure review Department wide, recommending changes to improve efficiencies, reducing risk, and documenting new policy and procedures.
- Department-wide, recruited qualified and diverse personnel as a major project. Position recruitments in FY 18-19 exceeded 59 positions and included Assistant Director, Parks Manager, Waste Manager, professional, and technical personnel.
- Hired Grant Analyst in late 2018 to leverage potential additional funding streams.
- Added Emergency Management Department to support portfolio.

Anticipated Service & Budget Changes for FY 19-20

- Implementing business intelligence technology to improve “real time” financial tracking and decision making tools for Public Works divisions and managers.

Current & Future Service Challenges

- Tight labor market and continued recruitment challenges have prolonged the recruiting process, often leaving positions open for an extended time. Public Works has had a higher level of turnover in recent years with retirements and increasing outside job opportunities for employees. In addition, current labor market is candidate-driven with limited candidate pools; creating the need for multiple recruitment search processes to fill some management and technical skills.

Capital Projects – Planned and Known Needs

No capital projects planned specifically for this division.

Public Works: Engineering & Construction Services

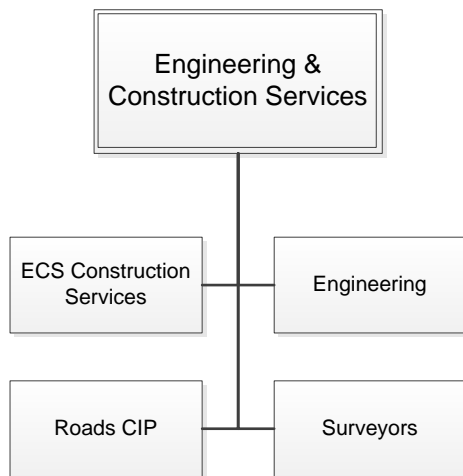
Division Purpose Statement

To provide engineering, planning, surveying, and construction services that support the preservation, improvement, and development of the County road and bridge system, while pursuing opportunities and partnerships with other Lane County departments, local agencies, and governments.

Division Locator

Public Works

*Administrative Services
Engineering & Constr. Svcs ←
General Services
Land Management
Lane Events Center
Parks
Road and Bridge Maintenance
Waste Management*



Public Works: Engineering & Construction Services

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Licenses & Permits	108,694	113,881	110,000	95,000	(15,000)	-13.64%
Fines, Forfeitures, Penalties	0	0	1,000	1,000	0	0.00%
Property And Rentals	626,120	652,764	637,245	421,209	(216,036)	-33.90%
Federal Revenues	99,947	33,554	500,000	1,797,092	1,297,092	259.42%
State Revenues	2,192,832	1,376,644	3,726,667	3,007,531	(719,136)	-19.30%
Local Revenues	0	0	0	500,000	500,000	100.00%
Fees And Charges	1,953,436	1,501,473	1,014,000	1,189,000	175,000	17.26%
Administrative Charges	299,894	282,331	330,102	350,935	20,833	6.31%
Interest Earnings	16,361	22,771	23,858	34,094	10,236	42.90%
Total Revenue	5,297,284	3,983,418	6,342,872	7,395,861	1,052,989	16.60%
Fund Transfers	80,000	0	0	0	0	0.00%
TOTAL RESOURCES	5,377,284	3,983,418	6,342,872	7,395,861	1,052,989	16.60%
EXPENDITURES:						
Personnel Services	4,828,725	4,698,510	5,704,671	6,461,611	756,940	13.27%
Materials & Services	2,565,551	2,444,864	3,145,576	3,176,541	30,965	0.98%
Capital Expenses	5,260,585	4,835,387	10,564,128	16,308,363	5,744,235	54.37%
TOTAL EXPENDITURES	12,654,861	11,978,760	19,414,375	25,946,515	6,532,140	33.65%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	433,919	466,154	509,711	484,104	(25,607)	-5.02%
Public Land Corners Prsrv Fund	499,833	444,521	536,974	474,761	(62,213)	-11.59%
Road Fund	11,327,122	10,798,619	17,987,746	24,617,857	6,630,111	36.86%
Special Revenue Fund	393,986	269,466	379,944	369,793	(10,151)	-2.67%
TOTAL	12,654,861	11,978,760	19,414,375	25,946,515	6,532,140	33.65%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
ECS Construction Services	1,724,768	1,710,236	1,910,918	2,126,560	215,642	11.28%
Engineering	3,994,299	3,887,718	5,308,270	7,394,823	2,086,553	39.31%
Roads CIP	5,240,355	4,795,628	10,157,076	14,332,462	4,175,386	41.11%
Surveyors	1,695,440	1,585,179	2,038,111	2,092,670	54,559	2.68%
TOTAL EXPENDITURES	12,654,861	11,978,760	19,414,375	25,946,515	6,532,140	33.65%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	41.00	43.00	52.00	53.00	1.00	1.92%

Public Works: Engineering & Construction Services

Division Overview

The Engineering & Construction Services Division (ECS) is comprised of six distinct work sections: Transportation Engineering Services (Planning, Permits and Operations), Design Services, Construction Services (Utilities, Inspections and Materials Testing), and Survey Services (Construction, Development and Corners), Right of Way Services and Property Management.

ECS is responsible for planning, acquiring, surveying, designing, constructing, and operating safe and efficient transportation systems. Following the 2009 recession, most of ECS's work was related to pavement preservation only. As funding sources were reducing, ECS looked for other funding sources to leverage capital improvement expenses and restructured its work program to include being an ODOT certified agency.

As a certified agency, ECS can use State Transportation Improvement Program (STIP) funds to design and inspect ODOT funded projects for non-certified agencies as well for Lane County federally funded improvements. Since the adoption of House Bill 2017, ECS has shifted its capital improvement program focus. Additional funding provides funding for Infrastructure Safety, Bridges & Structure Improvements, and General Construction (capacity enhancement) projects.

Division Goals & Strategic Planning

Division Goals

- Promote public safety through transportation planning, design engineering, and construction.
- Maintain regional partnerships to plan and develop a healthy, integrated transportation system.
- Foster local and livable communities through a vibrant transportation planning program.
- Pursue innovative funding opportunities and solutions for maintaining the integrity of Lane County infrastructure.
- Analyze and implement capital improvement projects with extended lifespans that reduce deferred maintenance costs.
- Foster and maintain the professional development and technical competence of ECS staff.
- Utilize in-house engineering staff for pavement and bridge design through training and experience building.

Current Division Objectives

- Partner with Road & Bridge Maintenance staff to identify and prioritize pavement preservation and bridge rehabilitation projects.
- Maintain our ODOT certification training and project delivery requirements.
- Partner with non-certified agencies within the County to design and construct their federally funded projects.
- Adopt an Americans with Disability Act (ADA) Transition Plan and complete a \$250,000 pilot sidewalk improvement project.
- Map a Division-wide work flow plan for projects (from the Planning stage to the As-constructed stage).

Major Accomplishments & Achievements in FY 18-19

- Adjusted staffing to meet the increasing design and construction project work needs.
- Successfully completed an American Society of Civil Engineers (ASCE) peer review of the Division.
- Completed the Limited English Plan in compliance with our Title VI plan.
- Constructed 9.416 miles of slurry seals in Eugene and 9.142 miles of pavement overlays, Bernhardt Creek Rd slide repair, reconstructed the Short Mountain Landfill Service Rd, resurfaced the Zone Maintenance Shop parking area, and reroofed the Dorena Covered Bridge.

Public Works: Engineering & Construction Services

- Continued implementing roadway safety measures such as, rumble strips and pavement safety edges, in the rural pavement preservation projects.
- Completed the jurisdictional transfer of Territorial Highway, (Mile Post) MP 2.03 to MP 42.08

Anticipated Service & Budget Changes for FY 19-20

- Begin final design to widen and repair Territorial Highway, MP 32.06 Gillespie Corners to MP 37.77 C-G Lorane Highway, complete final design and contract Stoney Point slide repair (MP 34.9), and complete design to raise and widen Coyote Creek bridges 4057A and 4058A at MP 32.18 and MP 32.24.
- Apply for BUILD grant to construct Territorial Highway, MP 32.06 to MP 37.77 widening.
- Complete the ADA Transition Plan for Public Rights of Way and complete a pilot project.
- ECS anticipates entering into four ODOT- COBO (Certified on Behalf of) contracts. Contracts included the Springfield So. 28th Street Congestion Mitigation Air Quality (CMAQ) improvement project, the Springfield Glenwood Riverfront Path (design only), the Veneta Veneta/Elmira Multi-Use Path (design only), and the Florence Munsel Creek Path (design only).

Current & Future Service Challenges

Current and future challenges will be developing a capital improvement program that can complete county road improvements as well as local access road improvements.

Capital Projects – Planned and Known Needs

ECS has identified the following Capital Road Improvements:

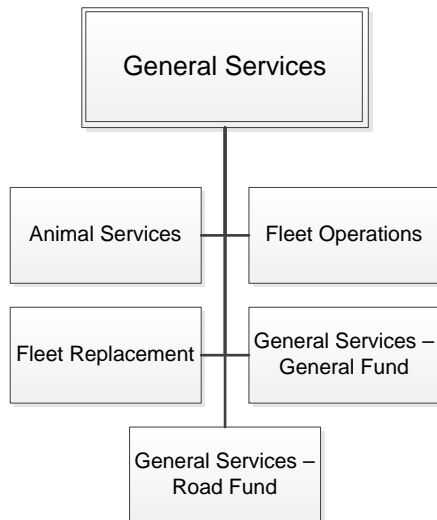
- \$4,609,010 Paving Overlay & Rehabilitation Projects
- \$250,000 Slurry Seal Project in the Eugene River Road/Santa Clara area
- \$560,968 Culvert replacement work on London Road
- \$741,572 Infrastructure Safety Improvements
- \$2,711,000 General Construction landslide repair projects

ECS will also design and contract the Florence Transfer Station Reconstruction for the Waste Management Division and prepare construction drawings for the Road Maintenance Division to construct fish passable culverts on Riverview Avenue, Lynx Hollow Road, Five Rivers Road and Lobster Creek Road.

Public Works: General Services

Division Purpose Statement

The purpose of the General Services Division is to effectively maintain Lane County's facilities and vehicles in a safe, functional, and reliable condition so its infrastructure, programs, and services can benefit and serve the community; and ensure public and animal health, safety and quality of life within our community and bringing about and maintaining an environment in which people and animals can live harmoniously.



Division Locator

Public Works

*Administrative Services
Engineering & Constr. Svcs
General Services ◀
Land Management
Lane Events Center
Parks
Road and Bridge Maintenance
Waste Management*

Public Works: General Services

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Licenses & Permits	224,650	239,083	223,200	230,355	7,155	3.21%
Fines, Forfeitures, Penalties	4,419	4,697	3,000	3,000	0	0.00%
Property And Rentals	336,325	324,457	312,650	312,650	0	0.00%
Federal Revenues	14,184	164	500	500	0	0.00%
State Revenues	18,304	14,668	14,000	14,000	0	0.00%
Fees And Charges	8,503,984	8,218,308	7,865,835	8,033,759	167,924	2.13%
Administrative Charges	3,093,207	3,613,816	3,659,971	3,520,127	(139,844)	-3.82%
Interest Earnings	257,429	355,456	392,361	392,987	626	0.16%
Total Revenue	12,452,502	12,770,649	12,471,517	12,507,378	35,861	0.29%
Fund Transfers	476,396	447,886	530,888	474,470	(56,418)	-10.63%
TOTAL RESOURCES	12,928,898	13,218,535	13,002,405	12,981,848	(20,557)	-0.16%
EXPENDITURES:						
Personnel Services	4,435,947	4,374,530	4,899,358	4,949,386	50,028	1.02%
Materials & Services	5,597,595	6,414,956	6,686,890	6,782,337	95,447	1.43%
Capital Expenses	1,272,221	2,927,065	3,048,265	3,401,114	352,849	11.58%
TOTAL EXPENDITURES	11,305,762	13,716,551	14,634,513	15,132,837	498,324	3.41%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Animal Services Fund	603,250	699,652	663,980	710,123	46,143	6.95%
General Fund	3,150,664	3,182,045	3,473,183	3,512,120	38,937	1.12%
Motor & Equipment Pool Fund	6,718,224	8,364,264	9,184,528	9,186,643	2,115	0.02%
Road Fund	833,623	1,454,630	1,311,514	1,699,016	387,502	29.55%
Special Revenue Fund	0	15,959	1,308	24,935	23,627	1,806.35%
TOTAL	11,305,762	13,716,551	14,634,513	15,132,837	498,324	3.41%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Animal Services	603,250	715,611	665,288	735,058	69,770	10.49%
Fleet Operations	5,513,636	6,178,866	6,663,450	6,695,529	32,079	0.48%
Fleet Replacement	1,204,588	2,185,399	2,521,078	2,491,114	(29,964)	-1.19%
General Services Gen Fund	3,150,664	3,182,045	3,473,183	3,512,120	38,937	1.12%
General Services Rd Fund	833,623	1,454,630	1,311,514	1,699,016	387,502	29.55%
TOTAL EXPENDITURES	11,305,762	13,716,551	14,634,513	15,132,837	498,324	3.41%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	48.98	50.47	50.49	50.50	0.01	0.02%

Public Works: General Services

Division Overview

The General Services Division has three functional program areas:

- Animal Services - Animal Services provides for the public safety and welfare of rural Lane County's domestic animal population; for licensing and enforcement of the Lane Code animal regulations; and for shelter and adoption services for lost or homeless animals.
- Facilities – the Facilities Custodial and Maintenance Programs provides custodial, maintenance, limited landscaping and routine and emergency structural repairs for all County facilities, including the Public Service Building, Lane County Courthouse, Delta Campus, Juvenile Justice Center, Elections, Health Clinics, and the Charnelton Building.
- Fleet - Fleet Services is responsible for providing a modern, well-equipped vehicle and equipment fleet that is maintained and utilized at the lowest reasonable cost while minimizing environmental impacts.

Division Goals & Strategic Planning

Animal Services:

- Continue to work with regional partners to provide sustainable animal services to the community.
- Increase Dog Licensing Compliance - Animal Services hopes to increase licensing compliance by reducing barriers to licensing and enhancing partnerships with veterinary offices throughout the County.

Facilities:

- Pursue implementing a County-wide facilities comprehensive preventative maintenance program in accordance with recommendations from the 2019 Facilities assessment.
- Maintain County facilities in a secure, clean, and aesthetically acceptable condition as resources allow.
- Support increasing efficiencies and the ability to respond to the needs of staff.

Fleet:

- Provide cost effective, timely, and proactive maintenance and program services to the heavy equipment and vehicles integral in public safety, road & bridge maintenance, solid waste transportation and disposal, park maintenance, and other services throughout the County.
- Establish best practices and procedures that minimize environmental impacts through pursuing and implementing alternative fuel vehicle acquisitions and reducing consumption of fossil fuels.
- Ensure networks of integrated and effective services through partnerships by providing maintenance services to partner agencies.

Major Accomplishments & Achievements in FY 18-19

Animal Services:

- Substantial completion of Pet Track modifications for late fee automation, notebook and reporting enhancements.
- Addition of 0.49 FTE Animal Welfare Officer in FY 18 has helped increase compliance and enforcement activities.

Facilities:

- Completion of Facilities Assessment study in FY 18-19.
- Completion of the Willamette Building Phase 5 HVAC upgrade project.

Public Works: General Services

Fleet:

- Updated asset management software from general user interface to web based. Technicians added to the workflow process will eliminate an estimated 90% paper use as a result.
- Implemented new web based software Auctionworx. Reduced paper transactions by an estimated 80%. Also reduced labor costs and post auction award notification call volume. Added online credit payment option.
- Fleet Services conducted the annual surplus equipment and vehicle auction with sale proceeds exceeding \$523,500
- Twelve (12) pieces of heavy equipment were purchased for \$1,107,160
- Eleven (11) light duty vehicles were purchased for \$309,964
- Eleven (12) Sheriff's Office vehicles were purchased for approximately \$396,400

Anticipated Service & Budget Changes for FY 19-20

- Reductions in vehicle and heavy equipment replacement fund contributions will continue to require monitoring and analysis to ensure continued replacement fund stability.
- Facilities Maintenance programs will pursue placing emphasis on preventative maintenance activities in accordance with industry best practices and standards. Balancing this with customer-driven service requests falling outside preventative maintenance, emergency and corrective repairs may at times require cooperative partnering with departments and staff for solutions.
- Research opportunities and feasibility for future of 1st Avenue Shelter.

Current & Future Service Challenges

- Both Fleet and Facilities Maintenance Services operations participated in independent audits in FY 18-19. This effort may greatly alter the business model of one or both of these operations.
- The ability of Animal Services to quickly and effectively provide temporary housing for large animals in multiple animal rescue operations.

Capital Projects – Planned and Known Needs

- Fleet building HVAC Upgrades – project delayed from FY 19

Public Works: Land Management

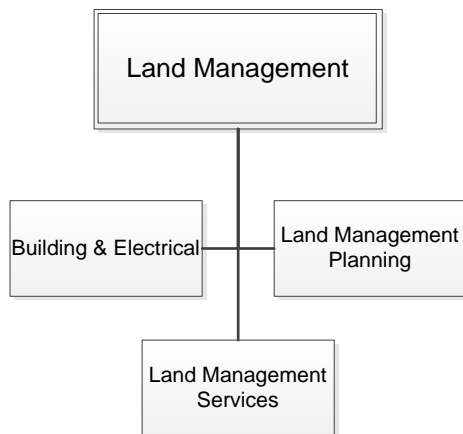
Division Purpose Statement

To provide quality public service in the administration and regulation of land use planning, building construction, code compliance and subsurface sanitation systems.

Division Locator

Public Works

*Administrative Services
Engineering & Constr. Svcs
General Services
Land Management ◀
Lane Events Center
Parks
Road and Bridge Maintenance
Waste Management*



Public Works: Land Management

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Licenses & Permits	1,992,438	2,174,440	2,066,300	2,095,900	29,600	1.43%
Fines, Forfeitures, Penalties	109,813	3,704	10,000	0	(10,000)	-100.00%
Property And Rentals	27,811	38,779	23,000	25,000	2,000	8.70%
Federal Revenues	355,198	18,144	350,000	475,000	125,000	35.71%
State Revenues	99,078	129,928	105,000	129,800	24,800	23.62%
Fees And Charges	3,458,141	3,578,885	3,508,262	3,628,062	119,800	3.41%
Administrative Charges	22,500	22,500	22,500	15,000	(7,500)	-33.33%
Interest Earnings	43,291	74,303	82,695	134,259	51,564	62.35%
Total Revenue	6,108,269	6,040,682	6,167,757	6,503,021	335,264	5.44%
Fund Transfers	0	0	50,000	0	(50,000)	-100.00%
TOTAL RESOURCES	6,108,269	6,040,682	6,217,757	6,503,021	285,264	4.59%
EXPENDITURES:						
Personnel Services	3,033,562	3,106,104	3,943,352	4,246,384	303,032	7.68%
Materials & Services	2,002,578	1,975,535	2,250,509	2,355,295	104,786	4.66%
Capital Expenses	0	0	0	106,900	106,900	100.00%
TOTAL EXPENDITURES	5,036,139	5,081,640	6,193,861	6,708,579	514,718	8.31%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Land Management Fund	5,036,139	5,081,640	6,193,861	6,708,579	514,718	8.31%
TOTAL	5,036,139	5,081,640	6,193,861	6,708,579	514,718	8.31%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Building & Electrical	2,170,153	2,255,855	2,443,104	2,383,806	(59,298)	-2.43%
Land Management Planning	1,896,141	1,703,681	2,170,671	2,261,441	90,770	4.18%
Land Management Services	969,846	1,122,104	1,580,086	2,063,332	483,246	30.58%
TOTAL EXPENDITURES	5,036,139	5,081,640	6,193,861	6,708,579	514,718	8.31%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	29.00	33.50	35.50	35.50	0.00	0.00%

Public Works: Land Management

Division Overview

The Land Management Division (LMD) directly serves the community through the administration of the Uniform Building Code, the Oregon Electrical Code, and Oregon Administrative Rules for on-site sewage disposal, the Lane County Rural Comprehensive Plan and Lane Code Chapters 5, 10-14 and 16.

LMD consists of three main program areas. The first is the Building Program, which includes plan review, inspections, electrical services and on-site sanitation. The second is the Planning Program, which is responsible for long range and current planning services. The third is LMD Services which includes the Code Compliance and Development Services, which provide administrative support and division-wide permit coordination.

Customer service is a thread that runs through each of these program areas. In addition to issuing land use and building permits, conducting inspections and performing comprehensive planning functions, LMD staff serve between 30 and 70 customers daily at the Customer Service Center.

Division Goals & Strategic Planning

The mission of LMD is to balance the protection of Lane County's abundant natural resources and rural character with the orderly development of the built environment, to equitably implement land use and building regulations that protect the public's health, safety, and quality of life, and to support a strong, diverse, and sustainable regional economy.

LMD continues to focus on the following strategic goals:

- Provide unparalleled customer service
- Attract and maintain exceptional staff
- Maintain financial stability and sustainable service levels

Major Accomplishments & Achievements in FY 18-19

The Division has realized a number of important achievements in the past year. These include:

- Completion of Phase 1 of the Lane Code Modernization Project, including adoption of amendments to Lane Code 13, 14 and 16
- The rollout of a digital queueing system in the Customer Service Center lobby in October 2018. This system enables customers to visualize where they are in the queue and how long it will take for them to be served. The system also provides advanced analytic tools to track the types and volume of customer inquiries and wait times.
- A major division-wide restructuring and creation of the new "Development Services" program area. The purpose of this program area is to enhance the experience of our customers by providing timely, consistent and accurate information and to ensure the efficient review of development permits by eliminating silos and enhancing coordination within the division.

Anticipated Service & Budget Changes for FY 19-20

The financial forecast for LMD remains relatively stable and there are no major budget or service changes anticipated for FY 19-20. There are some mixed indicators that the anticipated slowdown in the building economy could be underway. Despite the possible slowdown, the demand for customer service continues to grow as customers seek technical expertise related to building and planning requirements and regulations. In addition, the demand for long range services remains high with several new and ongoing projects anticipated in FY 19-20.

Public Works: Land Management

Current & Future Service Challenges

LMD has had significant staffing changes this past year with departure of the Division Manager, the reinstatement of a Planning Program Manager position and the creation of a new supervisor position to oversee the Development Services program area. Filling these three vacant leadership positions will be critical to ensuring continuity of services. In addition, it is anticipated that key staff within the Building Program will retire in the coming year. Traditionally, finding quality senior-level staff to perform plan review and inspection functions has been challenging. Finally, the division continues to experience a high number of land use appeals, which cause a significant drain on staff resources and increase the amount of time it takes to issue land use decisions.

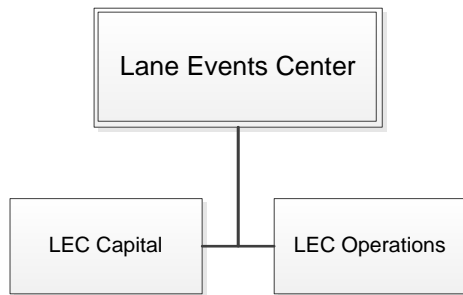
Capital Projects – Planned and Known Needs

The Public Works Customer Service Center (CSC) was constructed shortly after the Great Recession at a time when staff levels in LMD were significantly lower. As staff numbers within the division have rebounded available space within the CSC has become extremely limited and walled office spaces that are needed for additional management staff are not available. To accommodate these needs the Division is budgeting \$106,000 in FY 19-20 for office remodeling, including the creation of at least one new walled office space and cubical reorganization.

Public Works: Lane Events Center

Division Purpose Statement

The Lane Events Center enriches the lives of Lane County residents by providing programs that support family, youth and community values; support the visitor and convention industry; encourage local and small business opportunities; and provides a venue for community celebrations and events. The Lane County Fair's mission is to entertain and educate fair visitors and celebrate our communities' traditions, talents, diversity, and agricultural and urban heritage.



Division Locator

Public Works

*Administrative Services
Engineering & Constr. Svcs
General Services
Land Management
Lane Events Center ◀
Parks
Road and Bridge Maintenance
Waste Management*

Public Works: Lane Events Center

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Taxes & Assessments	1,739,287	1,895,506	1,942,681	2,016,181	73,500	3.78%
Property And Rentals	2,287,802	2,355,166	2,328,367	2,344,967	16,600	0.71%
State Revenues	53,667	53,167	53,166	53,332	166	0.31%
Fees And Charges	432,876	383,766	381,276	431,550	50,274	13.19%
Interest Earnings	11,376	37,152	43,216	78,578	35,362	81.83%
Total Revenue	4,525,008	4,724,757	4,748,706	4,924,608	175,902	3.70%
Fund Transfers	1,270,399	284,943	412,746	531,660	118,914	28.81%
TOTAL RESOURCES	5,795,407	5,009,700	5,161,452	5,456,268	294,816	5.71%
EXPENDITURES:						
Personnel Services	1,327,544	1,346,093	1,555,018	1,656,234	101,216	6.51%
Materials & Services	2,514,897	2,216,791	2,488,515	2,434,150	(54,365)	-2.18%
Capital Expenses	8,665	314,481	91,000	1,270,000	1,179,000	1,295.60%
TOTAL EXPENDITURES	3,851,106	3,877,366	4,134,533	5,360,384	1,225,851	29.65%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Lane Events Center Fund	3,851,106	3,877,366	4,134,533	5,360,384	1,225,851	29.65%
TOTAL	3,851,106	3,877,366	4,134,533	5,360,384	1,225,851	29.65%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
LEC Capital	463,102	443,365	560,382	1,562,492	1,002,110	178.83%
LEC Operations	3,388,004	3,434,001	3,574,151	3,797,892	223,741	6.26%
TOTAL EXPENDITURES	3,851,106	3,877,366	4,134,533	5,360,384	1,225,851	29.65%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	14.50	14.50	14.50	14.50	0.00	0.00%

Public Works: Lane Events Center

Division Overview

The Lane Events Center (LEC) enriches the lives of Lane County residents by providing programs that support family, youth and community values; supporting the visitor and convention industry; encouraging local and small business opportunities; and providing a venue for community celebrations and events. The Lane County Fair's mission is to entertain and educate fair visitors and celebrate our communities' traditions, talents, diversity, and agricultural and urban heritage.

Lane County operates a split model operation of the LEC/Lane County Fair in which operational responsibility is vested in a Fair Board for the annual Fair, and in the County for the remainder of the year which is comprised of events. The Lane County Fair Board is appointed by the Lane County Board of County Commissioners (BCC). The Fair Board is responsible for selecting management to plan, prepare and produce the Lane County Fair each year. The Fair Board also functions in an advisory capacity relating to the Lane Events Center as the goals of both may be mutually shared.

In addition to the annual Lane County Fair, facilities are also provided for various entertainment events, meetings, festivals, catered functions, exhibits, and business opportunities year round. Livestock events and facilities are available during the dry weather period. LEC also operates: a regional exhibition/convention facility; an arena which is currently restricted to ice related events only, including skating and hockey; and an indoor sports facility which provides venues for basketball and volleyball. Combined there are over 18 rentable spaces or buildings.

LEC operates within a 55-acre site located within the City of Eugene. This site is served by direct public transportation, and is also accessible to vehicles, bicycles, and pedestrian traffic. The LEC hosts approximately 1,000 event days and welcomes over 750,000 visitors each year. The operations and capital investments are primarily financed by rentals, by the production of the Lane County Fair, and by Transient Room Tax (TRT) revenues.

Division Goals & Strategic Planning

Division Goals

Strategic goals continue to focus on Department priorities by investing in a strong, diverse and sustainable regional economy and maintaining safe infrastructures.

- Provide opportunities for healthy activities through Event Center usage.
- Continue to foster a local, livable community through Event Center functions.
- Support existing partnerships and foster new partnerships and collaborations
- Continue to re-invest in existing infrastructure to avoid higher maintenance costs in the future.
- Develop a strategic long-term Master Plan for LEC and its campus by using a Facility Condition Assessment and Market Demand Analysis to produce a new Business Plan.

Current Division Objectives

- Increase the number of uses or types of uses that provide the best opportunity to increase revenues or get the greatest return on investment for improvements.
- Currently working on Market Analysis project with initial reports expected by end of second quarter FY 19-20.
- Use Facility Assessment and Market Analysis to develop a new Business Plan and include options for replacing or renovating existing structures to maximize flexibility and revenue potential. Creation of a new Marketing Plan in conjunction with the Business Plan will increase opportunities for new events and support the visitor and convention industry.
- Increase net revenue of the annual Lane County Fair and year round rentals to allow for grounds and capital improvements.

Public Works: Lane Events Center

Major Accomplishments & Achievements in FY 18-19

- Completed Facility Condition Analysis project that shows the current condition of all facilities and identifies estimated costs to bring facilities up to standards (approximately 27 million).
- Operational contingency level in Fund 521 has increased and is up to 10.4%.
- Capital Projects reserves for future projects increased due to one time savings and strong TRT Revenues.

Anticipated Service & Budget Changes for FY 19-20

A targeted Sales and Marketing campaign will use information provided from the Market Analysis to increase the usage of facilities and generate additional revenues by targeting specific types of events or times of year when some facilities are underutilized.

Current & Future Service Challenges

Current levels of Transient Room Tax (TRT) continue to support current levels of Capital Projects reserves and Operational Capital expenses. Future decreases in amounts of TRT available will impact projects and the ability to sustain or grow the Capital Projects reserves.

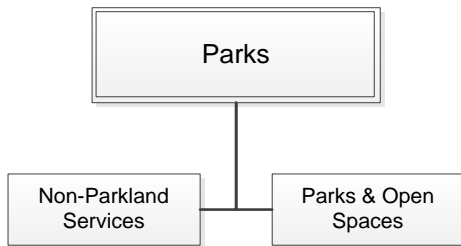
Capital Projects – Planned and Known Needs

- Replacement of Convention Center membrane roof due to age and failing material.
- Replacement of Chiller in Convention Center due to age, inefficient systems and phase out of R22 which becomes unavailable in 2020.

Public Works: Parks

Division Purpose Statement

Parks provides safe, clean and well-maintained parks and natural resource areas for a diversity of high-quality recreational experiences. Parks owns, operates or maintains 67 facilities throughout the County including camping, hiking, marinas, covered bridges, picnicking and access to Lane County waterways.



Division Locator

Public Works

*Administrative Services
Engineering & Constr. Svcs
General Services
Land Management
Lane Events Center
Parks ◀
Road and Bridge Maintenance
Waste Management*

Public Works: Parks

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Taxes & Assessments	900,751	965,041	997,690	1,217,803	220,113	22.06%
Fines, Forfeitures, Penalties	2,910	29,517	45,000	45,000	0	0.00%
Property And Rentals	2,167,007	1,900,447	1,824,300	1,940,200	115,900	6.35%
Federal Revenues	86,361	0	0	0	0	0.00%
State Revenues	594,108	658,806	567,775	577,775	10,000	1.76%
Fees And Charges	137,569	136,340	123,200	107,700	(15,500)	-12.58%
Interest Earnings	4,958	13,674	8,562	18,155	9,593	112.04%
Total Revenue	3,893,665	3,703,826	3,566,527	3,906,633	340,106	9.54%
Fund Transfers	80,062	22,865	42,714	491,340	448,626	1,050.30%
TOTAL RESOURCES	3,973,727	3,726,691	3,609,241	4,397,973	788,732	21.85%
EXPENDITURES:						
Personnel Services	1,326,175	1,347,987	1,628,170	1,850,522	222,352	13.66%
Materials & Services	1,922,969	1,745,159	1,984,321	2,004,023	19,702	0.99%
Capital Expenses	24,276	373,148	702,671	455,000	(247,671)	-35.25%
TOTAL EXPENDITURES	3,273,421	3,466,293	4,315,162	4,309,545	(5,617)	-0.13%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Parks & Open Spaces Fund	3,261,586	3,461,323	4,312,400	4,304,724	(7,676)	-0.18%
Special Revenue Fund	11,835	4,970	2,762	4,821	2,059	74.55%
TOTAL	3,273,421	3,466,293	4,315,162	4,309,545	(5,617)	-0.13%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Non-Parkland Services	1,170	321	181	149	(32)	-17.68%
Parks & Open Spaces	3,272,250	3,465,972	4,314,981	4,309,396	(5,585)	-0.13%
TOTAL EXPENDITURES	3,273,421	3,466,293	4,315,162	4,309,545	(5,617)	-0.13%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	15.30	15.80	16.80	18.80	2.00	11.90%

Public Works: Parks

Division Overview

Parks provides safe, clean and well-maintained parks and natural resource areas for a diversity of high-quality recreational experiences. Parks owns, operates or maintains 68 facilities throughout the County including camping, hiking, marinas, covered bridges, picnicking and access to Lane County waterways.

Division Goals & Strategic Planning

Parks strategic goals continue to be in line with the County Strategic Priorities by collaborating and coordinating with internal and external partners to operate and maintain accessible recreational and conservation areas which provide people opportunities to pursue healthy outdoor recreational, educational and leisure activities.

Division Goals

- Provide opportunities for healthy activities through parks and open spaces.
- Support existing partnerships and foster new connections and collaborations.
- Continue to reinvest in existing Parks infrastructure to avoid higher deferred maintenance costs in the future and develop a preventative maintenance schedule.
- Invest in capital projects that have the following benefits to parks: (1) are revenue producers, (2) can be immediately implemented, (3) improve the efficiency of operations and (4) enhance the customer experience.

Current Division Objectives

- Implement the newly adopted Parks and Open Space Master Plan through Action Plans in collaboration with the Parks Advisory Committee. The Master Plan is anticipated to help maximize strategic investments in revenue enhancing services to better serve the identified needs of our visitors through the year 2038.
- Hire a consultant to conduct a Facilities Condition Assessment to inventory existing park infrastructure. The findings from this report will allow us to prioritize our capital investments and reduce our deferred maintenance backlog.
- Dovetail the market fee analysis with an economic impact analysis to inform a business plan to prioritize investments in capital projects and staffing.
- Begin design of the next phase in the Armitage Park Campground expansion. Investing in projects focused on meeting customer needs, revenue generation, and facilitating Lane County's robust park system consistent with the community's expectations.

Major Accomplishments & Achievements in FY 18-19

- Implemented the Large Event evaluation process as recommended by the Large Event Task Force.
- Completed the Parks Master Plan with the help of the parks planning consultant, Parks Advisory Committee and citizen Task Force. The Parks Master Plan was adopted into the County's Rural Comprehensive Plan.
- Partnered with the City of Florence to connect Harbor Vista Campground to the city sewer system.
- Completed the HBRA Habitat Management Plan. The Plan was adopted into the County's Rural Comprehensive Plan.
- Increased call center staff by 0.5 FTE improving customer service and retaining experienced employees enabling customers to work with one person during complex transactions.
- Implemented a No Tobacco Use policy in Lane County Parks.

Public Works: Parks

Anticipated Service & Budget Changes for FY 19-20

- Fee based revenues have noticeably increased due to increased occupancy and park usage.
- A Facilities Condition Assessment will be performed on 68 Lane County parks that will analyze asset lifespan, condition and deferred maintenance needs. Each asset will receive a Facilities Condition Index that will help develop a strategy and plan for ongoing replacement or renovation initiatives.
- Addition of one full-time Volunteer Coordinator who will improve communication and coordination with community volunteers and one full-time Sr. Accounting Clerk who will improve revenue processing and financial auditing.

Current & Future Service Challenges

Future service challenges result from budget limitations, which directly impacts staffing levels and type. With the seven full-time rangers fulfilling the enforcement and maintenance roles, it is difficult to schedule regular patrols to enforce Lane Code. During the recreation season maintenance staff is essential to keep parks open, clean and safe. This means rangers only respond to calls as needed. To compensate, seasonal compliance officers are hired during the recreation season for parking enforcement, but they do not write citations or enforce Lane Code. Utilizing seasonal staff with high turn-over rates requires significant training each year.

Additionally, the budget limitations also impact administrative staff levels and type. Operating a call center using seasonal staff requires a significant amount of training time annually to ensure call takers are competent and knowledgeable when working with the public. Internally focused staff carry a heavy workload which can delay strategic and policy decisions, as well as projects with stakeholders.

Balancing strategic and policy decisions between administrative and maintenance needs is an ongoing challenge which is anticipated to continue over the next few years as the Parks Master Plan is implemented.

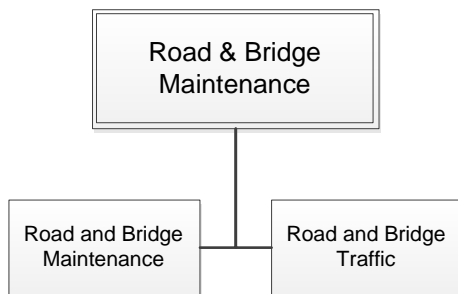
Capital Projects – Planned and Known Needs

- Connect the remaining Harbor Vista sites to city sewer
- Add three cabins at Harbor Vista Campground
- Replace a day-use bathroom at Richardson Park due to structural failure
- Upgrade the Fern Ridge Sewage Lagoon
- Add camping sites at Armitage Campground
- Realign the Hendricks Bridge boat ramp
- Add three credit card only fee machines (Richardson Park, Perkins Peninsula and Hendricks Bridge)
- Replace the Baker Bay Campground caretaker house

Public Works: Road & Bridge Maintenance

Division Purpose Statement

Maintain and preserve a safe and effective road system for public use.



Division Locator

Public Works

- Administrative Services*
- Engineering & Constr. Svcs*
- General Services*
- Land Management*
- Lane Events Center*
- Parks*
- Road and Bridge Maintenance* ◀
- Waste Management*

Public Works: Road & Bridge Maintenance

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Licenses & Permits	60,191	56,156	45,000	60,000	15,000	33.33%
Property And Rentals	17,649	39,444	38,000	14,500	(23,500)	-61.84%
Federal Revenues	454,842	624,183	0	0	0	0.00%
State Revenues	94,303	13,899	0	0	0	0.00%
Fees And Charges	284,025	577,011	353,588	277,000	(76,588)	-21.66%
Total Revenue	911,010	1,310,694	436,588	351,500	(85,088)	-19.49%
TOTAL RESOURCES	911,010	1,310,694	436,588	351,500	(85,088)	-19.49%
EXPENDITURES:						
Personnel Services	7,459,648	7,452,556	8,773,019	8,821,592	48,573	0.55%
Materials & Services	8,037,992	8,903,741	10,555,940	9,658,332	(897,608)	-8.50%
Capital Expenses	0	95,799	140,000	0	(140,000)	-100.00%
TOTAL EXPENDITURES	15,497,640	16,452,097	19,468,959	18,479,924	(989,035)	-5.08%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Road Fund	15,497,640	16,452,097	19,468,959	18,479,924	(989,035)	-5.08%
TOTAL	15,497,640	16,452,097	19,468,959	18,479,924	(989,035)	-5.08%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Road And Bridge Traffic	1,847,302	1,900,854	1,962,432	2,175,393	212,961	10.85%
Road And Bridge Maintenance	13,650,337	14,551,243	17,506,527	16,304,531	(1,201,996)	-6.87%
TOTAL EXPENDITURES	15,497,640	16,452,097	19,468,959	18,479,924	(989,035)	-5.08%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	78.50	88.50	93.50	91.50	(2.00)	-2.14%

Public Works: Road & Bridge Maintenance

Division Overview

Lane County Public Works, Road Maintenance Division is responsible for the maintenance and preservation of Lane County's 1,400 miles of roadways and 420 bridges. The Division's areas of focus are detailed below;

Pavement Preservation – Maintaining Lane County roadways with maintenance crews based out of five zones across Lane County. These include surface treatments, drainage systems, storm water management, street cleaning and many other maintenance activities, to preserve Lane County roads in good condition, with a focus on fiscal responsibility.

Bridge Maintenance – Responsible for maintaining over 420 bridges across Lane County. This includes covered bridges, concrete spans and steel truss structures. Lane County bridge crew inspects bridges, performs routine maintenance as well as structural repairs and engineering work as necessary to insure Lane County's bridges are safe and reliable.

Vegetation Management - The vegetation team is tasked with maintaining roadside vegetation to promote a high level of safety and visibility for road users. This includes annual roadside mowing, tree pruning and removal, brush control, fire prevention as well as noxious and invasive plant management for Lane County residents.

Road Striping & Signage – The Roads Division is responsible for striping all County roadways through an annual program of roads striping and marking. We also maintain over 22,000 signs and structures that identify roadways, control traffic, delineate safety features and promote proper control measures for all road users, pedestrian and vehicular.

Division Goals & Strategic Planning

Lane County Public Works, Road Maintenance Division is looking to the future following the recommendations of the internal road maintenance audit in 2017. We are working to develop a Division wide asset management program that will allow us to plan three to five years' worth of projects to streamline maintenance activities, focus spending on priority work, track and monitor outcomes as well as providing a more transparent program for the public.

The Roads Division will continue to manage our limited resources insuring roadways are maintained with a focus and dedication to public safety and cost effective preservation of our system. We will commit to increased maintenance of our County's bridges with dedicated staffing and funds to support a reliable and transportation system across all of Lane County.

Succession planning and training of staff will be a strong area of focus for the coming year and beyond. This commitment will insure we don't lose institutional knowledge and expertise that could impact our ability and performance into the future. We will work both internally and externally to provide for staff development and community support to establish a program that is resilient and sustainable.

Public Works: Road & Bridge Maintenance

Major Accomplishments & Achievements in FY 18-19

- Completed our first annual Report to the Board of Health as required by Ordinance 16-07 with unanimous support.
- Continued to improve and develop mobile applications for maintenance activities, including programs for storm events, surface maintenance, stormwater activities and vegetation management in the Roads Division.
- Completed a County wide road condition assessment, revealing Lane County was top in terms of Road Condition status in the State of Oregon
- Completed over ninety miles of chipseal surface maintenance across our County road system
- Re-instated the dust oil program after many years without this service from previous budget reductions.
- An Asset Management Program has been selected and contracted for a departmental system to track, report and forecast road and bridge conditions, maintenance, preservation and improvements. Implementation will occur in FY 19-20.

Anticipated Service & Budget Changes for FY 19-20

- With funds from House Bill 2017 (HB-2017) Lane County Roads Division will continue to increase amount of chipseal and other surface maintenance operations this FY.
- Will be integrating and implementing the new Asset Management Program following the Boards approval of the contract with Data Transfer Solutions (DTS), a third party vendor.
- There will continue to be an increase on our management of roadside vegetation activities in our second year of implementation on the newly adopted ordinance 16-07 for integrated vegetation management activities.
- Lane County is working to finalize an RFP for a county wide stormwater system assessment. The outcome of this work will benefit future planning and maintenance efforts in our stormwater programs.

Current & Future Service Challenges

- Current funding levels continue to be a challenge, balancing between improvements, maintenance and preservation when there are not enough resources to support all requests for roads and bridge projects and deferred maintenance continues to grow.
- Urban stormwater management is a significant challenge heading into the future. Lane County does not receive any dedicated resources to support this critical work.
- Lane County has the highest rate of road fatalities in Oregon. Our commitment and efforts to improve road safety and driver education will be a significant effort moving forward.
- Lane County's bridges and infrastructure are aging, requiring additional work and costs to replace and improve many of our County's critical infrastructure needs.

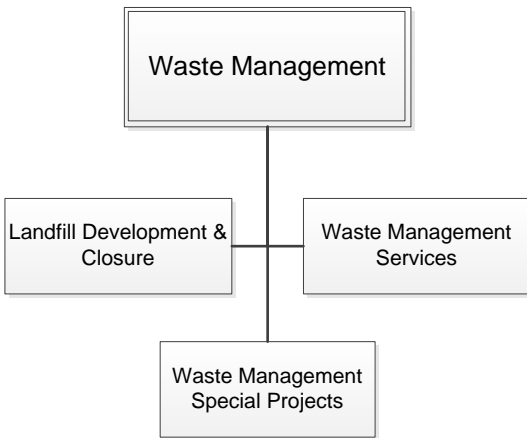
Capital Projects – Planned and Known Needs

There are no anticipated capital expenses.

Public Works: Waste Management

Division Purpose Statement

The Waste Management Division provides safe, responsible and economical recycling and disposal services, respecting the environment and communities we serve.



Division Locator

Public Works

- Administrative Services*
- Engineering & Constr. Svcs*
- General Services*
- Land Management*
- Lane Events Center*
- Parks*
- Road and Bridge Maintenance*
- Waste Management* ←

Public Works: Waste Management

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Fines, Forfeitures, Penalties	67	133	500	500	0	0.00%
Property And Rentals	523,013	843,390	657,670	657,670	0	0.00%
State Revenues	1,935	71,297	102,000	102,000	0	0.00%
Fees And Charges	18,233,599	18,883,608	18,862,516	18,979,491	116,975	0.62%
Interest Earnings	182,003	276,596	302,084	431,694	129,610	42.91%
Total Revenue	18,940,617	20,075,024	19,924,770	20,171,355	246,585	1.24%
Interfund Loans	20,000	313,508	358,461	1,001,461	643,000	179.38%
Fund Transfers	478,000	0	3,300,000	2,000,000	(1,300,000)	-39.39%
TOTAL RESOURCES	19,438,617	20,388,532	23,583,231	23,172,816	(410,415)	-1.74%
EXPENDITURES:						
Personnel Services	7,878,709	7,922,194	8,797,380	8,851,555	54,175	0.62%
Materials & Services	7,459,961	7,972,310	8,189,367	8,406,827	217,460	2.66%
Capital Expenses	2,480,201	270,748	2,038,840	1,146,000	(892,840)	-43.79%
TOTAL EXPENDITURES	17,818,872	16,165,252	19,025,587	18,404,382	(621,205)	-3.27%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Solid Waste Disposal Fund	17,818,872	16,165,252	19,025,587	18,404,382	(621,205)	-3.27%
TOTAL	17,818,872	16,165,252	19,025,587	18,404,382	(621,205)	-3.27%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Landfill Development & Closure	900,358	159,532	173,261	406,088	232,827	134.38%
Waste Management Services	16,794,389	15,855,978	18,707,173	17,770,157	(937,016)	-5.01%
WMD Special Programs	124,125	149,743	145,153	228,137	82,984	57.17%
TOTAL EXPENDITURES	17,818,872	16,165,252	19,025,587	18,404,382	(621,205)	-3.27%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	84.38	87.87	88.33	88.10	(0.23)	-0.26%

Public Works: Waste Management

Division Overview

The Waste Management Division provides safe, responsible, and economical recycling and disposal services, respecting the environment and communities we serve.

The Division works with local jurisdictions, the private and public sector, and individuals to effectively and efficiently manage solid waste generated within Lane County. The division operates the Short Mountain Landfill and 15 outlying sites from which garbage is transferred to the landfill. The division's goal is to reduce long-term per-capita waste generation and to increase the amount of materials diverted through waste separation and prevention, recycling, and reuse. The division provides local long-term solid waste disposal capacity and maintains and develops sound funding to respond to regulations and changing waste management technologies.

Division Goals & Strategic Planning

The Waste Management Division will focus on initial execution of the Solid Waste Master Plan, implementation of the new Construction and Demolition rules for areas within the urban growth boundary, and making various improvements to transfer stations in order to better serve and provide expanded waste reduction opportunities for the residents of Lane County.

Division Goals

- Implementation of the Solid Waste Master Plan to guide regional waste management activities through 2025 and beyond.
- Minimize aesthetic and environmental impacts of Short Mountain Landfill.
- Provide for continual maintenance and upgrading of facilities and equipment in regards to waste transfer sites and Short Mountain Landfill.
- Reduce Lane County's environmental footprint through efficient solid waste management practices to increase resource recovery.
- Maintain financial stability for the Solid Waste Disposal Enterprise Fund.
- Provide exemplary solid waste management services to the citizens of Lane County to protect the human health and safety, and maintain a healthy environment.

Current Division Objectives

- Start implementation of the Solid Waste Master plan.
- Start design work for Cell 6 at Short Mountain Landfill. This includes planning for the wetland mitigation, construction process, and closure of Cell 5.
- Complete the initial site analysis work for a new transfer station to replace the Glenwood Transfer Station.

Major Accomplishments & Achievements in FY 18-19

- Completed updated Solid Waste Master Plan.
- Disposed of over 31,000 tons of contaminated soil in a 3 week time period.
- Transported over 45,300 tons of municipal solid waste from 15 transfer stations spread across Lane County and safely disposed over 210,600 tons of waste at the Short Mountain Landfill for fiscal year 2019 through February.
- Lane County achieved a 52.8% recovery rate - the total amount of material recycled out of the total waste generated. This was the highest rate in the state for 2018 for the second straight year.
- Added electronics recycling at Creswell and Marcola, and started a Construction and Demolition diversion program at Glenwood.

Public Works: Waste Management

Anticipated Service & Budget Changes for FY 19-20

- Increase our Household Hazardous Waste rural site collections utilizing new box truck.
- Continued rural transfer station improvements including the starting of the construction at the Florence Transfer Station, increased capacity at the Oakridge Transfer Station, and initial design work for Cottage Grove Transfer Station improvements.
- Continue to produce updated recycling education materials to keep up with changing guidelines. Focus efforts on multifamily (condo and apartment complexes) education and outreach efforts.

Current & Future Service Challenges

There are no anticipated service challenges.

Capital Projects – Planned and Known Needs

- The final design work and initial construction for the Florence Transfer Station will occur in FY20. The complete redesign will increase efficiency of site use for both the public and our commercial haulers. Budgeted cost for FY20 is \$600,000.
- Design improvements for the Oakridge Transfer Station will be completed in FY20. This work will allow for the use of trailers instead of boxes, increasing our waste capacity and amount of waste hauled to SML per truck. Will also allow for potential collection of wood debris at the site. Total cost for FY20 is \$230,000.
- Engineering Services for Short Mountain Landfill Cell Development \$235,000.

Public Works

DEPARTMENT RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCE ACCOUNTS						
Transient Room Tax	2,400,996	2,606,843	2,675,358	2,837,986	162,628	6.08%
Car Rental Tax	239,042	253,704	265,013	395,998	130,985	49.43%
Road Assessments	13,272	17,246	14,000	4,000	(10,000)	-71.43%
TAXES & ASSESSMENTS	2,653,310	2,877,794	2,954,371	3,237,984	283,613	9.60%
Lane County Licenses	218,865	231,360	216,500	223,655	7,155	3.30%
Kennel Licenses	5,785	7,723	6,700	6,700	0	0.00%
Structural	508,760	609,346	540,900	585,000	44,100	8.15%
Mechanical Permit	186,482	223,647	225,000	233,000	8,000	3.56%
Plumbing Permits	105,175	111,483	107,000	115,500	8,500	7.94%
Electrical Permit	319,288	336,799	340,900	340,900	0	0.00%
Mobile Home Permits	37,229	42,980	40,000	40,000	0	0.00%
Mobile Home Electrical Permit	160	120	0	0	0	0.00%
Zoning Permits	629,680	618,270	601,500	561,500	(40,000)	-6.65%
Public Works Permits	39,544	43,085	30,000	30,000	0	0.00%
COVP Continuous OP Permit	69,150	70,797	65,000	65,000	0	0.00%
Facility Access Permits	60,191	56,156	60,000	60,000	0	0.00%
State Construction Surtax Coll	203,772	231,704	210,000	220,000	10,000	4.76%
Mobile Home State Qtrly Srchrng	1,891	90	1,000	0	(1,000)	-100.00%
LICENSES & PERMITS	2,385,973	2,583,560	2,444,500	2,481,255	36,755	1.50%
Local Fines	115,337	35,015	58,100	48,100	(10,000)	-17.21%
Court Fines	0	0	400	400	0	0.00%
Forfeitures Other	1,872	3,038	0	0	0	0.00%
Foreclosure Penalty	0	0	1,000	1,000	0	0.00%
FINES, FORFEITURES, PENALTIES	117,209	38,052	59,500	49,500	(10,000)	-16.81%
Sale Of Capital Assets	342,214	342,619	334,000	315,000	(19,000)	-5.69%
Land Sales	691,272	279,126	300,745	204,709	(96,036)	-31.93%
Recycled Materials	200,158	411,040	300,000	300,000	0	0.00%
Scrap Metal Sales	259,553	370,291	305,650	305,150	(500)	-0.16%
Timber Sales	145,604	638	0	0	0	0.00%
Royalties	35,668	36,677	34,000	34,000	0	0.00%
Miscellaneous Sales	80,002	79,604	37,400	38,500	1,100	2.94%
Season Passes	202,334	219,442	210,750	220,750	10,000	4.74%
Admissions	656,565	680,657	660,000	660,000	0	0.00%
Concessions	107,597	143,160	134,500	125,000	(9,500)	-7.06%
Fair Food Booths	132,274	136,152	132,000	148,000	16,000	12.12%
Catering	40,743	29,337	44,500	42,000	(2,500)	-5.62%
Amusements	74,370	78,805	75,000	0	(75,000)	-100.00%
Fair Concert Tickets	115,592	108,142	112,000	112,000	0	0.00%
Fair Concert Merchdse Comm	3,890	2,349	3,000	3,000	0	0.00%
Fair Carnival Receipts	351,742	407,074	398,000	400,000	2,000	0.50%
Attraction Commission	1,200	2,400	1,600	1,600	0	0.00%
Fair Entry Fees	4,078	5,399	4,800	3,300	(1,500)	-31.25%
Real Property	0	0	0	90,000	90,000	100.00%
Parking	403,012	422,084	299,000	262,500	(36,500)	-12.21%
Equipment Rental	154,846	157,184	154,500	154,500	0	0.00%
Moorage	180,060	178,297	180,000	180,000	0	0.00%
Picnic Reservations	55,424	53,170	55,000	55,000	0	0.00%
Camp Lane Reservations	69,562	70,191	64,000	70,000	6,000	9.38%

Public Works

DEPARTMENT RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Camping	907,785	926,344	906,889	950,489	43,600	4.81%
Misc. Camping Revenue	39,467	66,496	40,000	60,000	20,000	50.00%
Rent - Other Properties	481,244	505,415	468,647	412,447	(56,200)	-11.99%
Fair Booth Space Rental	92,950	103,290	101,500	101,500	0	0.00%
Convention Center Rental	580,526	583,106	580,000	580,000	0	0.00%
Livestock Arena/Stalls Rental	26,000	30,990	20,000	23,000	3,000	15.00%
Wheeler Pavilion Rental	19,570	15,960	17,000	17,000	0	0.00%
Auditorium Rental	21,440	26,859	29,000	29,000	0	0.00%
Expo Halls Rental	74,450	56,469	64,000	64,000	0	0.00%
Parking Lot Rental	52,150	51,550	48,000	48,000	0	0.00%
Miscellaneous Rent	71,207	66,007	74,328	74,328	0	0.00%
PROPERTY AND RENTALS	6,674,550	6,646,319	6,189,809	6,084,773	(105,036)	-1.70%
National Forest Timber Sales	1,051,170	5,975,762	5,655,432	1,295,299	(4,360,133)	-77.10%
FEMA	547,563	399,744	500,000	0	(500,000)	-100.00%
Flood Control Leases	2,209	2,346	0	0	0	0.00%
Bureau of Land Management	4,587	64,001	0	0	0	0.00%
Federal Highway Admin	107,578	193,993	0	1,797,092	1,797,092	100.00%
Federal Title III Reimbursements	355,198	18,144	350,000	475,000	125,000	35.71%
Reimbursements	194	164	500	500	0	0.00%
FEDERAL REVENUES	2,068,498	6,654,153	6,505,932	3,567,891	(2,938,041)	-45.16%
ODOT Funds Exchange	894,127	932,244	683,946	980,961	297,015	43.43%
ODOT	1,130,936	355,598	2,982,521	1,966,370	(1,016,151)	-34.07%
Miscellaneous State	143,601	19,585	0	0	0	0.00%
Campground Grant	10,887	53,384	0	0	0	0.00%
Miscellaneous State Revenue	1,935	71,297	102,000	102,000	0	0.00%
STATE GRANT REVENUES	2,181,485	1,432,108	3,768,467	3,049,331	(719,136)	-19.08%
Marine Board	0	10,000	0	0	0	0.00%
Department of Revenue	13,586	8,561	5,010,000	10,000	(5,000,000)	-99.80%
DCBS Fee Revenue	104,565	74,340	50,000	50,000	0	0.00%
DCBS Misc Revenue	320	215	200	200	0	0.00%
Video Lottery Grant	99,078	129,928	105,000	129,800	24,800	23.62%
Highway Funds/Gas Tax	20,174,611	22,093,718	25,380,000	26,224,000	844,000	3.33%
OTIA III Maint & Preservation	1,072,733	1,041,179	1,249,996	1,010,000	(239,996)	-19.20%
Gasoline Tax Refund	75,950	71,342	71,775	71,775	0	0.00%
State ODA Funds	53,667	53,167	53,166	53,332	166	0.31%
Recreational Vehicle Fee	525,575	538,748	510,000	520,000	10,000	1.96%
OTHER STATE REVENUES	22,120,084	24,021,198	32,430,137	28,069,107	(4,361,030)	-13.45%
Eugene	0	0	0	500,000	500,000	100.00%
LOCAL REVENUES	0	0	0	500,000	500,000	100.00%
Site Inspections	76,744	82,312	90,000	90,000	0	0.00%
Waste System Inspections	337,247	381,570	350,000	330,000	(20,000)	-5.71%
Recording Fees	5,586	4,532	4,500	7,500	3,000	66.67%
Public Land Corner Preservatn	529,511	501,391	510,000	410,000	(100,000)	-19.61%
State Processing Fee	11	0	0	0	0	0.00%
Zoning Certification Fee	198,079	217,847	195,000	180,000	(15,000)	-7.69%
Technology Assessment	54,406	58,784	50,000	57,000	7,000	14.00%
LMD Permit Admin Fee	421,918	462,749	438,000	438,000	0	0.00%

Public Works

DEPARTMENT RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Long-Range Planning Surcharge	365,825	399,022	370,000	392,500	22,500	6.08%
Subdivision Fees	99,210	107,700	95,000	115,000	20,000	21.05%
Boundary Fees	4,256	14,279	13,500	6,000	(7,500)	-55.56%
Rural Addressing Fees	32,210	31,060	30,000	25,500	(4,500)	-15.00%
Plan Check Fees	412,641	447,504	423,000	528,800	105,800	25.01%
Land Vacation Fees	13,024	952	15,000	10,000	(5,000)	-33.33%
Land Survey Fees	34,657	36,438	30,000	30,000	0	0.00%
Partition Plat Check Fees	38,650	44,506	30,000	35,000	5,000	16.67%
Engineering	100,501	132,715	75,000	310,000	235,000	313.33%
Field Engineering	53,420	85,222	10,000	80,000	70,000	700.00%
Materials Testing	350,541	302,038	250,000	250,000	0	0.00%
Surveying	40,784	11,164	0	0	0	0.00%
Striping	61,867	77,793	65,000	65,000	0	0.00%
Signage & Graphics	31,429	26,317	10,000	12,000	2,000	20.00%
Electricians	22,508	19,027	10,000	10,000	0	0.00%
Road Maintenance	224,541	501,304	316,588	82,000	(234,588)	-74.10%
Construction Reimbursement	598,302	176,480	0	0	0	0.00%
Maintenance Reimbursement	250,457	20,846	1,756	150,233	148,477	8,455.41%
Miscellaneous PW	4,386	3,617	4,000	2,000	(2,000)	-50.00%
Cnst Excise Tax Collection Fee	0	0	0	8,500	8,500	100.00%
Cnst Excise Tax Admin Fee	9,884	10,129	10,000	10,000	0	0.00%
System Development Charge	43,632	57,277	40,000	40,000	0	0.00%
Sports-Recreation Revenue	69,326	73,390	55,000	55,000	0	0.00%
Electrical Revenue	95,954	92,655	96,250	96,750	500	0.52%
Garbage Fees	7,061,249	7,114,161	7,168,009	7,618,009	450,000	6.28%
Special Waste Fees	317,250	373,505	520,000	383,675	(136,325)	-26.22%
Industrial Waste Fees	694,879	490,819	686,700	500,000	(186,700)	-27.19%
Other Solid Waste Fees	1,459,664	1,373,596	1,459,262	1,459,262	0	0.00%
Nuisance Abatement	(2,919)	(7,056)	(3,740)	(3,740)	0	0.00%
Community Cleanup	(27,702)	(7,209)	(30,500)	(30,500)	0	0.00%
System Benefit Fee	10,541,345	11,301,135	10,913,520	10,913,520	0	0.00%
Discounts and Rebates	(389,978)	(426,965)	(436,200)	(436,200)	0	0.00%
Miscellaneous Fees/Reimbursement	167,481	132,396	157,000	157,000	0	0.00%
Bad Debt Contract Rev	(1,206)	(7,464)	0	0	0	0.00%
Miscellaneous Svc Charges	38,380	31,496	24,527	68,527	44,000	179.39%
Advertising	9,995	7,820	5,000	5,000	0	0.00%
Private Donations	128,216	18,939	800	800	0	0.00%
Fair Sponsorship Income	76,933	69,834	65,226	70,000	4,774	7.32%
Fair Donor Income	770	1,767	800	800	0	0.00%
Contracted Maint Services	31,700	31,700	34,700	31,700	(3,000)	-8.65%
Real Property Services	27,577	61,157	25,000	25,000	0	0.00%
Refunds & Reimbursements	31,341	38,305	21,700	21,700	0	0.00%
Cash Over & Under	3,274	12,172	1,000	500	(500)	-50.00%
Replacement Prog Equipmt	7,383,965	7,412,462	7,060,305	7,226,604	166,299	2.36%
Non-Replacement Prog Eqmt	436,226	453,496	372,000	372,000	0	0.00%
Pool Equipment	122,866	103,013	100,000	100,000	0	0.00%
Miscellaneous Internal Services	293,173	314,857	377,834	334,834	(43,000)	-11.38%
Facilities Services	33,208	22,056	15,140	18,288	3,148	20.79%
FEES AND CHARGES	33,019,193	33,296,611	32,125,677	32,663,562	537,885	1.67%
County Indirect Revenue	2,539,471	3,004,550	3,223,384	3,147,432	(75,952)	-2.36%
Departmental Administration	3,419,521	3,393,909	3,006,816	3,234,518	227,702	7.57%

Public Works

DEPARTMENT RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Admin Charges Clerical	16,704	23,958	21,000	21,000	0	0.00%
ADMINISTRATIVE CHARGES	5,975,696	6,422,417	6,251,200	6,402,950	151,750	2.43%
Investment Earnings	758,571	1,122,241	1,182,921	1,738,238	555,317	46.94%
Interest On Assessments	13,490	9,292	7,500	7,500	0	0.00%
Miscellaneous Interest	86	20	100	100	0	0.00%
Int Recd Interfund Loan	226	3,817	20,969	25,828	4,859	23.17%
INTEREST EARNINGS	772,374	1,135,370	1,211,490	1,771,666	560,176	46.24%
Prin Recd Interfund Loan	20,000	313,508	358,461	1,001,461	643,000	179.38%
INTERFUND LOANS	20,000	313,508	358,461	1,001,461	643,000	179.38%
Transfer Fr General Fund (100)	476,396	447,886	485,888	474,470	(11,418)	-2.35%
Transfer Fr Spec Rev Funds (200)	80,062	22,865	42,714	491,340	448,626	1,050.30%
Transfer Fr Capital Fund (400)	1,270,399	0	0	0	0	0.00%
Transfer Fr Int Svc Fnds (600)	780,000	0	0	0	0	0.00%
FUND TRANSFERS	3,084,857	755,694	4,336,348	3,497,470	(838,878)	-19.35%
DEPARTMENT RESOURCES	81,073,229	86,176,784	98,635,892	92,376,950	(6,258,942)	-6.35%

Public Works

DEPARTMENT EXPENDITURE DETAIL						
EXPENDITURE ACCOUNTS	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Regular Operating Wages	16,556,684	16,871,391	19,408,666	20,086,794	678,128	3.49%
Extra Help	889,096	918,362	943,572	879,763	(63,809)	-6.76%
Unclassified Temporary	146,857	44,985	435,573	549,975	114,402	26.26%
Overtime	358,832	377,614	382,368	383,832	1,464	0.38%
Reduction Unfunded Vac Liab	352,458	298,378	342,802	334,662	(8,140)	-2.37%
Compensatory Time	156,689	157,481	156,348	155,349	(999)	-0.64%
Personal Time	5,871	6,670	0	0	0	0.00%
Risk Management Benefits	592,208	536,540	459,326	364,045	(95,281)	-20.74%
Social Security Expense	1,134,999	1,144,896	1,340,868	1,387,610	46,742	3.49%
Medicare Insurance Expense	265,443	267,963	313,555	324,529	10,974	3.50%
Unemployment Insurance (State)	66,306	33,989	37,471	39,076	1,605	4.28%
Workers Comp	65,487	65,093	65,066	67,314	2,248	3.45%
Disability Insurance - Long-term	113,916	97,901	140,759	146,421	5,662	4.02%
PERS - OPSRP Employer rate	2,080,545	2,483,672	2,860,509	3,687,809	827,300	28.92%
PERS Bond	1,341,332	1,297,642	1,474,519	1,529,356	54,837	3.72%
PERS - 6% Pickup	1,017,720	1,017,629	1,222,314	1,267,653	45,339	3.71%
Health Insurance	5,426,766	5,275,627	6,416,552	6,556,561	140,009	2.18%
Dental Insurance	397,333	396,735	469,336	476,627	7,291	1.55%
EE Assistance Pgm	4,875	4,885	8,125	8,342	217	2.67%
Life Insurance	47,798	44,420	73,143	74,501	1,358	1.86%
Flexible Spending Admin	4,450	4,460	4,086	4,159	73	1.79%
Disability Insurance - Short Term	10,241	10,265	12,261	12,503	242	1.97%
Deferred Comp Employer Contrib	348,018	348,030	408,378	424,661	16,283	3.99%
Retiree Medical	601,769	519,043	594,613	617,411	22,798	3.83%
FMLA Administration	7,986	7,999	11,658	12,084	426	3.65%
PERSONNEL SERVICES	31,993,677	32,231,672	37,581,868	39,391,037	1,809,169	4.81%
Professional & Consulting	1,823,596	1,854,935	3,322,314	2,753,425	(568,889)	-17.12%
Surveyor's Services	21,156	30,854	25,000	17,000	(8,000)	-32.00%
Land Management Services	22,500	22,500	22,500	15,000	(7,500)	-33.33%
Data Processing Services	0	0	200	200	0	0.00%
Public Safety Services	255,497	263,576	247,960	575,818	327,858	132.22%
Banking & Armored Car Svc	167,975	193,473	199,675	204,944	5,269	2.64%
Construction Services	5,621	132	0	0	0	0.00%
Engineering Services	36,843	39,927	90,000	240,000	150,000	166.67%
Road Work Services	187,489	212,110	377,088	320,000	(57,088)	-15.14%
Event Entertainers	355,497	345,006	380,000	380,000	0	0.00%
Litter Control	2,524	3,099	4,000	7,000	3,000	75.00%
Bridge Work Services	44,198	28,965	30,000	80,000	50,000	166.67%
Support Services	23,858	32,438	40,000	33,100	(6,900)	-17.25%
Subscriptions	207	155	0	0	0	0.00%
Homeowner Assistance	252,978	19,815	250,000	300,000	50,000	20.00%
Intergovernmental Agreements	443,290	446,510	482,123	480,011	(2,112)	-0.44%
Agency Payments	6,770	3,895	7,900	4,600	(3,300)	-41.77%
State Payback	203,632	232,965	210,000	210,000	0	0.00%
Motor Fuel & Lubricants	1,108,775	1,393,989	1,343,962	1,563,515	219,553	16.34%
Automotive Equipment Parts	676,982	816,295	970,100	769,850	(200,250)	-20.64%
Tires	197,993	161,998	172,250	172,000	(250)	-0.15%
Machinery & Equipment Parts	28,244	24,010	48,350	60,300	11,950	24.72%
Refuse & Garbage	290,223	329,446	304,434	305,434	1,000	0.33%
Spec Handling & Haz Waste Disp	238,086	231,920	224,750	210,250	(14,500)	-6.45%
Light, Power & Water	1,858,363	1,715,916	1,806,158	1,822,019	15,861	0.88%
Telephone Services	178,374	243,453	282,637	292,302	9,665	3.42%

Public Works

DEPARTMENT EXPENDITURE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Liability	257,313	249,376	220,528	232,495	11,967	5.43%
Insurance Premiums	27,924	31,354	30,000	36,394	6,394	21.31%
Claims	1,960	361	7,500	7,500	0	0.00%
Vehicle Preventive Maintenance	0	334	0	0	0	0.00%
Vehicle Repair	356,257	486,366	603,500	603,500	0	0.00%
Maintenance of Equipment	549,541	700,428	671,165	670,015	(1,150)	-0.17%
Maintenance of Structures	349,804	330,734	601,489	466,804	(134,685)	-22.39%
Maintenance of Grounds	101,764	223,340	219,599	134,575	(85,024)	-38.72%
Maintenance Agreements	442,226	419,438	419,721	415,077	(4,644)	-1.11%
Operating Licenses & Permits	570,119	536,942	466,475	467,175	700	0.15%
External Equipment Rental	109,367	175,147	145,343	164,088	18,745	12.90%
External Vehicle Rental	0	4,129	0	0	0	0.00%
Real Estate & Space Rentals	226,112	239,795	231,993	277,782	45,789	19.74%
Fleet Services Rentals	5,910,985	6,141,464	5,711,731	5,753,246	41,515	0.73%
Groundskeeping Services	95,801	93,338	54,580	55,600	1,020	1.87%
Copier Charges	41,419	43,977	67,039	64,731	(2,308)	-3.44%
Mail Room Charges	0	16	1,100	1,100	0	0.00%
Interdept Services Misc	0	445	0	0	0	0.00%
License Replacement	0	0	0	73,837	73,837	100.00%
Indirect/Technology Serv	1,414,993	1,363,310	1,463,007	1,659,480	196,473	13.43%
Infrastructure Replacement	0	0	0	39,608	39,608	100.00%
County Indirect Charges	2,768,117	2,693,069	2,715,620	2,785,947	70,327	2.59%
Direct/Technology Serv	813,377	811,664	914,537	691,250	(223,287)	-24.42%
Dept Support/Direct	314,439	338,339	237,061	236,182	(879)	-0.37%
PC Replacement Services	85,911	52,350	61,400	68,450	7,050	11.48%
Dept Support/Indirect	3,280,227	3,266,552	2,920,339	3,130,133	209,794	7.18%
Office Supplies & Expense	97,318	143,907	107,155	109,553	2,398	2.24%
Educational Materials	36,661	48,784	40,000	41,100	1,100	2.75%
Membrshp/Professionl Licenses	31,694	30,938	29,175	30,690	1,515	5.19%
Printing & Binding	57,818	54,615	88,775	91,125	2,350	2.65%
Advertising & Publicity	261,983	301,622	307,900	313,357	5,457	1.77%
Microfilm Imaging Services	395	1,145	700	700	0	0.00%
Photo/Video Supplies & Svcs	5,762	17,092	8,000	10,000	2,000	25.00%
Postage	34,596	50,478	58,875	55,315	(3,560)	-6.05%
Radio/Communic Supplies & Svcs	270,026	294,371	360,194	349,000	(11,194)	-3.11%
DP Supplies And Access	78,010	85,201	931,048	519,882	(411,166)	-44.16%
DP Equipment	15,889	3,130	30,400	29,900	(500)	-1.64%
Printer & Copier Expenses	0	30,738	15,846	31,146	15,300	96.55%
Small Tools & Equipment	203,011	249,569	209,250	203,280	(5,970)	-2.85%
Small Office Furniture	4,811	693	2,800	2,800	0	0.00%
Library - Serials & Conts	0	0	25	0	(25)	-100.00%
Institutional Supplies	(600)	0	200	200	0	0.00%
Food	19,771	23,870	20,200	18,700	(1,500)	-7.43%
Clothing	2,628	2,904	2,000	2,000	0	0.00%
Bedding & Linens	27,701	31,358	19,600	19,450	(150)	-0.77%
Miscellaneous Supplies	17,275	10,057	9,250	10,250	1,000	10.81%
Special Supplies	122,451	141,352	181,650	188,903	7,253	3.99%
Clothing & Personal Supplies	22,219	28,460	26,160	24,870	(1,290)	-4.93%
Safety Supplies	84,759	70,346	71,950	70,750	(1,200)	-1.67%
Campsite Supplies	14,873	26,026	16,775	16,775	0	0.00%
Janitorial Supplies	204,595	187,117	192,784	187,629	(5,155)	-2.67%
Traffic Supplies	420,354	446,598	503,640	652,890	149,250	29.63%

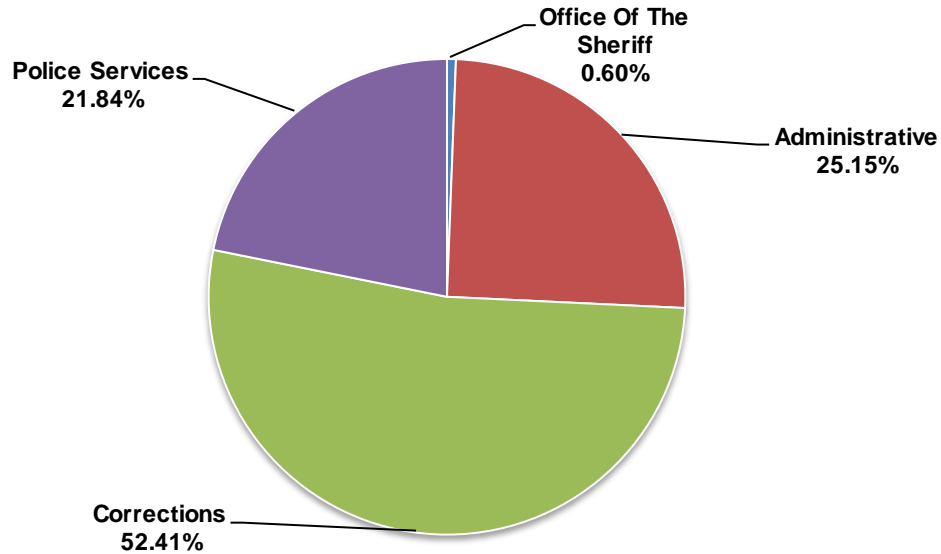
Public Works

DEPARTMENT EXPENDITURE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Road Work Supplies	2,067,831	2,708,067	3,772,239	3,209,600	(562,639)	-14.92%
Agricultural Supplies	17,448	31,128	48,700	45,700	(3,000)	-6.16%
Building Materials Supplies	75,685	90,809	113,075	102,575	(10,500)	-9.29%
Electrical Supplies	95,070	75,670	90,076	75,700	(14,376)	-15.96%
Bridge Work Supplies	77,882	119,622	150,000	72,000	(78,000)	-52.00%
Engineering Supplies	11,563	2,826	8,900	7,900	(1,000)	-11.24%
Medical Supplies	0	219	300	300	0	0.00%
Business Expense & Travel	25,001	29,549	36,145	38,514	2,369	6.55%
Committee Stipends & Expense	9,106	5,029	3,990	4,290	300	7.52%
Awards & Recognition	46,799	42,018	46,670	33,720	(12,950)	-27.75%
Employee Moving Expenses	3,132	0	0	0	0	0.00%
Outside Education & Travel	114,201	104,770	173,195	222,627	49,432	28.54%
County Training Classes	5,025	5,665	19,765	15,560	(4,205)	-21.27%
Training Services & Materials	7,432	18,068	25,800	17,900	(7,900)	-30.62%
Tuition Reimbursement	0	0	500	500	0	0.00%
Miscellaneous Payments	12,502	14,641	10,530	34,530	24,000	227.92%
Reimbursable Expenses	61	93	300	50	(250)	-83.33%
Room Tax	70,972	74,784	71,450	77,550	6,100	8.54%
MATERIALS & SERVICES	30,822,040	32,452,977	36,411,115	35,791,018	(620,097)	-1.70%
Heavy Equipment	1,014,233	2,003,861	1,438,465	1,973,459	534,994	37.19%
Equipment Attachments	33,378	95,849	300,000	0	(300,000)	-100.00%
Vehicles	189,431	241,684	1,043,090	645,655	(397,435)	-38.10%
Data Processing Equipment	0	35,276	0	0	0	0.00%
Machinery & Equipment	71,900	57,874	126,000	108,000	(18,000)	-14.29%
Scientific & Laboratory	0	70,875	255,000	35,000	(220,000)	-86.27%
CAPITAL OUTLAY	1,308,942	2,505,420	3,162,555	2,762,114	(400,441)	-12.66%
Professional Services	0	8,642	0	0	0	0.00%
Architectural Services	0	0	0	45,000	45,000	100.00%
Engineering Services	141,647	11,212	0	250,000	250,000	100.00%
Other Professional Services	220,345	107,730	672,000	640,359	(31,641)	-4.71%
Improvements	1,507,607	613,383	2,121,681	2,075,000	(46,681)	-2.20%
Maintenance Shops	66,934	582,465	706,710	910,000	203,290	28.77%
Miscellaneous	0	118,182	0	0	0	0.00%
Other Prof Svcs-Infrastructure	0	0	0	65,000	65,000	100.00%
Bridge Engineering Svcs	21,951	68,209	308,000	380,000	72,000	23.38%
Paving	4,172,091	3,470,814	3,817,261	5,359,010	1,541,749	40.39%
Bridges & Structures	230,790	880,025	2,062,196	1,757,360	(304,836)	-14.78%
Rights of Way	3,398	3,846	50,000	70,000	20,000	40.00%
Infrastructure Safety Imp.	257,565	240,848	819,671	982,092	162,421	19.82%
General Construction	1,114,678	217,549	2,864,830	7,391,442	4,526,612	158.01%
CAPITAL PROJECTS	7,737,006	6,322,905	13,422,349	19,925,263	6,502,914	48.45%
DEPARTMENT EXPENDITURES	71,861,665	73,512,974	90,577,887	97,869,432	7,291,545	8.05%

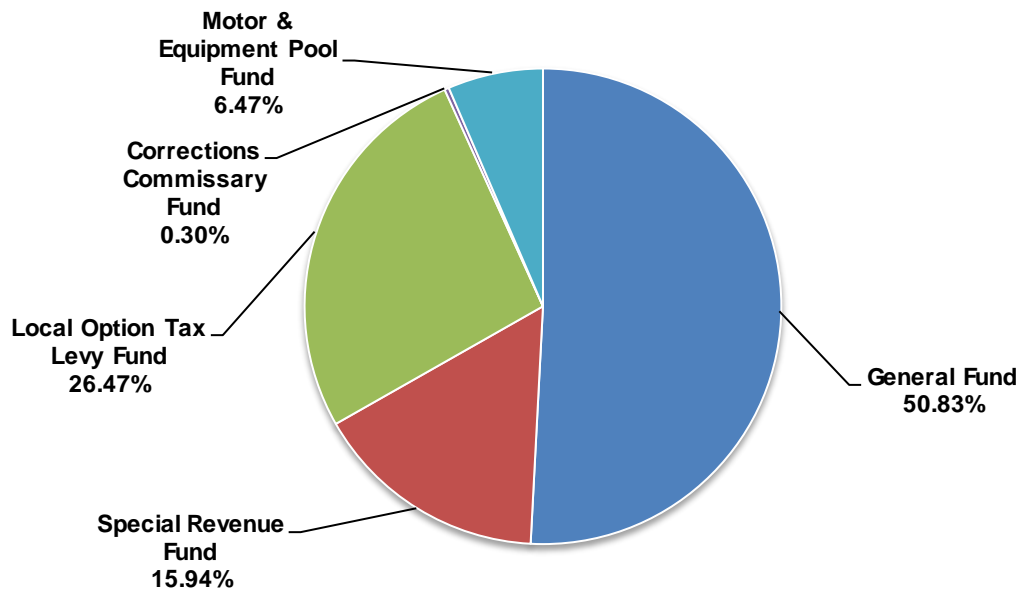
Department of Public Safety

FY 19-20 Adopted Expenditures: \$66,404,066

FY 19-20 Expenditures by Division



FY 19-20 Expenditures by Fund

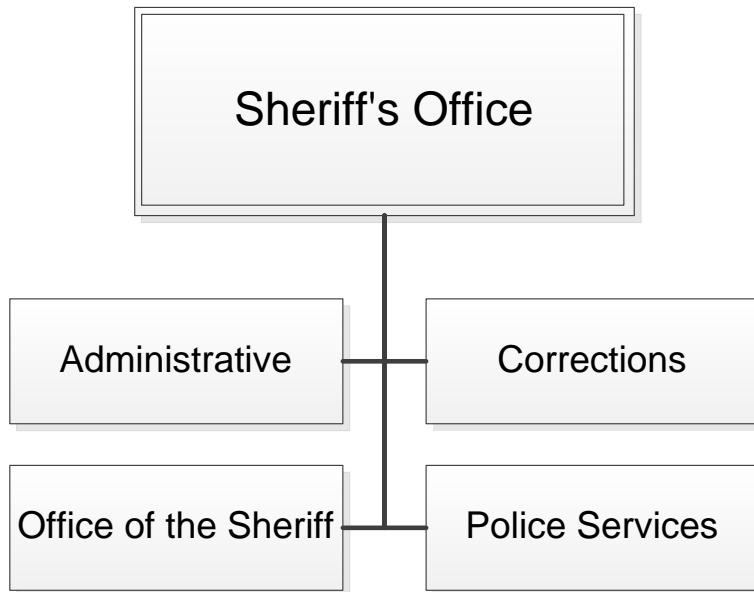


Cliff Harrold
Sheriff
541-682-4434

Department of Public Safety

Department Purpose & Overview

The mission of the Lane County Sheriff's Office is to conserve the peace. The Sheriff's Office is committed to justice and integrity, sworn to protect Lane County, and honored to serve. The Sheriff's Office is a multi-faceted public safety organization mandated by Oregon Revised Statutes to provide law enforcement and corrections services to the residents and visitors of Lane County. The Sheriff's Office works to protect the lives and property of Lane County residents and visitors by reducing or preventing victimization, responding to emergencies and calls for service, holding offenders accountable, and maintaining professional standards.



Department of Public Safety

Department Goals & Strategic Planning

- Continue to hire qualified staff that will allow the Sheriff's Office to maximize services as funding allows.
- Maintain a minimum 25% reduction in capacity based releases from the jail as compared to pre-levy capacity based releases.
- Continue to offer services in the jail geared towards inmates with severe and persistent mental illness. These services include in-custody classes, such as Cognitive Behavioral Therapy, and Socialization Classes geared towards reducing the risk of reentry into the criminal justice system by practicing pro-social behaviors, including coping and communications skills.

Areas of Focus

- Continue to focus on jail diversion for populations who suffer from severe and persistent mental illness that come in contact with law enforcement. Increase services for the mental health population in jail with a strong focus in criminogenic needs and ensuring service continuity after release.
- Maintain funding for the jail through the Jail and Youth Services Levy and continue to maximize services provided with levy dollars.
- Continue the discussion with the community on service levels to determine the services the community values the most, and to what extent the community is willing to fund those services. This is done through community meetings and research.

Partnerships

- The Sheriff's Office currently partners with Oakridge Police, Oakridge Fire, and Lane Community College for dispatch services and with Lane County Parole and Probation for dispatch, records and property/evidence services. The Sheriff's Office continues to seek opportunities to provide support services to other Lane County public safety partners.
- The Residential Reentry Center (RRC) program collaborates with the Department of Corrections (DOC) and Sponsors to serve male and female DOC inmates.
- The Corrections Division renewed its contract with the City of Eugene to provide jail bed space and one full time work crew for Municipal Court offenders.
- LCSO partners with the cities of Creswell and Veneta, Oregon State Parks, the Oregon State Marine Board, and Bureau of Land Management to provide funding for patrol services to a variety of areas in Lane County.

Major Accomplishments & Achievements in FY 18-19

- Continued to maintain 367 jail beds for local offenders.
- LCSO was scheduled to replace portable and vehicle radios in FY 20/21 and upgrade them to multi-band radio units. This cost was quoted by Motorola to be at minimum \$2,491,000 (2019 dollars). We were able to negotiate a contract with Motorola to purchase our multi-band radio units a year earlier and add them to the IP Quantar replacement project. This move allowed us to save at a minimum \$662,153.
- Four deputy sheriffs completed a 32-40 week training process, including police academy and field training, and achieved "solo status". An additional five deputy sheriffs are currently in this training cycle, which allows us to continue 24 hour coverage and keep resident deputy positions filled.

Department of Public Safety

Anticipated Service & Budget Changes for FY 19-20

- The Sheriff's Work Crew (SWC) will require some General Fund allocation in order to maintain existing services. This program reduces the need for jail beds by lower risk offenders and provides services to the community.

Current & Future Service Challenges

- The Sheriff's Office continues to recruit qualified applicants for the positions of deputy sheriff and communications officers (dispatchers). The office is currently trying to fill three dispatcher positions, and after 5 years of continuous hiring has a majority of the deputy sheriff vacancies filled. The Sheriff's Office strives to only hire the best candidates and has not been willing to lower hiring standards to increase hiring rates; however, this has resulted in a multi-year hiring process that can be stressful on current staffing, who work an abundance of overtime to cover vacancies. Retention has become more difficult with other agencies paying higher salaries for similar positions. Retirements also have had an effect on the knowledge level of current employees. During the period of March 2017 through March 2019, 16 employees retired with combined service of approximately 405 years; 79 new employees were hired with little to no experience.
- The Sheriff's Office is working in conjunction with the Primary PSAPs (Public Safety Answering Point) in order to prepare new technology, giving citizens the ability to activate 9-1-1 by text and eventually to submit video. This technology will require the purchase of new receipt/tracking/retention software. Staffing will need to be evaluated as these systems require different multi-tasking capabilities.
- Lane County consistently remains as the second highest user of beds at the Oregon State Hospital; often more than double our allotted amount. In collaboration with other state and local agencies, we are exploring mental health crisis intervention/jail diversion models utilized successfully in other counties to provide options to incarceration of mentally ill persons within the community.
- Providing adequate law enforcement services to our residents living in unincorporated Lane County continues to be far out of reach due to ongoing budget restraints. Covering over 4,600 square miles with three deputy sheriffs and a sergeant normally on duty continues a pattern of only being able to respond to the highest priority life safety calls for service.
- The Police Services Criminal Investigation Section needs an additional detective position dedicated and trained in computer, cell phone and other mobile device forensic examinations. Due to the prolific use of these electronic devices, the examination of a device is frequently a key component in an investigation. The current staffing levels of the Criminal Investigation Section only allow for investigation of the most serious crimes (homicides, child abuse and sexual assault cases). Other crimes, including aggravated felony level property crimes and some significant person crimes are being handled at the patrol officer level, often times not receiving the appropriate level of follow-up necessary for successful prosecution.

Department of Public Safety

Capital Projects – Planned and Known Needs

- The current Lane County jail opened in 1979, and has served as the County’s primary jail since that time. Since the initial construction two additions to the jail have occurred. We have currently outgrown the design of the building in many ways. The layout of the building is inefficient for the type of defendants and offenders we house at the jail, creating supervision challenges.
- The Lane County Sheriff’s Office is currently located in the Lane County Courthouse which was built several decades ago and is not designed for the secure movement of inmates who are transported to the courthouse daily by the Sheriff’s Office transport section. Deputies routinely move multiple in-custody inmates with a variety of criminal charges through public spaces in the Public Service Building and Courthouse, and through narrow hallways and staff office areas. The plumbing in the Courthouse has failed multiple times, causing raw sewage to come through the ceiling tiles and into multiple areas of the Sheriff’s Office, compromising evidence and creating an unsanitary work environment for staff. The Emergency Operations Center (EOC) is not large enough to host even a small scale Incident Command System, forcing the County in recent events to move operations out of the Sheriff’s Office EOC to another county area that is not equipped to function properly as an EOC.

Department of Public Safety

DEPARTMENT FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Taxes & Assessments	9,185,352	9,579,354	14,065,000	17,073,000	3,008,000	21.39%
Licenses & Permits	382,743	303,390	300,300	250,300	(50,000)	-16.65%
Fines, Forfeitures, Penalties	367,919	184,654	95,000	102,500	7,500	7.89%
Property And Rentals	161,207	120,830	106,150	82,100	(24,050)	-22.66%
Federal Revenues	4,217,079	2,420,500	2,165,945	2,075,024	(90,921)	-4.20%
State Revenues	6,234,871	6,579,110	6,518,717	6,400,896	(117,821)	-1.81%
Local Revenues	2,907,053	2,950,969	3,944,267	4,902,227	957,960	24.29%
Fees And Charges	2,363,264	2,261,931	2,043,660	1,994,315	(49,345)	-2.41%
Administrative Charges	1,001,500	9,000	6,500	10,000	3,500	53.85%
Interest Earnings	324,971	443,356	405,864	537,020	131,156	32.32%
Total Revenue	27,145,959	24,853,094	29,651,403	33,427,382	3,775,979	12.73%
Fund Transfers	2,001,058	1,702,032	2,373,166	2,477,857	104,691	4.41%
TOTAL RESOURCES	29,147,017	26,555,126	32,024,569	35,905,239	3,880,670	12.12%
EXPENDITURES:						
Personnel Services	34,285,231	35,833,613	38,794,089	40,872,963	2,078,874	5.36%
Materials & Services	18,818,634	16,778,449	20,274,103	20,943,919	669,816	3.30%
Capital Expenses	456,083	574,678	5,255,758	4,587,184	(668,574)	-12.72%
TOTAL EXPENDITURES	53,559,949	53,186,739	64,323,950	66,404,066	2,080,116	3.23%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Corrections Commissary Fund	121,647	138,786	156,289	166,016	9,727	6.22%
General Fund	34,308,744	33,362,393	32,565,907	33,773,853	1,207,946	3.71%
Local Option Tax Levy Fund	11,421,889	12,697,861	16,786,655	17,552,076	765,421	4.56%
Motor & Equipment Pool Fund	625,544	222,326	5,123,770	4,324,768	(799,002)	-15.59%
Special Revenue Fund	7,082,125	6,765,374	9,691,329	10,587,353	896,024	9.25%
TOTAL	53,559,949	53,186,739	64,323,950	66,404,066	2,080,116	3.23%

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Administrative	11,064,669	10,519,736	16,251,032	16,732,065	481,033	2.96%
Corrections	28,516,223	29,466,751	33,660,122	34,827,583	1,167,461	3.47%
Office Of The Sheriff	330,879	343,845	338,384	372,367	33,983	10.04%
Police Services	13,648,178	12,856,406	14,074,412	14,472,051	397,639	2.83%
TOTAL EXPENDITURES	53,559,949	53,186,739	64,323,950	66,404,066	2,080,116	3.23%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	284.75	286.75	300.75	301.75	1.00	0.33%

Department of Public Safety

DEPARTMENT POSITION LISTING

Office Of The Sheriff

0.50 Administrative Support Spec
 1.00 Public Safety Director

1.50 Division FTE Total

Administrative

18.00 Records Officer 2
 2.00 Accounting Analyst
 1.00 Accounting Clerk 2
 1.00 Administrative Support Spec
 1.00 Asst Dept Dir (Police & Fire)
 12.00 Communications Officer
 3.00 Communications Specialist
 1.00 Management Analyst
 2.00 Manager
 1.00 Manager (P&F)
 1.00 Public Safety Support Spec.
 3.00 Public Safety Support Supv
 5.00 Records Officer 1
 6.00 Records Specialist
 2.00 Sergeant
 1.00 SO Communication Network Coordinator
 1.00 Sr Stores Clerk

61.00 Division FTE Total

Corrections

1.00 Office Assistant 2
 2.00 Administrative Support Assist
 129.00 Deputy Sheriff
 11.00 Facility Security Officer
 1.75 Laundry Specialist
 1.00 Maintenance Specialist 2
 3.00 Maintenance Specialist 3
 1.00 Maintenance/Trades Supervisor
 2.00 Manager (P&F)
 1.00 Public Safety Support Supv
 2.00 Records Officer 2
 14.00 Sergeant
 1.00 Sr Manager (Captain)
 1.00 Sr Stores Clerk
 1.00 Stores Clerk

171.75 Division FTE Total

Police Services

0.50 Administrative Support Spec
 52.00 Deputy Sheriff
 2.00 Manager (P&F)
 1.00 Program Supervisor
 1.00 Records Officer 2
 10.00 Sergeant
 1.00 Sr Manager (Captain)

67.50 Division FTE Total

301.75 Department FTE Total

Division Purpose Statement

The Sheriff oversees all operations of the Sheriff's Office to ensure integrated and consistent application of Public Safety programs.



Division Locator

Sheriff's Office

*Office of the Sheriff ◀
Administrative
Corrections
Police Services*

Department of Public Safety: Office of the Sheriff

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
EXPENDITURES:						
Personnel Services	277,388	294,632	279,133	311,489	32,356	11.59%
Materials & Services	53,491	49,213	59,251	60,878	1,627	2.75%
TOTAL EXPENDITURES	330,879	343,845	338,384	372,367	33,983	10.04%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	330,879	343,845	338,384	372,367	33,983	10.04%
TOTAL	330,879	343,845	338,384	372,367	33,983	10.04%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Dept Administration	330,879	343,845	338,384	372,367	33,983	10.04%
TOTAL EXPENDITURES	330,879	343,845	338,384	372,367	33,983	10.04%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	1.50	1.50	1.50	1.50	0.00	0.00%

Department of Public Safety: Office of the Sheriff

Division Overview

The Sheriff oversees all operations of the Sheriff's Office to ensure integrated and consistent application of Public Safety programs. The Office of the Sheriff consists of the elected Sheriff and an executive assistant. The Sheriff is responsible for working closely with Lane County elected officials, department directors and managers, federal, state, and municipal governments and the community members of Lane County regarding public safety issues.

Division Goals & Strategic Planning

One of the County's Key Strategic Initiatives is Public Safety Funding & Service Delivery. The Sheriff will continue to communicate with and inform the community members of Lane County regarding the desperate state of public safety and the need for increased and stable funding for patrol services.

Major Accomplishments & Achievements in FY 18-19

The Sheriff held community meetings in several areas of Lane County to update community members on the service levels and ongoing resource limitations affecting police services.

Anticipated Service & Budget Changes for FY 19-20

The Office of the Sheriff encompasses two employees, the Sheriff and his executive assistant, who provides administrative support. There is no anticipated service or budget changes to the Office of Sheriff.

Current & Future Service Challenges

Essential stable funding for the Sheriff's Office, and all of public safety, will continue to be a challenge.

Department of Public Safety: Administrative

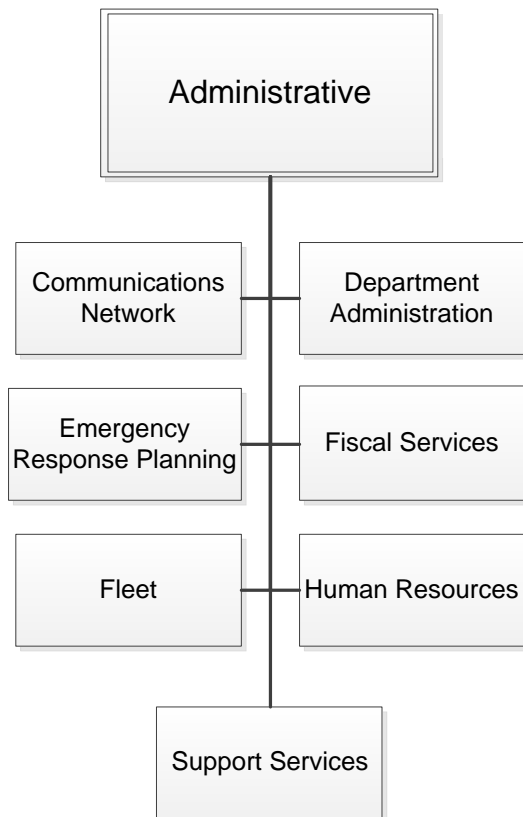
Division Purpose Statement

The Administrative Division supports all divisions and programs within the Sheriff's Office; providing dispatch services, police records, jail records, property/evidence, training, fiscal management, human resource services, resource development, professional standards, labor relations, volunteer coordination, public information officer, and legal counsel liaison.

Division Locator

Sheriff's Office

*Office of the Sheriff
Administrative ◀
Corrections
Police Services*



Department of Public Safety: Administrative

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Licenses & Permits	382,743	303,390	300,300	250,300	(50,000)	-16.65%
Fines, Forfeitures, Penalties	19,548	19,653	15,000	16,500	1,500	10.00%
Property And Rentals	99,719	43,766	46,150	34,100	(12,050)	-26.11%
Federal Revenues	265,703	181,566	111,064	113,864	2,800	2.52%
State Revenues	870,628	332,016	278,631	241,327	(37,304)	-13.39%
Local Revenues	420,807	420,585	1,114,218	1,759,976	645,758	57.96%
Fees And Charges	1,193,627	1,128,654	1,128,360	1,150,615	22,255	1.97%
Administrative Charges	1,001,500	9,000	6,500	10,000	3,500	53.85%
Interest Earnings	52,607	89,302	62,620	105,070	42,450	67.79%
Total Revenue	4,306,883	2,527,932	3,062,843	3,681,752	618,909	20.21%
Fund Transfers	890,416	653,096	1,141,970	904,155	(237,815)	-20.82%
TOTAL RESOURCES	5,197,299	3,181,028	4,204,813	4,585,907	381,094	9.06%
EXPENDITURES:						
Personnel Services	6,297,815	6,499,304	6,900,316	7,314,481	414,165	6.00%
Materials & Services	4,379,432	3,810,393	5,031,190	5,557,742	526,552	10.47%
Capital Expenses	387,422	210,040	4,319,526	3,859,842	(459,684)	-10.64%
TOTAL EXPENDITURES	11,064,669	10,519,736	16,251,032	16,732,065	481,033	2.96%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	8,476,742	8,568,812	8,612,892	9,018,381	405,489	4.71%
Local Option Tax Levy Fund	112,856	190,092	247,241	287,411	40,170	16.25%
Motor & Equipment Pool Fund	624,501	184,009	4,603,148	3,824,668	(778,480)	-16.91%
Special Revenue Fund	1,850,570	1,576,823	2,787,751	3,601,605	813,854	29.19%
TOTAL	11,064,669	10,519,736	16,251,032	16,732,065	481,033	2.96%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Communications Network	1,362,721	391,090	3,678,397	3,490,102	(188,295)	-5.12%
Department Administration	1,145,133	1,185,434	1,255,349	1,373,477	118,128	9.41%
Emergency Response Planning	1,609,151	1,945,797	2,619,388	3,373,450	754,062	28.79%
Fiscal	705,059	629,849	840,601	871,145	30,544	3.63%
Fleet	190,494	156,286	1,199,026	696,228	(502,798)	-41.93%
Human Resources	60,803	49,169	44,401	44,932	531	1.20%
Support Services	5,974,837	6,130,309	6,500,749	6,787,831	287,082	4.42%
Training	16,469	31,803	113,121	94,900	(18,221)	-16.11%
TOTAL EXPENDITURES	11,064,669	10,519,736	16,251,032	16,732,065	481,033	2.96%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	61.00	61.00	61.00	61.00	0.00	0.00%

Department of Public Safety: Administrative

Division Overview

The Administrative Division supports all divisions and programs within the Sheriff's Office; providing dispatch services, police records, jail records, property/evidence, training, fiscal management, human resource services, resource development, professional standards, labor relations, volunteer coordination, public information officer, and legal counsel liaison. The Administrative Division is responsible for coordination of programs within the department, ensuring that policies and procedures related to budget, accounting, training, personnel, labor contract administration, liability and other administrative functions are consistently applied and followed.

Division Goals & Strategic Planning

The employees of the support division have personal contact with residents and visitors of Lane County, attorneys, vendors, courts and other law enforcement agencies, providing excellent customer service despite continual unfilled positions. The communications section provides dispatch service to Oakridge Police, Oakridge Fire, Lane County Parole and Probation and Lane Community College, as well as to the residents and visitors of unincorporated Lane County. The police records section provides background information, reports, fingerprinting, concealed handgun licenses, special event permits and sex offender registration. Jail records provide inmate information to families, attorneys and other agencies. The civil intake section processes requests for service of protective and restraining orders. All these services are provided to protect and enhance the safety of the residents and visitors of the county.

Major Accomplishments & Achievements in FY 18-19

- The Sheriff's Office has partnered with Lane County Public Works and the Lane Regional Interoperability Group (LRIG) to install a new radio site near Glenada which will solve a coverage problem within the LRIG radio system in the Florence area and the coast. The coverage issues in this area have not allowed full radio access in several key locations – which creates a dangerous scenario for sheriff's deputies, public works employees, other law enforcement personnel, and other LRIG radio users.
- The Training Section continues to enhance the computer-based training programs to provide more training course options for all Sheriff's Office personnel. The programs provide on-line and computer-based training to assist sworn personnel and communications officers in meeting all mandated certification and required training needs – as well as helping to reduce the expense of in-classroom training costs. These training improvements assist employees in meeting Oregon Jail Standards and Department of Public Safety and Standards Training (DPSST) requirements.

Anticipated Service & Budget Changes for FY 19-20

- Through the partnership with LRIG, the Lane County Sheriff's Office is required to contribute funding toward the replacement of the aged-out quantars at the Hagen and Bear radio sites. These quantars are the primary communication channels for Lane County interoperability and are necessary to continue uninterrupted emergency communications.
- The Sheriff's Office has completed the purchase of 324 tri-band user radio units to upgrade and enhance our emergency radio operations. The existing radio units had aged-out and were beginning to fail, as well as not being able to access 700 MHz to communicate on the state system. With the new units, Lane County personnel will be able to communicate on the conventional, fire, state and LRIG systems.
- Deputy sheriffs and communications officers have ongoing training requirements to maintain certification through DPSST. DPSST is now requiring all 140 corrections deputy sheriffs to meet the same maintenance standards as the police deputy sheriffs. We will continue to utilize on-line training platforms to the fullest extent possible; however, some training requires attendance at a full participation venue. Due to our very slim staffing margins this training must be done on overtime, or overtime coverage must be arranged to allow staff to attend training.

Department of Public Safety: Administrative

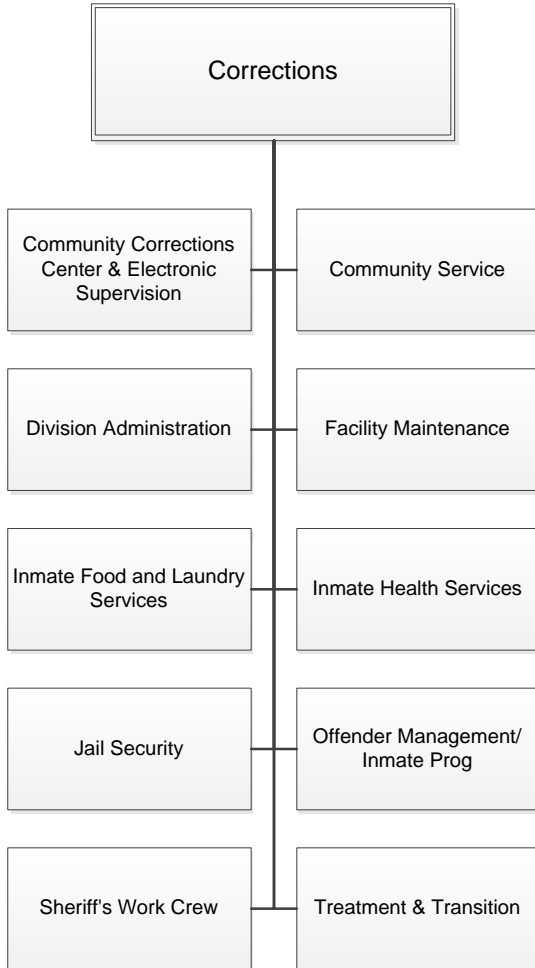
Current & Future Service Challenges

- Recruitment and successful training of communications officers (dispatchers) continues to be difficult. Since our budgeted positions are at the minimum level needed to operate a 24/7 center we have had to utilize overtime and extra help, as well as pulling supervisors and the manager into line level positions on a regular basis in order to continue operations. Budgeting allows very little room for advance recruitment and training when notified of a pending resignation.
- The new Oregon Public Records law mandates a response time to requests for public records. There has been a 32% increase in the number of public records requests received by police records in the last year. One full FTE has been shifted away from other records work to focus on responding to these requests within the state mandated timeline. There has been a 17% increase in the number of civil papers and protection orders processed by our civil intake unit. Over 5000 overtime and extra help hours were worked last year in order to handle the increased workload across police records.
- The Sheriff's Office Dispatch Center uses 7 Motorola Consolette radios for backup communications to LRIG sites, as well as primary devices for recording radio traffic on our primary communications channels. These are scheduled for replacement in FY 20-21. Parts are not readily available to repair the current radios and there is an increased rate of failure. In addition, there have been new LRIG sites that have been activated that the Sheriff's Office has no consollettes assigned to. Two additional consollettes need to be purchased to maintain backup on Sheriff's Office LRIG channels at all LRIG sites within reach of the Courthouse tower. A total of 10 consollettes would need to be upgraded, and expanded in order to provide reserve radios for repair of the current consollettes used by LCSO Dispatch.
- The Sheriff's Office operates a stand-alone conventional radio system and will be upgrading our radio infra-structure to current P-25 radio standards and infra-structure monitoring by replacing our non-LRIG repeaters in FY 20-21. Parts are not readily available to repair the current infra-structure and there is an increased rate of failure. In addition, several of the current antennae systems are degraded and will be scheduled for replacement.

Capital Projects – Planned and Known Needs

- Impound lot needs metal fencing for security and a covered area for evidentiary vehicles.
- Dispatch console furniture at 8 calltaker stations needs to be replaced due to age and 24/7 use since 2004.

Depart of Public Safety: Corrections



Division Purpose Statement

The Lane County Sheriff's Office Corrections Division provides a safe environment to incarcerate and supervise pretrial criminal defendants and sentenced offenders.

Division Locator

Sheriff's Office

*Office of the Sheriff
Administrative
Corrections ◀
Police Services*

Depart of Public Safety: Corrections

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Taxes & Assessments	9,185,352	9,579,354	14,065,000	17,073,000	3,008,000	21.39%
Fines, Forfeitures, Penalties	527	14,939	0	0	0	0.00%
Property And Rentals	49,432	51,603	60,000	48,000	(12,000)	-20.00%
Federal Revenues	3,293,891	1,863,016	1,411,281	1,409,400	(1,881)	-0.13%
State Revenues	4,669,831	5,595,549	5,563,667	5,530,960	(32,707)	-0.59%
Local Revenues	920,479	877,284	1,137,815	1,164,875	27,060	2.38%
Fees And Charges	698,710	529,547	515,800	502,500	(13,300)	-2.58%
Interest Earnings	265,185	342,780	335,300	418,800	83,500	24.90%
Total Revenue	19,083,407	18,854,073	23,088,863	26,147,535	3,058,672	13.25%
Fund Transfers	171,472	99,449	155,325	137,080	(18,245)	-11.75%
TOTAL RESOURCES	19,254,879	18,953,522	23,244,188	26,284,615	3,040,427	13.08%
EXPENDITURES:						
Personnel Services	18,104,129	19,165,412	21,344,860	22,639,207	1,294,347	6.06%
Materials & Services	10,378,094	10,193,702	11,765,704	11,799,934	34,230	0.29%
Capital Expenses	34,000	107,638	549,558	388,442	(161,116)	-29.32%
TOTAL EXPENDITURES	28,516,223	29,466,751	33,660,122	34,827,583	1,167,461	3.47%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
FUNDS						
Corrections Commissary Fund	121,647	138,786	156,289	166,016	9,727	6.22%
General Fund	13,843,453	13,449,152	12,365,456	12,873,881	508,425	4.11%
Local Option Tax Levy Fund	11,309,033	12,507,768	16,539,414	17,264,665	725,251	4.38%
Motor & Equipment Pool Fund	1,043	38,316	520,622	500,100	(20,522)	-3.94%
Special Revenue Fund	3,241,047	3,332,729	4,078,341	4,022,921	(55,420)	-1.36%
TOTAL	28,516,223	29,466,751	33,660,122	34,827,583	1,167,461	3.47%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
PROGRAMS						
Community Corrections Center & Electronic Supervision	1,601,715	1,806,559	2,521,829	2,262,071	(259,758)	-10.30%
Community Service	208,322	231,078	239,931	243,843	3,912	1.63%
Division Administration	1,409,513	1,469,289	1,658,014	1,780,229	122,215	7.37%
Facility Maintenance	560,540	615,421	654,036	624,921	(29,115)	-4.45%
Inmate Food & Laundry Services	977,123	891,406	1,058,011	1,119,417	61,406	5.80%
Inmate Health Services	3,594,995	3,973,259	4,198,672	4,407,996	209,324	4.99%
Jail Security	17,121,140	17,557,911	19,647,664	20,523,971	876,307	4.46%
Offender Management/inmate Prog	1,445,967	1,429,434	1,794,519	1,870,526	76,007	4.24%
Sheriff's Work Crew	827,086	781,347	882,465	893,780	11,315	1.28%
Treatment & Transition	769,821	711,049	1,004,981	1,100,829	95,848	9.54%
TOTAL EXPENDITURES	28,516,223	29,466,751	33,660,122	34,827,583	1,167,461	3.47%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	156.75	157.75	171.75	171.75	0.00	0.00%

Depart of Public Safety: Corrections

Division Overview

The purpose of the Lane County Sheriff's Office Corrections Division is to protect the community by providing a safe environment to incarcerate and supervise pretrial criminal defendants and sentenced offenders. The sections of the division include security (the main jail) and alternative programs, including the Defender/Offender Management Center (DOMC); the Residential Reentry Center (RRC), the Sheriff's Work Crew (SWC); and Community Services.

Division Goals & Strategic Planning

The Corrections Division contributes to public safety by maintaining a balanced correctional system of institutional and community programs which provide a range of control and rehabilitation options for offenders. Goals for the coming fiscal year include:

- Develop and maintain partnerships with internal and external stakeholders as well as community partners.
- Develop and maintain progressive mental health programming in the Corrections Division. This includes:
 - Adding WellPath Mental Health staff to meet immediate needs of inmates with mental illness with plans to expand to assist up to 240 inmates needing services;
 - Continue to coordinate with Lane County Behavioral Health (LCBH) professionals to assist in jail/court related Oregon State Hospital (OSH) processes.
 - Increase continuity of care for inmates going to and returning from the OSH by incorporating front-end assessments at booking.
- Continue Corrections based Crisis Intervention Training for all staff with an emphasis on mental health crisis events.
- Provide verbal de-escalation training to all deputies who are assigned to work in the jail.
- Continue efficient utilization of existing levy funding to maintain 367 local offender beds.
- Enhance and improve video recording and storage systems in the Corrections Division.
- Continue to develop and maintain a highly trained Special Operations Response Team that effectively responds to community emergencies with a focus on major disturbances within a correctional setting.
- Maintain and monitor Community Corrections Act (CCA) funding levels.
- Continue to research stable funding for a fully staffed Sheriff's Work Crew (SWC) and Residential Reentry Center (RRC) that provide alternative to incarceration options for lower risk offenders and local community treatment options. These programs are vital to transition offenders to Parole and Probation (P&P), Sponsors and other community partners.
- Increase safety and security measures in the jail facility by fully implementing the use of the already installed body scanner designed to detect contraband.

Major Accomplishments & Achievements in FY 18-19

- The amount of time an inmate spends out of their cell was increased to reduce isolation and increase chances for socialization.
- The RRC program continued to collaborate with the Department of Corrections (DOC) and Sponsors to serve male and female DOC inmates with evidence based reentry services during community reintegration.
- The Corrections Division increased staffing to meet increased offender capacity. This was accomplished through Facility Support positions and a second 3-South deputy to meet the needs of the expanding mental health program.
- Continued mental health services and programming has provided more services to a greater number of male and female inmates.

Depart of Public Safety: Corrections

Anticipated Service & Budget Changes for FY 19-20

- The SWC will require some General Fund allocation in order to maintain existing services which reduces the need for jail beds by lower risk offenders and provides services to the community.

Current & Future Service Challenges

- As staffing positions are filled through hiring processes, the logistics of training those who are newly hired remains a challenge. This process requires a minimum of 28 weeks of training on the job and at the academy before a deputy is ready to functionally fill a position.
- Lane County consistently remains the second highest user of beds at the OSH, often using more than double the allotted amount. In collaboration with other state and local agencies, we are exploring mental health crisis intervention/ jail diversion models utilized successfully in other counties to provide alternatives to incarceration of mentally ill persons within the community.
- The Corrections Division must continue an aggressive succession plan for potential leaders due to multiple supervisors and managers retiring in the next 1-4 years.
- Attrition, reassignments and retirements will place a significant emphasis on hiring and training deputy sheriffs.

Capital Projects – Planned and Known Needs

- The current Lane County jail opened in 1979, and has served as the County's primary jail since that time. Since the initial construction, two additions to the jail have occurred increasing the overall size of the facility. We have currently outgrown the design of the building in many ways. The layout of the building is inefficient and not designed for the type of defendants and offenders currently being housed in the jail, creating supervision challenges.
 - The aging jail is increasingly having structural and system failures.
 - An updated jail intake area is needed that would better serve the Booking/Segregation and Medical operations. Most inmates are released from the facility with 24-48 hours. Many of the inmates are placed in these areas during this time. An updated design would provide a more effective and efficient operation.
 - The second floor dorms inmate housing area (96 beds) is not currently being utilized. The types of defendants and offenders routinely lodged require more secure housing than this area is designed to accommodate.
 - The jail is in need of a comprehensive roofing replacement as most of the original roof is leaking and structurally compromised.
 - The jail fire alarm system is obsolete and repair is no longer an option.
 - The four jail elevators are 40-year-old systems, utilized 24/7/365 and have intermittently failed with entrapments of the public, staff and inmates. Repair parts are no longer available.

Department of Public Safety: Police Services

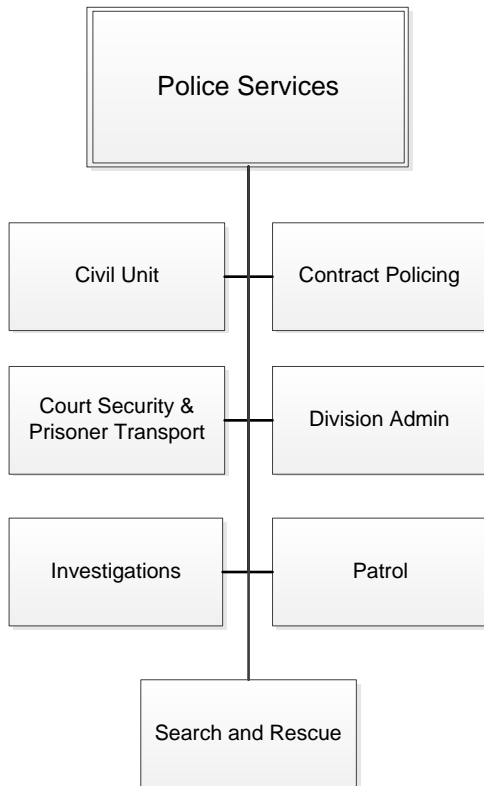
Division Purpose Statement

The Lane County Sheriff's Office Police Services Division provides law enforcement services to the citizens and visitors of Lane County.

Division Locator

Sheriff's Office

*Office of the Sheriff
Administrative
Corrections
Police Services ↙*



Department of Public Safety: Police Services

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Fines, Forfeitures, Penalties	347,844	150,062	80,000	86,000	6,000	7.50%
Property And Rentals	12,056	25,460	0	0	0	0.00%
Federal Revenues	657,484	375,918	643,600	551,760	(91,840)	-14.27%
State Revenues	694,412	651,545	676,419	628,609	(47,810)	-7.07%
Local Revenues	1,565,767	1,653,100	1,692,234	1,977,376	285,142	16.85%
Fees And Charges	470,927	603,730	399,500	341,200	(58,300)	-14.59%
Interest Earnings	7,179	11,274	7,944	13,150	5,206	65.53%
Total Revenue	3,755,669	3,471,089	3,499,697	3,598,095	98,398	2.81%
Fund Transfers	939,170	949,487	1,075,871	1,436,622	360,751	33.53%
TOTAL RESOURCES	4,694,839	4,420,576	4,575,568	5,034,717	459,149	10.03%
EXPENDITURES:						
Personnel Services	9,605,899	9,874,265	10,269,780	10,607,786	338,006	3.29%
Materials & Services	4,007,618	2,725,142	3,417,958	3,525,365	107,407	3.14%
Capital Expenses	34,661	257,000	386,674	338,900	(47,774)	-12.36%
TOTAL EXPENDITURES	13,648,178	12,856,406	14,074,412	14,472,051	397,639	2.83%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	11,657,671	11,000,584	11,249,175	11,509,224	260,049	2.31%
Special Revenue Fund	1,990,507	1,855,823	2,825,237	2,962,827	137,590	4.87%
TOTAL	13,648,178	12,856,406	14,074,412	14,472,051	397,639	2.83%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Civil Unit	424,490	371,501	419,288	412,384	(6,904)	-1.65%
Contract Policing	2,541,487	2,513,284	2,807,334	2,987,688	180,354	6.42%
Court Security/prisoner Transport	1,454,051	1,460,491	1,566,488	1,444,794	(121,694)	-7.77%
Division Administration	1,421,276	617,745	601,763	649,021	47,258	7.85%
Investigations	1,395,952	1,294,127	2,023,543	2,106,348	82,805	4.09%
Patrol	5,991,621	6,167,154	6,110,910	6,271,658	160,748	2.63%
Search & Rescue	419,302	432,106	545,086	600,158	55,072	10.10%
TOTAL EXPENDITURES	13,648,178	12,856,406	14,074,412	14,472,051	397,639	2.83%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	65.50	66.50	66.50	67.50	1.00	1.50%

Department of Public Safety: Police Services

Division Overview

The Lane County Sheriff's Office Police Services Division provides law enforcement services to the citizens and visitors of Lane County. The Sheriff's Office works to protect the lives and property of Lane County visitors and residents by reducing or preventing victimization and responding to emergencies involving life safety, and other calls for police service as allowed by the level of resources available. The Police Services Division provides critical, statutorily mandated services including: Court Security, Prisoner Transport, and Civil Process Service. The Police Services Division also provides:

- Contract law enforcement services for the cities of Creswell and Veneta; Oregon State Marine Board; the Bureau of Land Management (BLM) for public lands under their control; and Oregon State Parks for patrol of sand dune recreation areas on the Oregon coast.
- Advanced skilled investigations from the detectives in the Criminal Investigations Section for crimes against children, homicide, and other serious persons' crimes.
- Tactical response and crisis negotiations for high risk calls from the Special Response Team and Crisis Negotiation Team.
- Search and Rescue response to lost, injured and missing persons.

Division Goals & Strategic Planning

Providing adequate law enforcement services to our residents living in unincorporated Lane County continues to be far out of reach due to ongoing budget restraints. Covering over 4,600 square miles with three deputy sheriffs and a sergeant normally on duty continues a pattern of only being able to respond to the highest priority life safety calls for service.

- An additional five (5) patrol deputy sheriffs are needed just to maintain our response to our current volume of high priority calls for service in the next year; however, adding 5 deputies would still not provide sufficient staffing to respond to all calls for service.
- The Sheriff's Office is currently unable to be the primary investigating agency of fatal crashes on County roads where criminal prosecution is likely to occur due to lack of trained staff and necessary equipment. The Sheriff's Office has identified two deputies who have received crash investigation training; however, finding funding for the necessary equipment remains a challenge.
- Two additional deputy sheriffs (detectives) are needed in order to investigate the most egregious felony property crimes that occur in unincorporated Lane County.

Major Accomplishments & Achievements in FY 18-19

- Four deputy sheriffs completed a 32-40 week training process including police academy and field training, and are now able to work independent of a field training officer.
- The Prisoner Transport Section completed a capital improvement project that added a sliding metal barrier used to increase security by preventing public access and prisoner escape while moving from the vehicle sally port into the secure holding cell area of the Sheriff's Office.
- The Criminal Investigation Section, with four detectives and a sergeant, continues to investigate a high volume of sex crimes, serious assaults, homicides and child abuse cases for our service population of 109,000 people. In comparison, the City of Eugene has 34 FTE and the City of Springfield has 15 FTE assigned to these types of cases. 2017 and early 2018 has seen a dramatic increase in armed robberies and other violent crimes, many associated with the booming marijuana industry.
- Lane County Search and Rescue (SAR) volunteers responded to over 165 calls for service in calendar year 2017 and participated in over 24,000 hours of training, meetings, and public events. The SAR 101 class was attended by 15 new volunteers who successfully completed the minimum Oregon State Sheriffs' Association SAR standards course of 110 hours. SAR currently has 215 mission ready volunteers.

Department of Public Safety: Police Services

- Our Crisis Negotiation Team maintained a multi-agency team, which continues to reduce the burden and cost to the Lane County Sheriff's Office when responding to negotiation callout events.
- The Sheriff's Office administered the Lane Regional Reserve Officer/Deputy Academy, providing more than 300 training hours to each candidate from various law enforcement agencies throughout the County.
- A traffic enforcement overtime grant in the amount of \$25,000 provided for deputies to conduct targeted driving under the influence of intoxicants (DUII) and seatbelt compliance enforcement during high visibility holidays and events. This participation aligns with the County's Transportation Safety Action Plan and the goal of "Toward Zero Deaths."
- A promotion process was held in the winter of 2018 in order to fill two vacant sergeant positions in the division.

Anticipated Service & Budget Changes for FY 19-20

- The Sheriff's Office secured the addition of one (1) FTE Motor Carrier Enforcement Deputy position through an MOU with Public Works which started July 1st, 2019.
- Due to retirements and other personnel moves within the next year, an additional six to nine deputies will need to complete academy and field training to fill vacancies.

Current & Future Service Challenges

- The Police Services Criminal Investigation Section needs an additional detective position dedicated and trained in computer, cell phone and other mobile device forensic examinations. Due to the prolific use of these electronic devices, the examination of a device is frequently a key component in an investigation. The current staffing levels of the Criminal Investigation Section only allow for investigation of the most serious crimes (homicides, child abuse and sexual assault cases). Other crimes, including aggravated felony level property crimes and some significant person crimes are being handled at the patrol officer level, often times not receiving the appropriate level of follow-up necessary for successful prosecution.
- Lane County is experiencing record numbers of traffic fatalities and is currently number one in the state. Due to budget cuts in 2008 and 2012, the Lane County Sheriff's Office has seen an 88 percent reduction in the number of citations issued for dangerous driving behavior. Enforcement is one of the three key components (Education, Enforcement, and Engineering) in reducing traffic fatalities and other significant injury crashes. At our current staffing level, Lane County Sheriff's Office patrol deputies have very little, if any, time for proactive traffic enforcement due to handling emergency calls for service and other mandated patrol functions.
- Due to retirements, promotions, other staff moves and the length of time it takes a patrol deputy to attain solo status, keeping our allocated patrol positions filled has been a challenge. It takes almost a year for a patrol deputy to attend the DPSST Police Academy and complete FTEP (Field Training). We currently have five patrol deputies in various phases of training. Additionally, we have several more patrol deputies at or near retirement age. Due to these factors we anticipate being in a training cycle for the next couple of years.
- Other local Law Enforcement Agencies are actively recruiting our trained and certified deputies. These agencies are offering significant signing bonuses, providing enhanced levels of vacation and sick time bank hours and offering expedited hiring processes to minimize the stress and difficulty of testing for a new job.

Department of Public Safety: Police Services

Capital Projects – Planned and Known Needs

- The Sheriff's Office is in need of a large storage building (approx. 60' X 140') and footprint to house emergency response vehicles and equipment from SAR, Marine Patrol and the Special Response Team. Absent the allocation of money from the Capital Improvement budget, there is no current funding source for this building. The Sheriff's Office currently pays Public Works over \$40,000 dollars annually in rent for covered and/or climate controlled storage areas, which are not large enough to meet our current needs. If an alternate space were to be located, a portion of the current rent could be re-allocated to meet these costs.
- The full upgrade of the SO's UHF and VHF Radio Operations System, including replacement of equipment at the 14 remote tower sites, is needed
- Quantar Replacements are required as a member of the LRIG group. Without this replacement it would not be possible to upgrade the radio system in the future and would not allow compatibility with the future system upgrades.
- Conference Room 175 remodel for more effective use of the space.

Department of Public Safety

DEPARTMENT RESOURCE DETAIL						
	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Curr Bgt	FY 19-20 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
RESOURCE ACCOUNTS						
Current Year Property Tax	8,890,563	9,335,080	13,900,000	16,563,000	2,663,000	19.16%
Prior Years Property Taxes	286,497	236,744	150,000	500,000	350,000	233.33%
In Lieu Of Taxes	8,292	7,530	15,000	10,000	(5,000)	-33.33%
TAXES & ASSESSMENTS	9,185,352	9,579,354	14,065,000	17,073,000	3,008,000	21.39%
Concealed Weapon Permit	382,244	303,090	300,000	250,000	(50,000)	-16.67%
Fireworks Display Permit	499	300	300	300	0	0.00%
LICENSES & PERMITS	382,743	303,390	300,300	250,300	(50,000)	-16.65%
Criminal Fine & Assessment	19,548	19,653	15,000	16,500	1,500	10.00%
Forfeitures Other	348,371	165,001	80,000	86,000	6,000	7.50%
FINES, FORFEITURES, PENALTIES	367,919	184,654	95,000	102,500	7,500	7.89%
Sale Of Capital Assets	40,729	6,600	20,000	10,000	(10,000)	-50.00%
Scrap Metal Sales	2,673	238	0	5,000	5,000	100.00%
Miscellaneous Sales	36,096	60,251	18,150	11,100	(7,050)	-38.84%
Miscellaneous Rent	81,709	53,740	68,000	56,000	(12,000)	-17.65%
PROPERTY AND RENTALS	161,207	120,830	106,150	82,100	(24,050)	-22.66%
Civil Defense Grants	201,047	171,144	18,900	18,000	(900)	-4.76%
Corp Of Engineers	43,617	41,515	44,854	42,354	(2,500)	-5.57%
Child Support Enforcement	17,399	24,903	10,000	10,000	0	0.00%
SAMHSA	0	155,301	211,000	295,400	84,400	40.00%
Bureau of Land Management	217,182	204,837	251,610	250,610	(1,000)	-0.40%
Department Of Justice	319,848	46,387	222,781	230,000	7,219	3.24%
US Marshall	2,076,598	758,972	0	0	0	0.00%
Bureau of Prisons	973,223	836,551	960,000	869,000	(91,000)	-9.48%
Miscellaneous Federal	29,600	29,400	25,000	25,000	0	0.00%
Federal Title III Reimbursements	338,564	151,489	421,800	334,660	(87,140)	-20.66%
FEDERAL REVENUES	4,217,079	2,420,500	2,165,945	2,075,024	(90,921)	-4.20%
ODOT	587,793	91,670	70,000	88,000	18,000	25.71%
Dept Of State Police	1,625	377	40,914	0	(40,914)	-100.00%
Miscellaneous State	270,286	310,363	350,000	300,000	(50,000)	-14.29%
Accident Prevention	25,999	24,218	19,000	20,000	1,000	5.26%
Community Corrections	3,788,776	4,117,326	4,184,471	4,151,898	(32,573)	-0.78%
M57 Supp Transition Funds	0	435,988	435,988	435,988	0	0.00%
Justice Reinvestment	112,501	145,314	113,294	135,074	21,780	19.22%
Dept of Transportation	0	15,972	15,972	16,000	28	0.18%
Local Staff	344,390	316,044	262,659	225,327	(37,332)	-14.21%
Miscellaneous State Revenue	587,635	580,273	521,169	485,000	(36,169)	-6.94%
STATE GRANT REVENUES	5,719,005	6,037,544	6,013,467	5,857,287	(156,180)	-2.60%
Marine Board	467,422	470,684	467,750	437,609	(30,141)	-6.44%
Timber Sales	41,937	62,770	30,000	100,000	70,000	233.33%
Court Fees	71	1,475	1,500	0	(1,500)	-100.00%
Trans. Of Prisoners	6,435	6,637	6,000	6,000	0	0.00%
OTHER STATE REVENUES	515,865	541,565	505,250	543,609	38,359	7.59%
Serbu Endowment Fund	38,715	37,771	35,000	35,000	0	0.00%
LOCAL GRANTS	38,715	37,771	35,000	35,000	0	0.00%

Department of Public Safety

DEPARTMENT RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Eugene	845,825	803,036	1,073,729	1,071,545	(2,184)	-0.20%
Community Law Enforcement	1,540,584	1,638,257	1,665,138	1,950,376	285,238	17.13%
Inmate Housing	353	0	0	0	0	0.00%
Springfield	5,000	32,000	5,000	5,000	0	0.00%
Counties	5,000	5,000	5,000	5,000	0	0.00%
Other Local	471,577	434,906	1,160,400	1,835,306	674,906	58.16%
LOCAL REVENUES	2,868,338	2,913,198	3,909,267	4,867,227	957,960	24.50%
Electronic Supervision Fees	202,606	237,365	225,000	250,000	25,000	11.11%
Fingerprinting Fees	62,596	47,392	50,000	40,000	(10,000)	-20.00%
OLCC Endorsements	4,421	4,585	4,000	4,000	0	0.00%
Vehicle Impound Fees	6,325	12,700	5,000	11,000	6,000	120.00%
Civil Process	388,557	291,019	300,000	275,000	(25,000)	-8.33%
Firearms Transfer Endorsements	815	95	0	0	0	0.00%
Witness Fees	322	378	0	200	200	100.00%
Miscellaneous Svc Charges	1,138,450	1,134,844	1,133,860	1,168,675	34,815	3.07%
Report Fees	14,755	18,852	15,350	20,350	5,000	32.57%
Telephone Calls	103,017	94,930	90,000	75,000	(15,000)	-16.67%
Private Donations	7,515	66,910	30,500	6,000	(24,500)	-80.33%
Commissary & Vending Sales	85,080	84,725	85,500	75,500	(10,000)	-11.70%
Discovery - Police Records	78	112	50	50	0	0.00%
Refunds & Reimbursements	100,155	265,187	101,300	65,200	(36,100)	-35.64%
Cash Over & Under	212	(523)	0	0	0	0.00%
Copier Services	3,360	3,360	3,100	3,340	240	7.74%
Fleet Services	45,000	0	0	0	0	0.00%
Data Processing Services	200,000	0	0	0	0	0.00%
FEES AND CHARGES	2,363,264	2,261,931	2,043,660	1,994,315	(49,345)	-2.41%
Departmental Administration	1,500	9,000	6,500	10,000	3,500	53.85%
Radio-Equipment Replacement	1,000,000	0	0	0	0	0.00%
ADMINISTRATIVE CHARGES	1,001,500	9,000	6,500	10,000	3,500	53.85%
Investment Earnings	324,971	443,356	405,864	537,020	131,156	32.32%
INTEREST EARNINGS	324,971	443,356	405,864	537,020	131,156	32.32%
Transfer Fr General Fund (100)	280,642	373,936	501,196	240,679	(260,517)	-51.98%
Transfer Fr Spec Rev Funds (200)	1,007,098	1,015,655	1,171,970	1,472,178	300,208	25.62%
Transfer Fr Int Svc Fnds (600)	713,318	312,440	700,000	700,000	0	0.00%
FUND TRANSFERS	2,001,058	1,702,032	2,373,166	2,477,857	104,691	4.41%
DEPARTMENT RESOURCES	29,147,017	26,555,126	32,024,569	35,905,239	3,880,670	12.12%

Department of Public Safety

DEPARTMENT EXPENDITURE DETAIL						
EXPENDITURE ACCOUNTS						
Regular Operating Wages	16,951,326	17,888,736	19,623,040	20,647,888	1,024,848	5.22%
Extra Help	273,729	292,704	300,348	263,508	(36,840)	-12.27%
Unclassified Temporary	17,051	58,080	0	0	0	0.00%
Overtime	2,484,930	2,482,587	2,251,704	2,435,588	183,884	8.17%
Reduction Unfunded Vac Liab	370,418	324,199	480,816	520,812	39,996	8.32%
Compensatory Time	87,110	76,513	146,196	115,080	(31,116)	-21.28%
Personal Time	293,406	224,536	246,248	230,892	(15,356)	-6.24%
Risk Management Benefits	638,992	644,186	559,875	482,510	(77,365)	-13.82%
Social Security Expense	1,252,177	1,305,787	1,424,792	1,495,570	70,778	4.97%
Medicare Insurance Expense	295,055	307,044	333,503	350,078	16,575	4.97%
Unemployment Insurance (State)	53,585	29,279	33,745	35,353	1,608	4.77%
Workers Comp	58,138	62,471	68,787	72,327	3,540	5.15%
Disability Insurance - Long-term	108,163	99,467	160,985	169,236	8,251	5.13%
PERS - OPSRP Employer rate	2,691,382	3,307,948	3,528,838	4,108,299	579,461	16.42%
PERS Bond	1,545,532	1,478,559	1,637,490	1,723,100	85,610	5.23%
PERS - 6% Pickup	1,160,116	1,199,518	1,356,092	1,429,297	73,205	5.40%
Health Insurance	4,784,131	4,874,750	5,374,802	5,469,995	95,193	1.77%
Dental Insurance	350,474	370,152	396,515	406,615	10,100	2.55%
EE Assistance Pgm	4,346	4,583	6,880	7,038	158	2.30%
Life Insurance	86,888	87,209	108,634	111,358	2,724	2.51%
Flexible Spending Admin	3,970	4,184	3,481	3,560	79	2.27%
Disability Insurance - Short Term	9,133	9,630	10,361	10,598	237	2.29%
Deferred Comp Employer Contrib	82,261	88,855	76,897	86,730	9,833	12.79%
Retiree Medical	675,798	605,131	653,458	686,623	33,165	5.08%
FMLA Administration	7,119	7,505	10,602	10,908	306	2.89%
PERSONNEL SERVICES	34,285,231	35,833,613	38,794,089	40,872,963	2,078,874	5.36%
Professional & Consulting	5,107,506	5,283,893	5,874,915	5,918,220	43,305	0.74%
Public Safety Services	0	5,277	100	0	(100)	-100.00%
Intergovernmental Agreements	111,839	225,813	313,580	137,465	(176,115)	-56.16%
Agency Payments	838,729	731,321	1,021,961	1,086,423	64,462	6.31%
Motor Fuel & Lubricants	17,294	23,292	33,650	27,200	(6,450)	-19.17%
Automotive Equipment Parts	37,666	7,792	18,550	33,700	15,150	81.67%
Tires	2,266	2,056	0	2,000	2,000	100.00%
Machinery & Equipment Parts	9,422	22,247	21,800	21,900	100	0.46%
Helicopter Expense	65,911	17,204	290,599	372,042	81,443	28.03%
Refuse & Garbage	25,336	29,494	37,250	34,500	(2,750)	-7.38%
Spec Handling & Haz Waste Disp	169	136	0	0	0	0.00%
Light, Power & Water	507,325	495,440	502,683	486,950	(15,733)	-3.13%
Telephone Services	182,638	177,328	229,510	239,120	9,610	4.19%
General Liability	409,664	543,286	492,625	529,896	37,271	7.57%
Vehicle Preventive Maintenance	2,216	2,029	7,302	4,450	(2,852)	-39.06%
Vehicle Repair	33,195	37,023	46,500	47,500	1,000	2.15%
Maintenance of Equipment	35,962	73,315	58,700	73,800	15,100	25.72%
Maintenance of Structures	343,692	31,300	103,400	103,800	400	0.39%
Maintenance of Grounds	7,273	13,532	6,000	4,000	(2,000)	-33.33%
Maintenance Agreements	366,901	612,210	634,795	782,240	147,445	23.23%
Operating Licenses & Permits	18,317	3,100	5,800	3,500	(2,300)	-39.66%
External Equipment Rental	16,140	14,740	25,610	17,760	(7,850)	-30.65%
External Vehicle Rental	15	525	500	600	100	20.00%
Real Estate & Space Rentals	223,505	307,404	208,920	332,095	123,175	58.96%
Fleet Services Rentals	1,176,421	973,140	919,458	1,046,361	126,903	13.80%
Copier Charges	24,763	26,275	32,208	27,870	(4,338)	-13.47%

Department of Public Safety

DEPARTMENT EXPENDITURE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Mail Room Charges	29,315	23,717	26,300	25,200	(1,100)	-4.18%
License Replacement	0	0	0	82,815	82,815	100.00%
Indirect/Technology Serv	1,221,904	1,305,857	1,378,555	1,529,909	151,354	10.98%
Infrastructure Replacement	0	0	14,640	56,058	41,418	282.91%
County Indirect Charges	3,077,143	3,195,527	3,243,929	3,005,435	(238,494)	-7.35%
Direct/Technology Serv	341,266	377,735	303,883	203,992	(99,891)	-32.87%
Dept Support/Direct	1,500	9,000	6,500	10,000	3,500	53.85%
PC Replacement Services	91,560	75,000	84,250	84,050	(200)	-0.24%
Office Supplies & Expense	35,097	30,900	34,800	35,450	650	1.87%
Membrshp/Professionl Licenses	9,185	8,510	9,130	9,200	70	0.77%
Printing & Binding	19,191	23,136	23,600	24,350	750	3.18%
Advertising & Publicity	11,409	17,663	16,110	11,200	(4,910)	-30.48%
Photo/Video Supplies & Svcs	7,941	49,274	25,800	27,350	1,550	6.01%
Postage	5,514	10,497	1,750	3,550	1,800	102.86%
Radio/Communic Supplies & Svcs	2,748,550	846,575	1,813,030	2,134,460	321,430	17.73%
DP Supplies And Access	185,801	32,085	31,800	29,500	(2,300)	-7.23%
DP Equipment	234,226	11,087	117,272	122,450	5,178	4.42%
Printer & Copier Expenses	0	16,293	21,000	20,500	(500)	-2.38%
Small Tools & Equipment	304,940	197,935	353,518	261,103	(92,415)	-26.14%
Library - Serials & Conts	36,790	85,344	73,503	110,860	37,357	50.82%
Institutional Supplies	93,355	44,237	139,230	72,900	(66,330)	-47.64%
Food	71,978	81,883	156,127	93,100	(63,027)	-40.37%
Clothing	12,638	18,251	16,300	21,000	4,700	28.83%
Bedding & Linens	81,987	8,741	18,000	18,000	0	0.00%
Kitchen & Dining Supplies	6,767	7,858	11,525	10,825	(700)	-6.07%
Clothing & Personal Supplies	82,247	89,588	95,174	99,821	4,647	4.88%
Search & Rescue Supplies	6,905	3,120	8,400	8,400	0	0.00%
Safety Supplies	46,750	50,838	67,961	59,360	(8,601)	-12.66%
Janitorial Supplies	66,625	73,196	66,200	71,275	5,075	7.67%
Agricultural Supplies	1,373	209	300	0	(300)	-100.00%
Building Materials Supplies	11,647	16,579	14,450	12,850	(1,600)	-11.07%
Electrical Supplies	17,246	12,377	21,100	12,850	(8,250)	-39.10%
Medical Supplies	5,301	11,109	19,150	11,250	(7,900)	-41.25%
Stores Inventory	11,621	18,478	13,500	8,000	(5,500)	-40.74%
Business Expense & Travel	9,077	11,450	16,200	17,950	1,750	10.80%
Awards & Recognition	18,960	11,058	93,119	105,455	12,336	13.25%
Outside Education & Travel	160,973	184,580	373,814	355,170	(18,644)	-4.99%
County Training Classes	1,532	1,580	12,000	7,575	(4,425)	-36.88%
Training Services & Materials	103,819	76,458	95,440	94,000	(1,440)	-1.51%
Tuition Reimbursement	11,187	32,573	23,500	20,000	(3,500)	-14.89%
Miscellaneous Payments	70,235	38,040	535,127	704,714	169,587	31.69%
Parking	912	10,940	11,700	18,600	6,900	58.97%
MATERIALS & SERVICES	18,818,634	16,778,449	20,274,103	20,943,919	669,816	3.30%
Equipment Attachments	(18,817)	0	0	0	0	0.00%
Vehicles	169,066	81,569	1,089,500	365,000	(724,500)	-66.50%
Law Enforcement Equipment	0	302,000	146,574	173,900	27,326	18.64%
Communications Equipment	296,456	0	3,381,005	3,533,442	152,437	4.51%
Data Processing Equipment	0	0	552,158	448,442	(103,716)	-18.78%
Machinery & Equipment	9,378	177,631	0	0	0	0.00%
CAPITAL OUTLAY	456,083	561,200	5,169,237	4,520,784	(648,453)	-12.54%

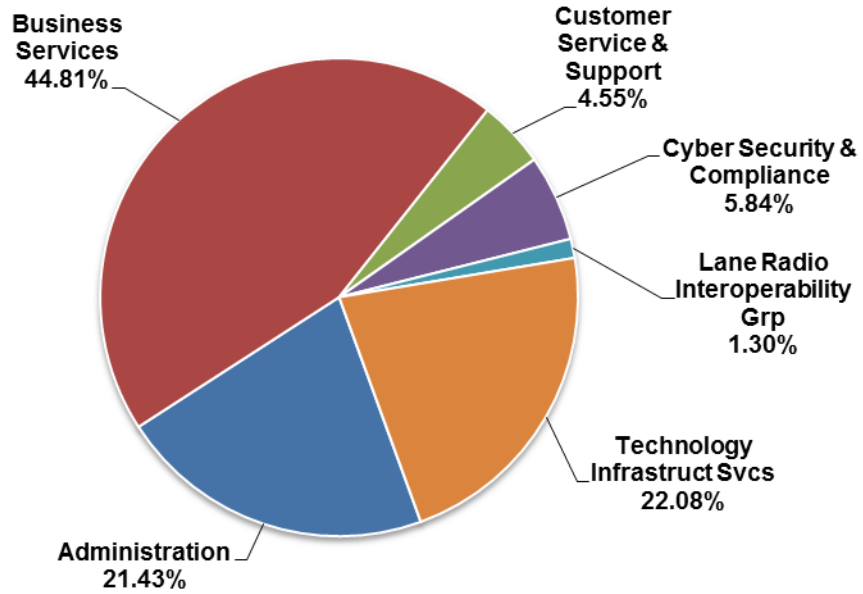
Department of Public Safety

DEPARTMENT EXPENDITURE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Construction Management	0	0	86,521	66,400	(20,121)	-23.26%
Improvements	0	13,478	0	0	0	0.00%
CAPITAL PROJECTS	0	13,478	86,521	66,400	(20,121)	-23.26%
DEPARTMENT EXPENDITURES	53,559,947	53,186,741	64,323,950	66,404,066	2,080,116	3.23%

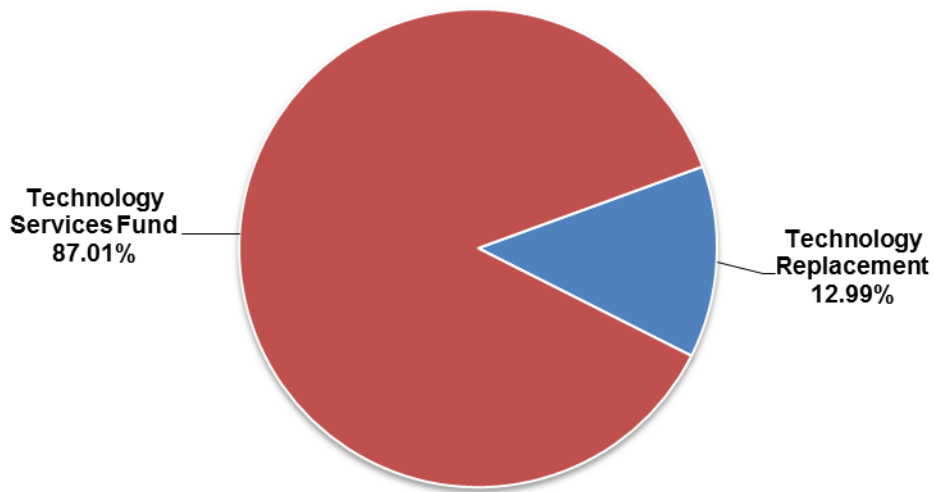
Department of Technology Services

FY 19-20 Adopted Expenditures: \$15,408,379

FY 19-20 Expenditures by Division



FY 19-20 Expenditures by Fund



Michael Finch
Technology Services Director
541-682-4232

Technology Services

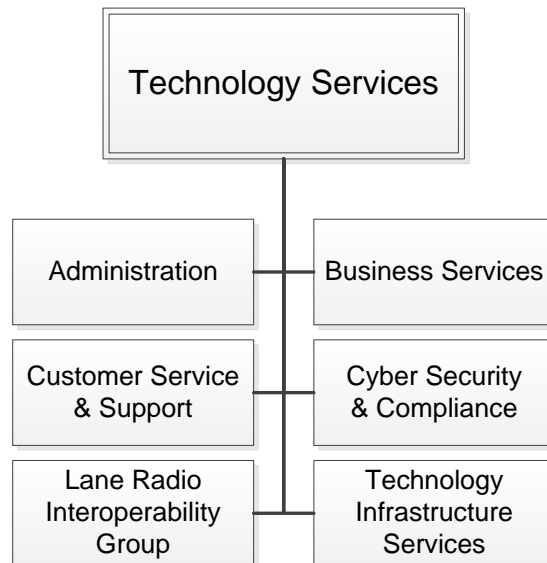
Department Purpose & Overview

The Mission of the Technology Services (TS) Department is to leverage technology to improve lives. In addition to serving internal customers, TS hosts Regional Technology Infrastructure Services, serving local cities and other partners with shared datacenter, networking and application services. TS budgets within two Internal Service Funds: Technology Services Fund and the Technology Replacement Fund.

The Technology Services Fund is made up of six divisions:

- The Administration Division provides administrative support for the TS Department.
- The Business Services Division is made up of three dedicated teams that cohesively provide business analysis, project management, application and desktop support. The three teams are structured by business area including Lane (Departments: CAO, CC, HR), Land (Departments: A&T, PW), and Law/Life (Departments: SO, DA, HHS) while still ensuring cross-team communities of practice are maintained.
- The Cyber Security and Compliance Division provides education on security and policy issues, ensures compliance with federal security mandates, and manages access to technology infrastructure.
- The Customer Service and Support Division provides the management of the Lane County and Regional Technology Service Desks, as well as assisting customers with procurement, setup and support of desktop computers, software, peripherals, mobile devices, print services, and related technology.
- The Lane Radio Interoperability Group Division manages a trunked radio system for a consortium of public safety, public works, and public utility agencies.
- The Technology Infrastructure Services Division maintains and administers Lane County's computer networks and systems including analysis, development and implementation of engineering-related projects.

The Technology Replacement Fund includes programs for Personal Computer (PC), Infrastructure, License Replacements, and Telecom, as well as the Lane County Copier Program.



Technology Services

Technology Services Goals & Strategic Planning

The TS Department is currently in year 2 of a department strategic plan for fiscal years 2018-2021 based on the foundation laid by the Lane County Strategic Plan. It centers on how technology can assist the County in responsibly managing limited resources to deliver vital, community-centered services with passion, drive and focus. The TS Department's mission is to leverage technology to improve lives. The Department keeps this mission in the forefront as we deliver technology in alignment with the County's strategic priorities.

Areas of Focus

In Fiscal Year 19-20, TS will be focusing on customer alignment initiatives. In an effort to enhance customer alignment we will keep a steady focus of the below initiatives.

- Infrastructure/Data Recovery
- Customer Service/Alignment
- Data Analytics

Partnerships

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

Other partnerships include:

- University of Oregon 3PM – Open Data Study
- Technology Association of Oregon (TAO) – Lunch and Learn
- Eastern Counties – Taxation software support
- The Oregon Association of Government Information Technology Management
- LCOG Cooperative Project Agreement
- Regional PeopleSoft group
- Public Agency Network
- Regional Fiber Consortium

Major Accomplishments & Achievements in FY 18-19

- Upgraded and configured network hardware in support of new VoIP telecommunications system
- Established a Lane County Data Governance Committee to foster streamlined processes, remove bottlenecks and create a rich culture of data sharing in Lane County
- Formed Business Intelligence and, through attrition, added a TS resource specifically experienced in data analytics
- Office 365 Installation and Deployment
- Camp 99 Technical Assistance
- Emergency Operations Center support for snowstorm. Including the creation of a new electronic form for public agency disaster cost tracking
- Implemented first phase of enhanced, in region, Disaster Recovery option for critical services
- Replaced Lane County virtual hosting hardware prior to end of life/end of support

Technology Services

- Reestablished TS Steering Committee

Anticipated Service & Budget Changes for FY 19-20

- Reduced Regional revenue as Technology needs change throughout the Region
- Increased personnel costs due to PERS rate increase, market adjustments and COLAs
- Software maintenance agreements that are Lane County Department specific have moved from the TS Budget to the individual Department's Budgets
- The TS Department has undergone a reorganization and has done so without major budget or staffing changes

Current & Future Service Challenges

TS is working to keep resource and service levels as flat as possible despite a strong economy and growth in some service areas in the County. TS's ability to maintain service levels, project timelines and maintenance are being impacted by challenges including:

- Security – increased threats and compliance requirements.
- Growth in department business needs including Public Works and Health & Human Services
- Growth in number of services supported by TS
- Growth in number of devices supported by TS

Capital Projects – Planned and Known Needs

Pre-Planning Stage:

- TS Remodel – Administration Division
- InsideLane Replacement – Business Services Division
- IT Service Management System – Customer Service & Support
- Security Information & Event Management System – Cyber Security & Compliance Division
- Network Infrastructure - Technology Infrastructure Systems Division
- In Region Disaster Recovery - Technology Infrastructure Systems Division
- Data Backup & Restore - Technology Infrastructure Systems Division

Technology Services

DEPARTMENT FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Property And Rentals	58,259	2,773	0	0	0	0.00%
Federal Revenues	48,514	26,579	0	0	0	0.00%
Local Revenues	2,226,209	1,859,488	1,894,170	1,753,284	(140,886)	-7.44%
Fees And Charges	10,169,402	10,861,880	11,296,959	13,148,012	1,851,053	16.39%
Administrative Charges	746,936	743,281	810,969	949,228	138,259	17.05%
Interest Earnings	37,090	56,876	7,059	14,229	7,170	101.57%
Total Revenue	13,286,410	13,550,878	14,009,157	15,864,753	1,855,596	13.25%
Interfund Loans	0	700,000	973,430	0	(973,430)	-100.00%
Fund Transfers	432,594	10,682	0	0	0	0.00%
TOTAL RESOURCES	13,719,004	14,261,561	14,982,587	15,864,753	882,166	5.89%
EXPENDITURES:						
Personnel Services	8,599,964	8,559,544	8,936,196	9,356,350	420,154	4.70%
Materials & Services	3,974,966	4,521,422	5,356,794	4,247,029	(1,109,765)	-20.72%
Capital Expenses	298,594	1,111,055	1,929,332	1,805,000	(124,332)	-6.44%
TOTAL EXPENDITURES	12,873,523	14,192,021	16,222,322	15,408,379	(813,943)	-5.02%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Technology Replacement	334,372	1,044,915	2,973,930	2,022,179	(951,751)	-32.00%
Technology Services Fund	12,539,151	13,147,106	13,248,392	13,386,200	137,808	1.04%
TOTAL	12,873,523	14,192,021	16,222,322	15,408,379	(813,943)	-5.02%

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Administration	1,419,490	2,174,460	4,140,825	3,271,407	(869,418)	-21.00%
Business Services	5,424,158	5,867,255	5,839,076	6,942,458	1,103,382	18.90%
Customer Service & Support	1,856,369	1,715,522	1,886,228	723,188	(1,163,040)	-61.66%
Cyber Security & Compliance	613,943	629,130	677,710	915,354	237,644	35.07%
Lane Radio Intrprblty Group	0	171,844	183,683	202,736	19,053	10.37%
Technology Infra Srvs	3,559,563	3,633,810	3,494,800	3,353,236	(141,564)	-4.05%
TOTAL EXPENDITURES	12,873,523	14,192,021	16,222,322	15,408,379	(813,943)	-5.02%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	69.75	69.75	66.25	66.25	0.00	0.00%

Technology Services

DEPARTMENT POSITION LISTING	
<p>Administration</p> <ul style="list-style-type: none"> 1.00 Accounting Clerk 2 1.00 Dept Director (IS, HR, OPs) 1.00 Management Analyst 1.00 Manager 1.00 Office Assistant 2 1.00 Office Assistant, Sr <hr style="width: 100%;"/> <p>6.00 Division FTE Total</p>	<p>Cyber Security & Compliance</p> <ul style="list-style-type: none"> 2.00 Sr. System Administrator 1.75 Info Technology Specialist 2 1.00 Manager <hr style="width: 100%;"/> <p>4.75 Division FTE Total</p>
<p>Business Services</p> <ul style="list-style-type: none"> 9.00 Sr Programmer & System Analyst 1.00 Cartographer/GIS Specialist 1.00 Database Administrator 2.00 Database Administrator, Sr 2.00 Engineering Analyst 2.00 Info Services Project Manager 4.00 Info Technology Specialist 2 2.00 IS Project Manager, Sr 4.00 Manager 4.00 Programmer Analyst 2 0.50 Sr Programmer & System Analyst - TEMP 1.00 Sr. Management Analyst 3.00 Sr. System Administrator 1.00 Technical Specialist <hr style="width: 100%;"/> <p>36.50 Division FTE Total</p>	<p>Lane Radio Interoperability Group</p> <ul style="list-style-type: none"> 1.00 Manager <hr style="width: 100%;"/> <p>1.00 Division FTE Total</p>
<p>Customer Service & Support</p> <ul style="list-style-type: none"> 2.00 Info Technology Specialist 1 2.00 Info Technology Specialist 2 1.00 Sr. System Administrator <hr style="width: 100%;"/> <p>5.00 Division FTE Total</p>	<p>Technology Infrastructure Services</p> <ul style="list-style-type: none"> 3.00 Info Technology Specialist 2 1.00 Manager 4.00 Sr. Network Administrator 4.00 Sr. System Administrator 1.00 System/Network Architect <hr style="width: 100%;"/> <p>13.00 Division FTE Total</p>
<hr style="width: 100%;"/> <p>66.25 Department FTE Total</p>	

Administration

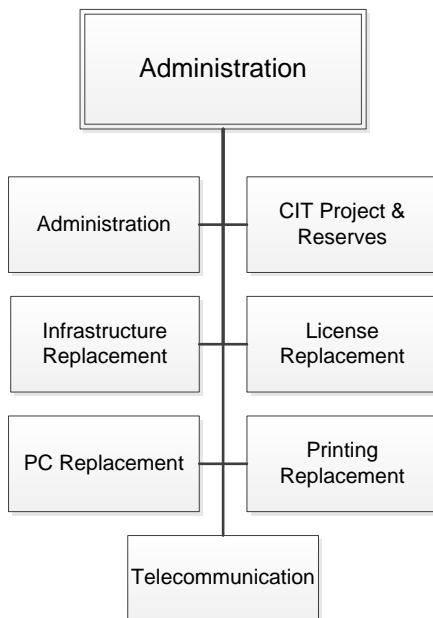
Division Purpose Statement

The Administration Division supports Technology Services Department staff and the operation of the Department.

Division Locator

Technology Services

*Administration ◀
Business Services
Customer Service & Support
Cyber Security & Compliance
Lane Radio Interoperability Group
Technology Infrastructure Services*



Administration

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Local Revenues	197,215	13,500	15,500	10,000	(5,500)	-35.48%
Fees And Charges	561,542	1,317,532	1,327,614	2,754,324	1,426,710	107.46%
Administrative Charges	746,936	743,281	810,969	949,228	138,259	17.05%
Interest Earnings	37,090	56,876	7,059	14,229	7,170	101.57%
Total Revenue	1,542,784	2,131,189	2,161,142	3,727,781	1,566,639	72.49%
Interfund Loans	0	700,000	973,430	0	(973,430)	-100.00%
Fund Transfers	432,594	10,682	0	0	0	0.00%
TOTAL RESOURCES	1,975,378	2,841,872	3,134,572	3,727,781	593,209	18.92%
EXPENDITURES:						
Personnel Services	787,232	696,301	715,159	766,352	51,193	7.16%
Materials & Services	410,626	705,178	1,521,333	725,055	(796,278)	-52.34%
Capital Expenses	221,632	772,981	1,904,333	1,780,000	(124,333)	-6.53%
TOTAL EXPENDITURES	1,419,490	2,174,460	4,140,825	3,271,407	(869,418)	-21.00%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Technology Replacement	334,372	1,044,915	2,973,930	2,022,179	(951,751)	-32.00%
Technology Services Fund	1,085,118	1,129,545	1,166,895	1,249,228	82,333	7.06%
TOTAL	1,419,490	2,174,460	4,140,825	3,271,407	(869,418)	-21.00%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Administration	876,957	799,217	919,016	949,228	30,212	3.29%
Cit Projects & Reserves	208,161	330,328	247,879	300,000	52,121	21.03%
Infrastructure Replacement	24,052	5,280	604,206	371,750	(232,456)	-38.47%
License Replacement	26,738	357	649,428	425,000	(224,428)	-34.56%
Pc Replacement	283,583	237,737	351,374	370,429	19,055	5.42%
Printing Replacement	0	112,939	468,576	350,000	(118,576)	-25.31%
Telecommunications	0	688,603	900,346	505,000	(395,346)	-43.91%
TOTAL EXPENDITURES	1,419,490	2,174,460	4,140,825	3,271,407	(869,418)	-21.00%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	6.00	6.00	6.00	6.00	0.00	0.00%

Administration

Division Overview

The Administration Division's mission is to provide exceptional support to TS. The Division performs tasks and completes processes associated with budget, accounts receivable, accounts payable, payroll, purchasing, inventory as well as program administration and reporting for the Lane County PC replacement, infrastructure replacement, license replacement, telecommunication and printing replacement programs. The Division communicates and coordinates both internally with TS Department staff, and externally with County and Regional customers and vendors.

Division Goals & Strategic Planning

The Division's goals align with the People and Partnerships goal of the Lane County Strategic Plan by focusing on an inclusive work environment that has a deep commitment to delivering value and service to the residents of Lane County, including Lane County employees. The Division is also passionate about the TS Strategic Priorities, especially as they relate to Customer Service and Communication.

Major Accomplishments & Achievements in FY 18-19

- Worked closely with the Lane County Budget Office and Lane County Central Finance to develop a Service Level budget in TS. This effort will result in a new reconciliation method.
- Continued effort to revisit Administration Processes and Procedures to ensure the best Customer Service experience and to utilize our limited staff to its fullest.
- Collaborated closely with Central Finance, the Budget Office and Public Works to facilitate the interfund loan for the Countywide Telecommunications System.
- Assisted the TS Management Team by publishing the TS Department Expectations on the Lane County Learning Software to ensure that each TS employee has access to, and signs off on, the TS Department Expectations each year

Anticipated Service & Budget Changes for FY 19-20

The Administration Division does not anticipate any changes in service delivery. Operations will continue as is by providing services to our current customer base, including Lane County Departments and External Agencies with consistent staffing levels.

Current & Future Service Challenges

The Administration Division will be impacted due to sharing management resources for oversight of both the Administration Division and the TS Customer Service & Support Division. There will be additional Administration effort needed to support the new Countywide Telecommunications system – including working with Central Finance to share the responsibilities of the fiscal administration as well as Countywide billing. The Division will use existing resources to absorb this added responsibility and will continue to focus on process improvement and cross-training to balance other priorities.

Capital Projects – Planned and Known Needs

TS Remodel

- The TS Department has not been remodeled in over 15 years and it is important that our teams are more centrally located. The Technology Services Fund currently has \$300,000 in reserves for the aspects of the remodel that will be the responsibility of TS such as cubicles, desks, conference room needs and other department specific costs related to a remodel.

Business Services

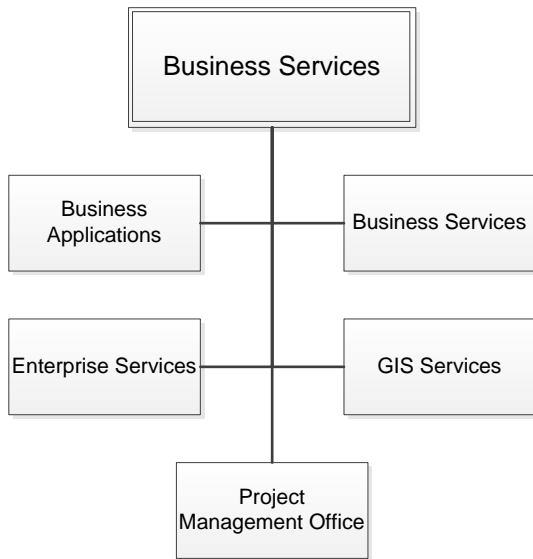
Division Purpose Statement

The Business Services Division provides management, application and desktop support for Lane County departments

Division Locator

Technology Services

*Administration
Business Services ◀
Customer Service & Support
Cyber Security & Compliance
Lane Radio Interoperability Group
Technology Infrastructure Services*



Business Services

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Property And Rentals	58,259	2,773	0	0	0	0.00%
Federal Revenues	0	5,960	0	0	0	0.00%
Local Revenues	352,766	411,160	439,942	342,531	(97,411)	-22.14%
Fees And Charges	5,520,008	5,144,514	5,275,649	6,599,927	1,324,278	25.10%
Total Revenue	5,931,033	5,564,408	5,715,591	6,942,458	1,226,867	21.47%
TOTAL RESOURCES						
EXPENDITURES:						
Personnel Services	3,875,786	3,867,303	3,955,045	5,178,624	1,223,579	30.94%
Materials & Services	1,548,372	1,880,583	1,859,032	1,738,834	(120,198)	-6.47%
Capital Expenses	0	119,369	24,999	25,000	1	0.00%
TOTAL EXPENDITURES	5,424,158	5,867,255	5,839,076	6,942,458	1,103,382	18.90%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Technology Services Fund	5,424,158	5,867,255	5,839,076	6,942,458	1,103,382	18.90%
TOTAL	5,424,158	5,867,255	5,839,076	6,942,458	1,103,382	18.90%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Business Applications	1,811,580	1,835,235	1,825,983	0	(1,825,983)	-100.00%
Business Services	0	0	0	6,942,458	6,942,458	100.00%
Enterprise Applications	1,975,000	2,181,443	2,245,824	0	(2,245,824)	-100.00%
GIS Services	863,235	1,072,232	915,340	0	(915,340)	-100.00%
Project Management Office	774,343	778,345	851,929	0	(851,929)	-100.00%
TOTAL EXPENDITURES	5,424,158	5,867,255	5,839,076	6,942,458	1,103,382	18.90%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	32.00	32.00	29.50	36.50	7.00	23.73%

Business Services

Division Overview

Business Services combines the strengths of the former TS Divisions of Project Management, Business Applications, Enterprise Applications and most of Desktop Support into a single division with three customer focused teams.

The Business Services Division provides support for Lane County and its Departments:

- Lane Team: Supports Countywide and Central Services
- Land Team: Supports Public Works and Assessment & Taxation for Lane County as well as three partner counties. Provides Countywide GIS and Business Intelligence/Data Analytics Services. Also supports GIS Services to partner cities and counties in Oregon.
- Law/Life Team: Supports the Sheriff's Office, District Attorney's Office and Health and Human Services. Also Provides Telecommunications and Mobile Device Management Services.

Division Goals & Strategic Planning

The mission of the Business Services Teams is to more closely align our services with our customers. This includes the incorporation of Business Analysis to better understand and remain connected to our customer's and their technology needs and priorities.

Goals

- Establish Business Analyst relationships & methodologies with our department customers
- Partner with our customers to innovate & support technology use in their businesses that delivers the best value. An example is implementing a new Asset Management system for Public Works.
- Expand adoption of data driven decision making across Lane County through business Intelligence and dashboards such as providing Public Works with tools for analysis of their budget data
- Expand the rollout of Windows 10
- Deploy Office 365 as the County's standard Office productivity tools

Major Accomplishments & Achievements in FY 18-19

Lane Team:

- Historical Elections information published online
- Kicked-off of an enterprise wide rollout of Windows 10
- Completed a Countywide print server migration
- Migrated to a new anti-virus system to meet government security compliance
- Created a public dashboard for the County's internal workforce audit
-
- ePerformance technical implementation
- Hired first dedicated resource for Business Intelligence

Land Team:

- GIS supported the County's operational efforts for Camp 99 and the February snow storm
- Expanded Public Works' use of GIS operation dashboards
- Created a Lane County Parks atlas for new Parks Master Plan
- Riparian Vegetation Assessment Analysis project for Waste Management
- Continued mobilization of public online services, adding the Public Works fleet auction and engineering plan center
- Added business intelligence performance dashboards to Assessment & Taxation's tracking of property assessments.

Business Services

Law/Life Team:

- Clinical data warehouses were created to support Health and Human Services use of data analytics.
- Implementation of a new Countywide Telecommunications System.
- Successful upgrade of the DA's office Karpel Software System.
- Continued involvement in Tableau Software License Administration.
- Relationships between the Law/Life customers and the internal TS staff and management continue to strengthen.

Anticipated Service & Budget Changes for FY 19-20

- Land Team external revenue will be reduced as Gilliam County leaves the Assessment & Taxation support partnership in 2019.
- The Land Team expects to add an additional county to the Property Account Portal partnership. The impact to TS resources is expected to be minimal and the added funding will add to the security of supporting this service.
- GIS and Data Analytics are changing to a Countywide funded model (previously funded by specific Departments only) as these services experience growth and are more commonly used and shared across County Departments.
- The Lane County Telecommunications system will now be administered in the TS Department with significant involvement from the Business Services staff.

Current & Future Service Challenges

The Land Team currently supports three eastern counties for Assessment & Taxation system support. As Gilliam County leaves the partnership, planning work needs to begin on sun-setting the partnership to address stability and costs for both Lane County and the remaining partners.

As part of the business intelligence strategic goal, a PeopleSoft Senior Programmer/Analyst position from the Lane Team was repurposed as a resource dedicated to data visualizations and dashboards. As a result, our ability to provide timely and quality service to PeopleSoft needs has decreased.

Capital Projects – Planned and Known Needs

InsideLane Replacement

- InsideLane is Lane County's intranet and portal and is approaching 16 years in age. As technology continues to evolve, InsideLane becomes less compatible, more vulnerable to threats and more difficult to support. The technology industry has made many advances in the area of intranets and portals and there is a better understanding of how to maximize the value of internal information and content. A successful InsideLane replacement will help our staff be successful in achieving their strategic goals. The cost of this effort is likely to exceed \$100,000 with the potential for increased on-going maintenance costs. This cost will be passed on to the Lane County departments as an addition to their current TS charges.

Customer Service & Support

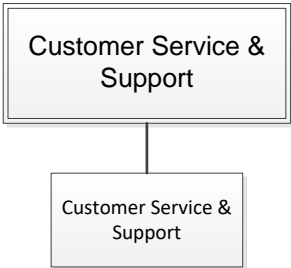
Division Purpose Statement

Customer Services and Support manages the service desks for Lane County and Regional customers and assists customers with procurement, desktop computers, print services, mobile devices and peripherals

Division Locator

Technology Services

- Administration*
- Business Services*
- Customer Service & Support* ◀
- Cyber Security & Compliance*
- Lane Radio Interoperability Group*
- Technology Infrastructure Services*



Customer Service & Support

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Federal Revenues	5,472	0	0	0	0	0.00%
Local Revenues	70,914	73,169	81,564	55,387	(26,177)	-32.09%
Fees And Charges	1,661,757	1,731,001	1,762,225	667,801	(1,094,424)	-62.10%
Total Revenue	1,738,143	1,804,170	1,843,789	723,188	(1,120,601)	-60.78%
TOTAL RESOURCES	1,738,143	1,804,170	1,843,789	723,188	(1,120,601)	-60.78%
EXPENDITURES:						
Personnel Services	1,466,563	1,448,672	1,540,110	590,600	(949,510)	-61.65%
Materials & Services	389,806	266,850	346,118	132,588	(213,530)	-61.69%
TOTAL EXPENDITURES	1,856,369	1,715,522	1,886,228	723,188	(1,163,040)	-61.66%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Technology Services Fund	1,856,369	1,715,522	1,886,228	723,188	(1,163,040)	-61.66%
TOTAL	1,856,369	1,715,522	1,886,228	723,188	(1,163,040)	-61.66%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Customer Service & Support	1,856,369	1,715,522	1,886,228	723,188	(1,163,040)	-61.66%
TOTAL EXPENDITURES	1,856,369	1,715,522	1,886,228	723,188	(1,163,040)	-61.66%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	12.75	11.75	11.75	5.00	(6.75)	-57.45%

Customer Service & Support

Division Overview

The Customer Service and Support (CSS) Division provides the management of the Lane County and Regional Technology Service Desks, as well as assisting customers with procurement, setup and support of desktop computers, peripherals, mobile devices, print services, and related technology. This division was previously the Desktop Support Division (DSS) which included additional staff for desktop support/field services. In an effort to enhance the customer experience, DSS is split into the Service Desk, Technology Replacement and Field Services Teams. The Service Desk and Technology Replacement Team, consisting of 5 FTE, now makes up the CSS Division, and the Field Services Team and remainder of the DSS Division were absorbed into the new Business Services Division. This change was accomplished using current TS staffing levels.

Division Goals & Strategic Planning

The CSS Division's main focus is to provide Service Desk and Technology Replacement services for TS customers in Lane County, the Region and also within the TS Divisions. Countywide License Administration also resides in this division. CSS will be an integral part of the TS Strategic Priority of Setting standards for the IT services we provide that meet or exceed our customer's expectations. The majority of TS work orders and communications route through the CSS Division which means we are in a unique position to aggregate common issues and trends that may lead to larger underlying issues that can be addressed with TS key staff and management. We also have the privilege to be the friendly and helpful voice on the phone when County employees are in need of technical support while they provide valuable services to our community. With excellent innovation and communication with our customers and fellow TS staff, we will enhance the overall TS customer experience and the overall effectiveness of Lane County as a whole.

Major Accomplishments & Achievements in FY 18-19

- Participated in a reorganization to bring the TS Service Desk and TS Technology Replacement staff into one division to enhance efficiencies in the teams.
- Moved the physical location of the Service Desk to a more customer accessible location in the main TS entrance lobby.
- Focused efforts on getting more current with the County PC replacement cycle.
- Continued enhancements and process improvements in the County Copier Replacement Program.
- Assumed added user security administration tasks in an effort to collaborate with the Cyber Security and Compliance Division.

Anticipated Service & Budget Changes for FY 19-20

Even with the major structural changes that the CSS division is involved in, the division itself does not have any anticipated service and budget changes. The changes detailed above are implemented using existing staff and managerial levels.

Current & Future Service Challenges

- As with any reorganization, we anticipate opportunities for improvement and the need to be agile through this process and look forward to this transformation.
- The CSS division will now be managed by the current Administrative Services Manager. With additional responsibilities, flexibility and communication to ensure the proper support will be needed to make this approach successful and a value add to Lane County.
- There will be emphasis placed on the continued communication between TS Divisions as the Field Services staff are now in separate Divisions. The formation of Communities of Practice Teams will facilitate open communication within the technical teams, despite being in separate Divisions.

Customer Service & Support

Capital Projects – Planned and Known Needs

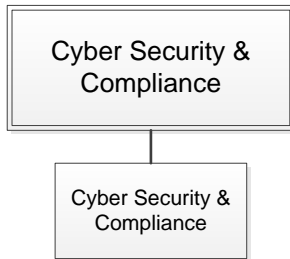
IT Service Management System (ITSM) – IT Help Desk Ticketing System

- An ITSM system will facilitate optimizing service delivery by unifying many areas of TS under one management system, including providing a single point of tracking for all services, including Help Desk issues, technology orders, projects, user access requests, applications support, change management and configuration management. No formal estimates have been gathered, however a project is likely to be in excess of \$100,000 for a system acquisition and implementation. This project would require additional funding from County Departments. The decision to proceed with the project would be made utilizing IT governance in Lane County such as the Information Technology Advisory and Governance group and the TS Steering Committee.

Cyber Security & Compliance

Division Purpose Statement

To implement and provide security measures and processes that support Lane County and Regional customers in complying with security regulations and best practice guidelines.



Division Locator

Technology Services

Administration

Business Services

Customer Service & Support

Cyber Security & Compliance ◀

Lane Radio Interoperability Group

Technology Infrastructure Services

Cyber Security & Compliance

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Federal Revenues	755	0	0	0	0	0.00%
Local Revenues	57,146	39,241	53,667	60,163	6,496	12.10%
Fees And Charges	552,915	578,346	616,594	855,191	238,597	38.70%
Total Revenue	610,816	617,588	670,261	915,354	245,093	36.57%
TOTAL RESOURCES	610,816	617,588	670,261	915,354	245,093	36.57%
EXPENDITURES:						
Personnel Services	472,550	514,312	546,638	695,356	148,718	27.21%
Materials & Services	120,075	114,817	131,072	219,998	88,926	67.85%
Capital Expenses	21,318	0	0	0	0	0.00%
TOTAL EXPENDITURES	613,943	629,130	677,710	915,354	237,644	35.07%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Technology Services Fund	613,943	629,130	677,710	915,354	237,644	35.07%
TOTAL	613,943	629,130	677,710	915,354	237,644	35.07%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Cyber Security & Compliance	613,943	629,130	677,710	915,354	237,644	35.07%
TOTAL EXPENDITURES	613,943	629,130	677,710	915,354	237,644	35.07%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	4.00	4.00	4.00	4.75	0.75	18.75%

Cyber Security & Compliance

Division Overview

The Cyber Security & Compliance Division addresses cyber security issues facing Lane County, Regional customers and all our citizens. The Division provides physical access control management services to the County facilities, core cyber security administration for Lane County network and application access, compliance and regulatory program support to multiple departments, and it also handles critical legal holds, public records requests and other security related investigation requests.

Division Goals & Strategic Planning

The mission of the Cyber Security & Compliance Division is to create an information security program that can be implemented in a standard and programmatic way across Lane County. Supporting this mission are three pillars: an appropriate governance and policy structure; robust and scalable security architecture solutions; and an expansive and continuous security awareness program.

The pillars align with the Lane County Strategic Plan by addressing and concentrating on initiatives that help us focus on the protection of data, regulatory compliance, and proactively auditing technology to mitigate risks to allow other Lane County departments to focus on solutions for services to our community.

Major Accomplishments & Achievements in FY 18-19

- Successfully began transitioning traditional operational roles to other TS Divisions to provide more time to focus on proactive Cyber Security programmatic roles (auditing, compliance, preventative measures, risk assessments, etc.).
- Started development of the Lane County Data Governance Committee to foster streamlined processes, remove bottlenecks and create a rich culture of data sharing within Lane County that will add value to our organization and promote data-driven decision making.
- Addressed Regulatory Compliance requirements for various areas to ensure that they are managed and adhered to in a consistent manner; development of security policies specifically for Health Insurance Portability and Accountability Act, Criminal Justice Information Services, Payment Card Industry, etc.
- Partnered across all TS Divisions to develop an implementation strategy for a “Standard Access / Least Privilege” system for use by the employees of Lane County.
- Participated in developing Change Management procedures in TS.
- Published policies establishing standards for remote vendor and partner management into our systems, ultimately reducing risk to the Lane County network.
- Implemented County Wide Screen Saver policy to reduce data loss and unauthorized access.
- Participated in Windows 10 project planning and implementation; specifically Group Policy Management.

Anticipated Service & Budget Changes for FY 19-20

0.75 FTE was reassigned to the Cyber Security Division from the former Desktop Support Division due to the departmental reorganization. The materials and services budget increased as a result of an addition of our primary audit tool, Varonis. Service levels will shift to a programmatic level for the majority of work, while continuing to support physical access control, identity management and cyber security support & education for Lane County and regional partners.

Current & Future Service Challenges

As the industry continues to move ahead, challenges include being able to be proactive and agile rather than reactive to attacks and issues in industry trends. Small team size provides some constraints; however, with the recent transition of duties and the additional 0.75 FTE, we will do our best to focus energy in the highest risk or largest areas with gaps recognized.

Cyber Security & Compliance

Capital Projects – Planned and Known Needs

Security Information and Event Management System

- The system will aggregate relevant data from multiple sources, identify deviations from the norm and take appropriate actions. This will enable Lane County to focus on targeted cyber-attacks and breach detection through the incorporation of threat intelligence, analytics, profiling, anomaly detection and end point and network monitoring activity. This information provides data needed to have a more proactive, rather than reactive, management of security threats. This will help demonstrate our security posture for data loss prevention and regulatory requirements for network protection.
- Planning for this project will occur in FY 19-20 and implementation is anticipated for FY 20-21.
 - General Component Costs: Hardware (~75,000); Infrastructure (Servers, Storage, Switches ~\$20,000); Software (~\$60,000)= ~\$155,000 Plus Support (@~20%= \$31,000)= TOTAL ~\$185,000

Lane Radio Interoperability Group

Division Purpose Statement

Manages and supports interoperable radio communications for over 1,900 radios from 24 subscribing local, state and federal agencies.

Division Locator

Technology Services

Administration

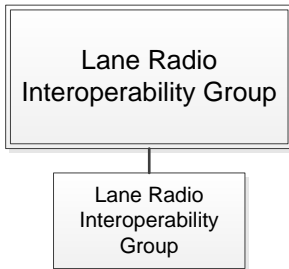
Business Services

Customer Service & Support

Cyber Security & Compliance

Lane Radio Interoperability Group ◀

Technology Infrastructure Services



Lane Radio Interoperability Group

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Local Revenues	0	171,722	183,683	202,736	19,053	10.37%
Total Revenue	0	171,722	183,683	202,736	19,053	10.37%
TOTAL RESOURCES	0	171,722	183,683	202,736	19,053	10.37%
EXPENDITURES:						
Personnel Services	0	148,503	159,300	176,218	16,918	10.62%
Materials & Services	0	23,342	24,383	26,518	2,135	8.76%
TOTAL EXPENDITURES	0	171,844	183,683	202,736	19,053	10.37%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Technology Services Fund	0	171,844	183,683	202,736	19,053	10.37%
TOTAL	0	171,844	183,683	202,736	19,053	10.37%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
LRIG System Management	0	171,844	183,683	202,736	19,053	10.37%
TOTAL EXPENDITURES	0	171,844	183,683	202,736	19,053	10.37%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	0.00	1.00	1.00	1.00	0.00	0.00%

Lane Radio Interoperability Group

Division Overview

The Lane Radio Interoperability Group (LRIG) Division manages a trunked radio system for a consortium of public safety, public works, and public utility agencies. The wide-area LRIG system connects seven stand-alone radio sites across Lane County to a three-site simulcast subsystem covering the Eugene-Springfield Metro area. LRIG supports interoperable radio communications for over 2000 radios from 26 subscribing local, state, and federal agencies.

Division Goals & Strategic Planning

The LRIG Division will continue to support the management and development of a countywide radio system with sufficient capacity and reliability to provide support for public safety and other public sector radio users within Lane County.

Major Accomplishments & Achievements in FY 18-19

- System Security – Completed the construction of a security fence to improve site security at one of the key metro area tower sites.
- Sustainability – Upgraded the core radio system software to version 7.16 in keeping with the nine-year Lifecycle Plan contract. Began work on a major hardware upgrade project that will replace end-of-life equipment with IP compatible hardware.
- Interoperability – Will complete the installation of a new trunked radio site at Glenada, south of Florence, to expand trunked radio coverage along the coast.

Anticipated Service & Budget Changes for FY 19-20

No significant service level or budget changes are expected.

Current & Future Service Challenges

- Customer Alignment
 - Develop and implement a long range capital plan to support both sustainability of the existing system and growth into underserved geographical areas.
 - Maintain critical partnerships and explore new opportunities to support critical infrastructure.

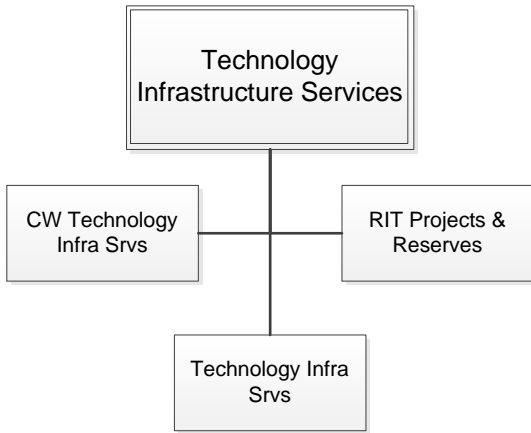
Capital Projects – Planned and Known Needs

None at this time.

Technology Infrastructure Services

Division Purpose Statement

Provides server, networking, data storage and backup services to Lane County while collaborating with our regional partners where appropriate to achieve low cost, high quality technology services for the community.



Division Locator

Technology Services

*Administration
Business Services
Customer Service & Support
Cyber Security & Compliance
Lane Radio Interoperability Group
Technology Infrastructure Services ◀*

Technology Infrastructure Services

DIVISION FINANCIAL SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Federal Revenues	42,287	20,619	0	0	0	0.00%
Local Revenues	1,548,167	1,150,695	1,119,814	1,082,467	(37,347)	-3.34%
Fees And Charges	1,873,180	2,090,486	2,314,877	2,270,769	(44,108)	-1.91%
Total Revenue	3,463,635	3,261,801	3,434,691	3,353,236	(81,455)	-2.37%
TOTAL RESOURCES	3,463,635	3,261,801	3,434,691	3,353,236	(81,455)	-2.37%
EXPENDITURES:						
Personnel Services	1,997,832	1,884,454	2,019,944	1,949,200	(70,744)	-3.50%
Materials & Services	1,506,087	1,530,652	1,474,856	1,404,036	(70,820)	-4.80%
Capital Expenses	55,644	218,705	0	0	0	0.00%
TOTAL EXPENDITURES	3,559,563	3,633,810	3,494,800	3,353,236	(141,564)	-4.05%

EXPENDITURES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Technology Services Fund	3,559,563	3,633,810	3,494,800	3,353,236	(141,564)	-4.05%
TOTAL	3,559,563	3,633,810	3,494,800	3,353,236	(141,564)	-4.05%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
CW Technology Infra Svcs	744,912	751,466	766,443	676,968	(89,475)	-11.67%
RIT Projects & Reserves	0	0	12	0	(12)	-100.00%
Technology Infra Svcs	2,814,652	2,882,344	2,728,345	2,676,268	(52,077)	-1.91%
TOTAL EXPENDITURES	3,559,563	3,633,810	3,494,800	3,353,236	(141,564)	-4.05%

FTE SUMMARY						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	15.00	15.00	14.00	13.00	(1.00)	-7.14%

Technology Infrastructure Services

Division Overview

Infrastructure services at Lane County began in 1966 when Eugene and other agencies contracted with Lane County for shared mainframe and other infrastructure services. The Technology Infrastructure Services (TIS) Division exists to provide network cabling, datacenter, server, networking connectivity, internet connectivity, data storage, backup, and back office infrastructure services (Exchange Mail Server and Active Directory/GPOs) to Lane County. TIS collaborates for economies of scale with our regional partners where appropriate to achieve low cost, high quality technology services for the community.

Division Goals & Strategic Planning

TIS aligns with the Robust Infrastructure goal of the Lane County Strategic Plan 2018 – 2021 by focusing on strategic technical infrastructure maintenance and investments which provide the highest functionality for all county computer application operations, and disaster recovery capabilities for critical services.

Customer Service / Alignment

- Participate in new departmental process for resolving service tickets
- Workforce and succession plan for Division personnel to ensure continued quality of services
- Adopt incident command management in TS by implementing policy, procedures, and training

Infrastructure/Data Recovery

- Azure infrastructure services in support of cloud servers and storage
- Implement second phase of enhanced, in region, disaster recovery option for critical services
- Replace two data back-up system servers and system data storage
- Replace datacenter core router and end of life network gear

Major Accomplishments & Achievements in FY 18-19

Customer Alignment

- Established change management procedures in TS
- Participated in process modeling for ticket handling in TS
- Published Technology Infrastructure Services customer facing and internal service catalog

Proactive Processes

- Implemented first phase of enhanced, in region, Disaster Recovery option for critical services
- Submitted Department of Homeland Security grant application for disaster recovery microwave network
- Replaced Lane County Sherriff's Office virtual hosting hardware including servers and storage prior to end of life/end of support
- Replaced Lane County virtual hosting hardware prior to end of life/end of support
- Renewed Countywide camera system software licenses
- Upgraded Lane County physical access system software and hardware for doors
- Replaced regional virtual private network firewall that secures inter-agency network connections
- Drafted NIMS corrective action plan for TS department use of incident command standards

Service Optimization

- Upgraded and configured network hardware in support of new VoIP telecommunications system
- Office 365 Infrastructure set up in Azure

Technology Infrastructure Services

Anticipated Service & Budget Changes for FY 19-20

- Continued reduction in regional partner's consumption of datacenter services impacted revenue from regional services and thus expense offsets to TIS division budget.

Current & Future Service Challenges

- Anticipating retirement of three personnel, over the next few years, whom are responsible for critical services or high demand skill sets means emphasis on workforce and succession plan is crucial to maintain necessary infrastructure service levels
 - Reduction in regional partner's consumption of datacenter services will continue to reduce revenue from regional services beyond FY 19-20 and FTE reductions to account for this are not sustainable going forward without significant impact to county infrastructure operations

Capital Projects – Planned and Known Needs

Infrastructure/Data Recovery

- Network Infrastructure – Planned replacement of aged equipment \$278,000 in FY 19-20 – funding source Infrastructure Replacement funds – includes replacement of datacenter core routers allowing all network connectivity to the datacenter in the PSB.
- Data Backup System - Planned replacement of aged hardware and data storage equipment - \$178,000 – in 2019 - 2020.
- In Region Disaster Recovery – server, network, and internet connectivity for alternate datacenter site -- \$281,000 – Funding source infrastructure replacement and Department of HomeLand Security grant if awarded.

Technology Services

DEPARTMENT RESOURCE DETAIL						
	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Curr Bgt	FY 19-20 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
RESOURCE ACCOUNTS						
Map Sales	58,259	2,773	0	0	0	0.00%
PROPERTY AND RENTALS	58,259	2,773	0	0	0	0.00%
Reimbursements	48,514	26,579	0	0	0	0.00%
FEDERAL REVENUES	48,514	26,579	0	0	0	0.00%
Miscellaneous Cities	1,419,535	1,043,487	1,030,748	1,123,711	92,963	9.02%
Counties	164,251	270,208	336,317	250,132	(86,185)	-25.63%
Other Local	642,318	545,743	527,105	379,441	(147,664)	-28.01%
Community Contracts	105	50	0	0	0	0.00%
LOCAL REVENUES	2,226,209	1,859,488	1,894,170	1,753,284	(140,886)	-7.44%
Refunds & Reimbursements	32	0	632	0	(632)	-100.00%
Copier Services	0	260,156	216,000	0	(216,000)	-100.00%
Telephone Services	0	317,325	429,660	1,532,289	1,102,629	256.63%
Data Processing Services	9,608,450	9,988,566	9,968,713	10,393,688	424,975	4.26%
Technology Replacement	560,920	295,833	681,954	1,222,035	540,081	79.20%
FEES AND CHARGES	10,169,402	10,861,880	11,296,959	13,148,012	1,851,053	16.39%
Departmental Administration	746,936	743,281	810,969	949,228	138,259	17.05%
ADMINISTRATIVE CHARGES	746,936	743,281	810,969	949,228	138,259	17.05%
Investment Earnings	37,090	56,876	7,059	14,229	7,170	101.57%
INTEREST EARNINGS	37,090	56,876	7,059	14,229	7,170	101.57%
Interfund Loan Received	0	700,000	973,430	0	(973,430)	-100.00%
INTERFUND LOANS	0	700,000	973,430	0	(973,430)	-100.00%
Transfer Fr Int Svc Fnds (600)	432,594	10,682	0	0	0	0.00%
FUND TRANSFERS	432,594	10,682	0	0	0	0.00%
DEPARTMENT RESOURCES	13,719,004	14,261,561	14,982,587	15,864,753	882,166	5.89%

Technology Services

DEPARTMENT EXPENDITURE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
EXPENDITURE ACCOUNTS						
Regular Operating Wages	5,117,124	5,082,336	5,356,161	5,462,564	106,403	1.99%
Extra Help	51,435	26,226	27,996	27,996	0	0.00%
Overtime	724	975	5,184	5,184	0	0.00%
Reduction Unfunded Vac Liab	87,933	110,574	76,827	98,265	21,438	27.90%
Compensatory Time	30,589	19,934	17,856	17,856	0	0.00%
Personal Time	0	29	0	0	0	0.00%
Risk Management Benefits	10,444	8,718	7,701	6,834	(867)	-11.26%
Social Security Expense	321,563	318,404	340,001	347,687	7,686	2.26%
Medicare Insurance Expense	75,444	74,665	79,532	81,311	1,779	2.24%
Unemployment Insurance (State)	12,897	6,406	6,732	6,797	65	0.97%
Workers Comp	17,500	16,808	16,444	16,779	335	2.04%
Disability Insurance - Long-term	27,945	23,343	38,672	39,606	934	2.42%
PERS - OPSRP Employer rate	599,327	720,321	705,544	987,562	282,018	39.97%
PERS Bond	415,498	384,018	395,510	406,541	11,031	2.79%
PERS - 6% Pickup	302,070	305,531	327,285	336,378	9,093	2.78%
Health Insurance	1,212,794	1,171,181	1,235,602	1,210,826	(24,776)	-2.01%
Dental Insurance	88,909	86,611	89,648	87,778	(1,870)	-2.09%
EE Assistance Pgm	1,093	1,055	1,583	1,572	(11)	-0.69%
Life Insurance	16,281	14,775	14,467	14,213	(254)	-1.76%
Flexible Spending Admin	1,004	963	802	804	2	0.25%
Disability Insurance - Short Term	2,309	2,217	2,327	2,316	(11)	-0.47%
Deferred Comp Employer Contrib	27,943	27,806	27,477	31,044	3,567	12.98%
Retiree Medical	177,334	154,919	160,459	164,001	3,542	2.21%
FMLA Administration	1,802	1,728	2,386	2,436	50	2.10%
PERSONNEL SERVICES	8,599,964	8,559,544	8,936,196	9,356,350	420,154	4.70%
Professional & Consulting	80,246	156,036	100,000	0	(100,000)	-100.00%
Data Processing Services	110,043	88,878	83,000	66,000	(17,000)	-20.48%
Subscriptions	300	0	0	0	0	0.00%
Intergovernmental Agreements	123,439	127,142	158,676	134,885	(23,791)	-14.99%
Telephone Services	76,914	134,442	72,867	71,227	(1,640)	-2.25%
General Liability	35,343	29,772	29,911	31,614	1,703	5.69%
Maintenance Agreements	1,340,260	1,441,827	1,509,159	1,140,982	(368,177)	-24.40%
Real Estate & Space Rentals	18,648	18,648	1,588	18,648	17,060	1,074.31%
Fleet Services Rentals	8,093	7,255	14,275	5,838	(8,437)	-59.10%
Copier Charges	5,806	18	0	0	0	0.00%
Mail Room Charges	3,635	2,958	500	500	0	0.00%
Interdept Services Misc	690	89	1,556	0	(1,556)	-100.00%
County Indirect Charges	732,963	978,595	1,004,954	963,019	(41,935)	-4.17%
Direct/Technology Serv	38,885	42,240	0	0	0	0.00%
Dept Support/Direct	745,651	741,731	810,969	949,229	138,260	17.05%
PC Replacement Services	38,855	17,500	16,750	16,750	0	0.00%
Dept Support/Indirect	11,577	12,222	10,458	10,406	(52)	-0.50%
Office Supplies & Expense	19,847	24,562	20,000	25,000	5,000	25.00%
Membrshp/Professionl Licenses	5,297	32,961	1,910	43,530	41,620	2,179.06%
Printing & Binding	620	0	500	500	0	0.00%
Advertising & Publicity	1,032	1,038	2,000	2,000	0	0.00%
Postage	1,976	1,130	2,000	2,000	0	0.00%
Radio/Communic Supplies & Svcs	6	3	0	0	0	0.00%
DP Supplies And Access	335,531	422,421	1,226,733	536,593	(690,140)	-56.26%
Printer & Copier Expenses	0	67,728	112,000	105,000	(7,000)	-6.25%
Small Tools & Equipment	1,431	12,043	3,313	3,313	0	0.00%
Small Office Furniture	2,172	0	0	0	0	0.00%

Technology Services

DEPARTMENT EXPENDITURE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Food	23	161	0	0	0	0.00%
Business Expense & Travel	1,448	972	6,625	6,625	0	0.00%
Awards & Recognition	263	262	0	0	0	0.00%
Outside Education & Travel	134,438	63,900	152,618	99,688	(52,930)	-34.68%
County Training Classes	1,453	1,115	1,655	1,657	2	0.12%
Training Services & Materials	12,529	7,790	6,625	6,625	0	0.00%
Reimbursable Expenses	85,553	85,981	6,152	5,400	(752)	-12.22%
MATERIALS & SERVICES	3,974,966	4,521,422	5,356,794	4,247,029	(1,109,765)	-20.72%
Data Processing Equipment	298,594	389,328	1,028,986	1,300,000	271,014	26.34%
CAPITAL OUTLAY	298,594	389,328	1,028,986	1,300,000	271,014	26.34%
Professional Services	0	33,124	0	0	0	0.00%
Other Professional Services	0	688,603	900,346	505,000	(395,346)	-43.91%
CAPITAL PROJECTS	0	721,727	900,346	505,000	(395,346)	-43.91%
DEPARTMENT EXPENDITURES	12,873,524	14,192,020	16,222,322	15,408,379	(813,943)	-5.02%

Technology Services

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Appendix

Net Operating Budget

Oregon Local Budget Law requires inter-fund activity be recorded in more than one fund. As a result, the County's total operating budget is less than the total budget. The budget also includes non-county funds, contingencies and unappropriated reserves (non-budgeted and therefore not spendable); as well as debt service and capital expenditures which are not part of the County's 'operating' budget.

Adjustments	Budgeted Amount	Explanation of Elimination
FY 19-20 Adopted Budget	\$ 716,556,301	
<i>STEP #1 - Removal of interfund activity (same expense occurs in more than one fund)</i>		
<u>Inter-Fund Activity</u>		
	(809,660)	Title III Grant Reimbursements to departments
	(1,738,232)	Video Lottery Awards to departments
	(57,000)	Training reimbursement (Depts to HR)
	(3,273,514)	Retiree Medical benefits assessed to departments
	(2,866,295)	Charges assessed to departments for self-insurance pool
	(40,801,963)	Charges assessed to departments for employee benefits
	(33,602,245)	PERS charges assessed to departments
	(7,224,801)	County Fleet vehicle use, maintenance, and fuel
	(391,000)	Mailroom and copier services paid by departments
	(243,570)	Charges assessed to departments for computers
	(11,109,152)	Technology Services charges paid by departments
	(27,196,065)	Inter & Intra fund transfers - between funds & subfunds
	(16,644,195)	Central services paid by direct service depts
	(6,770,783)	Intradepartment direct/indirect charges
Subtotal	<u>(152,728,475)</u>	
NET BUDGET	<u>\$ 563,827,826</u>	
<i>Step #2 - Removal of non-county Funds, debt service, capital and contingencies/unappropriated reserves</i>		
<u>Non-County Funds</u>		
	(1,596,574)	Collected for and paid to Lane Education Service District.
	(518,920)	Collected for and paid to OSU Extension Service
	(969,795)	Collected for and paid to State Court Security Fund
Subtotal	<u>(3,085,289)</u>	
<u>Debt Service Payments</u>		
	(11,532,187)	Bond principal & interest payments
Subtotal	<u>(11,532,187)</u>	
<u>Capital Expenditures</u>		
	(38,050,340)	Capital outlay and expenditures
Subtotal	<u>(38,050,340)</u>	
<u>Contingencies & Unappropriated Reserves</u>		
	(227,570,603)	Contingencies & Unappropriated reserves
Subtotal	<u>(227,570,603)</u>	
NET OPERATING BUDGET	<u>\$ 283,589,407</u>	

Appendix

2017-2018 RATE AND VALUE INFORMATION FOR OREGON COUNTIES Sorted by Tax Comparable Rate (Including O&C Revenue)																		
Current Year 17-18	Rank Prior Year	Rank Up or Down	COUNTY	Vlookup Name - Hide Column	2018 Est. POPULATION ¹	2017 MEDIAN HOUSEHOLD INCOME ²	2018 Net Assessed Value - (In Thousands) ³	O&C Revenue (less Title III)	OTHER FUNDING		PERM. RATE	LOCAL OPTION *	PERM. RT OTHER (Vector, Library, Transit) **	PERM. RATE LAW ENF. **	LOCAL OPTION LAW ENF. *	TOTAL RATE	EQUIV O&C OTHER RATE	TOTAL COMP RATE
									ie. Income, Business, Prop.	Transfr Taxes								
1	1	-	WHEELER	WHEELER	1,450	33,563	137,379	-	8,5266	1.0084	0.5584	10.0934	10.0934		10.0934		10.0934	
2	2	-	SHERMAN	SHERMAN	1,785	42,074	448,634	-	8,7141	0.4780	0.4780	9.1921	9.1921		9.1921		9.1921	
3	3	-	MULTNOMAH	MULTNOMAH	813,300	60,369	72,112,934	213,533	4,3434	1.1800	1.1800	5.5734	5.5734		5.5734	1.2982	6.8716	
4	4	-	LAKE	LAKE	8,115	32,769	1,019,306	-	3,7619	2.4857	0.2392	6.4868	6.4868		6.4868		6.4868	
5	5	-	HARNEY	HARNEY	7,380	39,504	553,431	-	4,5016	1.9314	1.9314	6.4330	6.4330		6.4330		6.4330	
6	6	-	MORROW	MORROW	11,885	54,386	2,069,396	-	4,1347	0.7949	0.7949	5.4196	5.4196		5.4196		5.4196	
7	7	-	JEFFERSON	JEFFERSON	23,560	48,464	1,661,318	-	3,5662	0.4349	0.4349	5.2411	5.2411		5.2411		5.2411	
8	9	U	WASCO	WASCO	27,200	2,249,787	2,249,787	-	4,2523	0.6800	0.2500	5.1823	5.1823		5.1823		5.1823	
9	10	U	BAKER	BAKER	16,765	43,765	1,484,231	-	3,7286	0.8757	0.8757	5.08	5.08		5.08		5.08	
10	8	D	HOOD RIVER	HOOD RIVER	25,310	57,269	2,296,258	-	2,4221	0.4221	0.4221	2.4036	2.4036	0.5644	2.4036	2.6591	5.0627	
11	11	-	CROOK	CROOK	22,710	41,777	2,057,921	-	3,8702	0.9167	0.1207	4.9676	4.9676		4.9676		4.9676	
12	12	-	WALLOWA	WALLOWA	7,175	44,877	786,061	-	2,5366	1.1064	0.1625	4.5043	4.5043		4.5043		4.5043	
13	13	-	CLACKAMAS (RURAL)	CLACKAMAS	419,425	72,408	46,783,062	1,103,530	2,9766	0.4039	0.0500	4.4233	4.4233	0.2480	4.4233	0.0236	4.4469	
14	14	-	LINN	LINN	126,575	49,515	9,384,046	896,822	1,2736	3.0200	0.0700	4.3636	4.3636		4.3636	0.0956	4.4592	
15	15	-	WASHINGTON	WASHINGTON	606,280	74,033	61,647,667	123,318	2,2484	0.6400	0.6365	4.2049	4.2049	0.6800	4.2049	0.1076	4.3125	
16	16	-	GRANT	GRANT	7,400	44,826	562,535	-	2,8819	0.7484	0.2598	3.8901	3.8901		3.8901		3.8901	
17	17	-	MALHEUR	MALHEUR	31,925	37,112	2,169,854	-	1,2934	1.2934	1.2934	3.8757	3.8757		3.8757		3.8757	
18	20	U	BENTON	BENTON	83,590	54,682	8,282,832	785,156	2,2052	0.4747	0.4747	3.5799	3.5799		3.5799	0.3267	3.9066	
19	18	D	CLACKAMAS (CITY)	CLACKAMAS	419,425	72,408	46,783,062	1,103,530	2,4042	0.4039	0.0500	3.8745	3.8745	0.248	3.8745	0.02359	3.8981	
20	19	D	GILLIAM	GILLIAM	1,985	39,831	768,873	-	3,8450	0.8502	0.8502	3.8450	3.8450		3.8450		3.8450	
21	21	-	BENTON	BENTON	93,590	54,682	8,282,832	-	2,8487	0.8502	0.8502	3.6989	3.6989		3.6989		3.6989	
22	22	-	DESCHUTES (RURAL)	DESCHUTES	188,980	59,152	22,893,162	-	1,2483	0.5500	0.0224	3.5825	3.5825		3.5825		3.5825	
23	23	-	CLATSOP (RURAL)	CLATSOP	39,200	49,828	5,925,407	-	1,5338	1.1938	0.0534	3.5505	3.5505		3.5505		3.5505	
24	24	-	UNION	UNION	26,885	46,228	1,899,105	-	2,9668	0.0239	0.1619	3.4326	3.4326		3.4326		3.4326	
25	25	-	LINCOLN	LINCOLN	48,210	43,291	7,340,603	113,520	2,8202	0.4539	0.0451	3.4092	3.4092		3.4092	0.0155	3.4247	
26	26	-	DESCHUTES (CITY)	DESCHUTES	188,980	59,152	22,893,162	-	1,2483	0.5500	0.0224	3.2025	3.2025		3.2025		3.2025	
27	28	U	COOS	COOS	63,275	40,848	5,163,259	1,846,060	1,0799	0.7289	0.8888	1.8976	1.8976		1.8976	1.3275	3.2251	
28	27	D	MARION	MARION	344,035	53,828	23,579,231	482,009	3,0252	0.0500	0.0500	3.0752	3.0752		3.0752	0.0204	3.0956	
29	29	-	JACKSON	JACKSON	219,200	48,688	19,773,999	4,508,502	2,0099	0.5629	0.0410	2.6138	2.6138		2.6138	0.2998	2.9136	
30	30	-	CLATSOP (CITY)	CLATSOP	39,200	49,828	5,925,407	-	1,5338	0.0534	0.1619	2.8310	2.8310		2.8310		2.8310	
31	31	-	KLAMATH	KLAMATH	67,960	42,531	5,722,608	864,799	1,7326	0.5500	0.1500	2.7167	2.7167	0.0800	2.7167	0.1511	2.8678	
32	32	-	COLUMBIA	COLUMBIA	51,900	57,449	4,814,541	613,097	1,3956	0.0571	0.2554	2.7057	2.7057	0.2900	2.7057	0.1273	2.8330	
33	33	-	TILLAMOOK	TILLAMOOK	26,395	45,061	4,778,070	197,315	1,4986	0.1279	0.6900	2.6559	2.6559		2.6559	0.0413	2.6972	
34	34	-	YAMHILL	YAMHILL	107,415	58,392	8,619,949	233,842	2,5775	0.0449	0.0449	2.6224	2.6224		2.6224	0.0271	2.6495	
35	35	-	POLK	POLK	82,100	56,032	5,749,512	731,726	1,7160	0.0750	0.0750	2.1698	2.1698		2.1698	0.1273	2.2971	
36	36	U	JOSEPHINE	JOSEPHINE	86,395	40,705	7,469,660	4,255,033	0,5867	0.0459	0.0459	1.6426	1.6426		1.6426	0.5696	2.2122	
37	36	D	LANE	LANE	375,120	47,710	32,267,182	4,485,864	1,2793	0.0600	0.0600	1.6743	1.6743	0.3950	1.6743	0.1390	1.8133	
38	37	D	DOUGLAS	DOUGLAS	111,735	44,023	8,876,776	8,911,308	1,1124	0.0600	0.0600	1.1724	1.1724		1.1724	1.0039	2.1763	
39	38	D	CURRY	CURRY	22,915	42,519	2,951,591	1,122,547	0,5996	0.1021	0.1021	1.4442	1.4442		1.4442	0.3803	1.8245	

¹ Population is a 2018 Population Estimate - Source: Portland State University Research

² Median Household Income is from American Communities Survey and Census sur Tax Rates (Perm - Local Op Law Enf) 2017.

³ Median income figure is based on Metro area within that county, i.e. Lane County = Eugene-Springfield; Multnomah, Washington, Yamhill, Clackamas, Columbia = Portland-Vancouver, Beaverton; Deschutes = Bend.

* Net Assessed Value (NAV) includes nonprofit housing, state fish & wildlife value, but excludes urban renewal excess value. Average countywide rate for local governments including special levies and GO bonds outside Measure 5 limit - Source: www.oregon.gov/dor - Property Tax

Statistics 2018

** Source: www.oregon.gov/dor - Property Tax Statistics 2017-2018 Report - Stat Reports - The information in this publication is presented primarily by county or district type. Property values reported within this publication are based upon a January 1 assessment date prior to the fiscal year reported.

*** Source: www.oregon.gov/dor - Property Tax Statistics 2017-2018 Report - 2017-18 SUPPLEMENTAL REPORT - The information in this publication is presented primarily by county or district type.

Note: three counties have a separate rate within incorporated city limits.

NOTE: Multnomah enacted a personal income tax of 1.25 percent of OR taxable income less an exemption. Also has a Business Income tax. Washington County has enacted a Real Property Transfer Tax

HOOD RIVER owns and manages 30,000 acres of forestland. Coos County has County Owned timber revenue. Jackson County is White City Enhanced Law Enf. Benton County is landfill surcharge (funds used in general fund).

Appendix

Comparative Summary of Full Time Equivalent Employees

By Department/Division and Service - All Funds Combined

For FY 19-20 Adopted Budget, there will be a total of 1672.39 budgeted FTE, an increase of 11.28 FTE which is a 0.68% change from FY 18-19. The total FTE of 1672.39 does not include extra help but does include temporary positions which are budgeted at .50 FTE per position.

The definitions on each type of employment are below:

Regular FTE: Regular positions which are budgeted at or above 1040 hours in a fiscal year. FTE budgeted to match regular weekly hours – i.e. .80 FTE is a 32 hour per week position.

Temporary FTE: Temporary and/or intermittent basis positions, of not less than 520 hours or more than 1040 hours in a fiscal year budgeted at .50 FTE which represents the maximum amount of hours allowable in a fiscal year.

Extra Help: Temporary and/or intermittent basis to cover emergency workloads of limited duration, necessary vacation relief or other situations involving fluctuating workloads, not to exceed 520 hours in a fiscal year. No FTE budgeted.

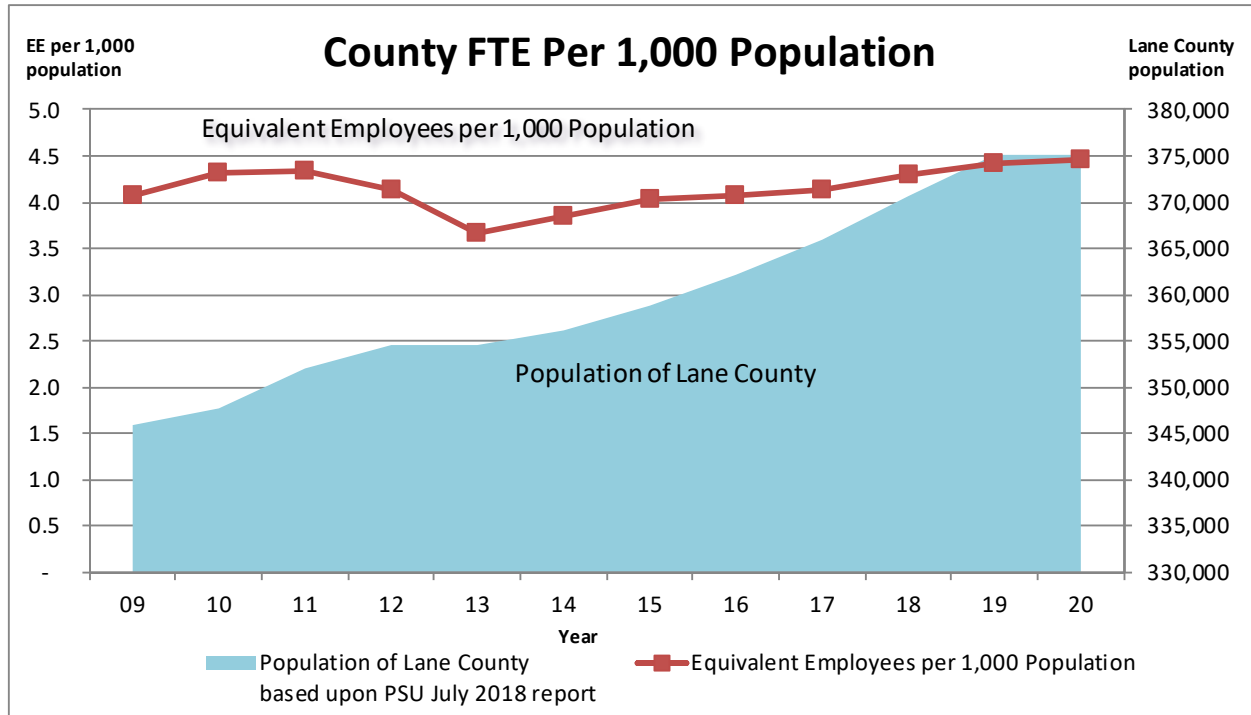
When examining personnel by service category, the greatest number of FTE, 589.94, is within Public Health & Welfare. Public Health & Welfare also saw the largest increase, increasing 4.0 FTE, which was mostly in the Animal Services organization.

Summary of FTE by Service Category						
	FY 16-17 Final Bdgt	FY 17-18 Final Bdgt	FY 18-19 Curr Bdgt	FY 19-20 Adopted	Change Fr Curr	% Change Fr Curr
Service Category:						
Culture and Recreation	30.30	30.30	31.30	33.30	2.00	6.39%
Community Development	31.50	36.50	38.50	38.50	0.00	0.00%
General Government	238.30	240.50	240.50	242.00	1.50	0.62%
Public Safety Services	483.45	496.55	510.55	514.05	3.50	0.69%
Public Health & Welfare	507.68	545.98	585.94	589.94	4.00	0.68%
Public Roads & Infrastructure	0.00	239.36	254.32	254.60	0.28	0.11%
Total FTE	1,291.22	1,589.19	1,661.11	1,672.39	11.28	0.68%

Appendix

Historical Changes in Full Time Equivalent Employees

Reductions in discretionary revenues, especially loss of timber receipts, have resulted in a decrease in the FTE positions per 1,000 populations in Lane County. This reflects that there are an increased number of people that receive services from the County, with fewer employees to meet those needs.



Appendix

COMPARISON OF RESOURCES BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
GENERAL FUND						
124: General Fund	93,325,802	102,032,614	108,648,586	110,431,456	1,782,870	1.64%
Total	93,325,802	102,032,614	108,648,586	110,431,456	1,782,870	1.64%
SPECIAL REVENUE FUNDS						
216: Parks & Open Spaces Fund	4,564,097	4,879,051	4,915,231	4,944,029	28,798	0.59%
222: Law Library Fund	532,475	548,191	666,416	727,888	61,472	9.22%
225: Road Fund	58,857,296	65,069,528	79,021,396	80,274,055	1,252,659	1.59%
231: Liquor Law Enforcement Fund	85,169	71,299	71,640	80,600	8,960	12.51%
240: Public Land Corners Pres Fund	1,305,052	1,318,177	1,400,741	1,291,042	(109,699)	-7.83%
241: County School Fund	1,086,369	2,892,991	3,836,451	1,596,574	(2,239,877)	-58.38%
242: Extension Services Fund	447,670	478,085	506,063	518,920	12,857	2.54%
244: County Clerk Records Fund	429,014	420,569	404,960	355,752	(49,208)	-12.15%
250: Title III Projects Fund	3,652,128	3,740,273	4,634,376	3,913,344	(721,032)	-15.56%
260: Special Revenue Fund	34,533,564	36,796,276	39,637,469	40,673,377	1,035,908	2.61%
283: Animal Services Fund	706,336	797,261	762,357	808,862	46,505	6.10%
285: Intergov. Human Svcs Fund	17,543,696	17,971,505	20,363,196	19,802,221	(560,975)	-2.75%
286: Health and Human Services Fund	101,336,142	108,472,588	115,649,023	116,535,350	886,327	0.77%
287: Lane Care	27,613,737	24,219,093	27,607,152	24,893,469	(2,713,683)	-9.83%
290: Local Option Tax Levy Fund	37,647,241	37,571,657	40,581,326	44,419,303	3,837,977	9.46%
Total	290,339,985	305,246,541	340,057,797	340,834,786	776,989	0.23%
DEBT SERVICE FUNDS						
323: Lane Events Ctr Dbt Service Fund	798,961	789,431	790,892	788,536	(2,356)	-0.30%
333: Special Oblg Bond Ret Fund	25,808,677	8,409,177	7,585,527	6,736,083	(849,444)	-11.20%
341: Notes Payable Debt Service Fund	151,734	150,100	196,083	194,132	(1,951)	-0.99%
Total	26,759,372	9,348,708	8,572,502	7,718,751	(853,751)	-9.96%
CAPITAL PROJECT FUNDS						
435: Capital Improvement Fund	10,764,493	10,816,871	14,353,102	8,995,812	(5,357,290)	-37.32%
Total	10,764,493	10,816,871	14,353,102	8,995,812	(5,357,290)	-37.32%
ENTERPRISE FUNDS						
521: Lane Events Center Fund	6,796,452	7,848,134	8,737,164	9,425,144	687,980	7.87%
530: Solid Waste Disposal Fund	39,203,081	41,294,741	48,012,719	47,871,518	(141,201)	-0.29%
539: Corrections Commissary Fund	639,965	704,550	746,064	801,500	55,436	7.43%
570: Land Management Fund	10,451,932	11,456,475	12,592,593	13,215,958	623,365	4.95%
Total	57,091,430	61,303,900	70,088,540	71,314,120	1,225,580	1.75%
INTERNAL SERVICE FUNDS						
612: Self Insurance Fund	9,973,728	11,720,725	12,938,210	9,329,056	(3,609,154)	-27.90%
614: Employee Benefit Fund	68,487,511	73,190,385	85,705,266	78,146,399	(7,558,867)	-8.82%
615: Pension Bond Fund	10,575,208	10,723,809	11,253,657	12,036,700	783,043	6.96%
619: Motor & Equipment Pool Fund	41,886,195	42,481,832	43,265,816	43,228,367	(37,449)	-0.09%
627: Intergovernmental Services Fund	1,299,937	760,958	843,794	789,927	(53,867)	-6.38%
653: Technology Replacement	2,847,752	4,591,313	5,552,676	5,769,593	216,917	3.91%
654: Technology Services Fund	14,398,762	14,043,238	13,555,116	13,786,200	231,084	1.70%
Total	149,469,093	157,512,261	173,114,535	163,086,242	(10,028,293)	-5.79%
FIDUCIARY FUNDS						
714: Retiree Benefit Trust Fund	14,369,555	13,998,584	13,838,009	14,175,134	337,125	2.44%
Total	14,369,555	13,998,584	13,838,009	14,175,134	337,125	2.44%
TOTAL RESOURCES ALL FUNDS	642,119,730	660,259,477	728,673,071	716,556,301	(12,116,770)	-1.66%

Appendix

COMPARISON OF REQUIREMENTS BY FUND						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
GENERAL FUND						
124: General Fund	76,741,230	77,408,264	108,648,586	110,431,456	1,782,870	1.64%
Total	76,741,230	77,408,264	108,648,586	110,431,456	1,782,870	1.64%
SPECIAL REVENUE FUNDS						
216: Parks & Open Spaces Fund	3,352,887	3,531,198	4,915,231	4,944,029	28,798	0.59%
222: Law Library Fund	296,129	185,673	666,416	727,888	61,472	9.22%
225: Road Fund	30,927,250	32,325,362	79,021,396	80,274,055	1,252,659	1.59%
231: Liquor Law Enforcement Fund	21,160	5,759	71,640	80,600	8,960	12.51%
240: Public Land Corners Pres Fund	499,833	444,521	1,400,741	1,291,042	(109,699)	-7.83%
241: County School Fund	1,083,992	2,685,958	3,836,451	1,596,574	(2,239,877)	-58.38%
242: Extension Services Fund	446,483	475,050	506,063	518,920	12,857	2.54%
244: County Clerk Records Fund	128,100	138,608	404,960	355,752	(49,208)	-12.15%
250: Title III Projects Fund	729,964	217,093	4,634,376	3,913,344	(721,032)	-15.56%
260: Special Revenue Fund	23,613,016	24,514,938	39,637,469	40,673,377	1,035,908	2.61%
283: Animal Services Fund	603,250	699,652	762,357	808,862	46,505	6.10%
285: Intergov. Human Svcs Fund	15,983,493	16,160,084	20,363,196	19,802,221	(560,975)	-2.75%
286: Health and Human Services Fund	82,893,944	87,718,206	115,649,023	116,535,350	886,327	0.77%
287: Lane Care	10,364,986	5,103,109	27,607,152	24,893,469	(2,713,683)	-9.83%
290: Local Option Tax Levy Fund	12,838,489	14,213,214	40,581,326	44,419,303	3,837,977	9.46%
Total	183,782,978	188,418,423	340,057,797	340,834,786	776,989	0.23%
DEBT SERVICE FUNDS						
323: Lane Events Ctr Dbt Service Fund	684,530	686,718	790,892	788,536	(2,356)	-0.30%
333: Special Oblg Bond Ret Fund	19,459,371	2,895,255	7,585,527	6,736,083	(849,444)	-11.20%
341: Notes Payable Debt Service Fund	151,734	150,100	196,083	194,132	(1,951)	-0.99%
Total	20,295,635	3,732,072	8,572,502	7,718,751	(853,751)	-9.96%
CAPITAL PROJECT FUNDS						
435: Capital Improvement Fund	3,027,766	1,983,518	14,353,102	8,995,812	(5,357,290)	-37.32%
Total	3,027,766	1,983,518	14,353,102	8,995,812	(5,357,290)	-37.32%
ENTERPRISE FUNDS						
521: Lane Events Center Fund	3,958,018	4,272,422	8,737,164	9,425,144	687,980	7.87%
530: Solid Waste Disposal Fund	18,296,872	16,865,252	48,012,719	47,871,518	(141,201)	-0.29%
539: Corrections Commissary Fund	121,647	138,786	746,064	801,500	55,436	7.43%
570: Land Management Fund	5,036,139	5,081,640	12,592,593	13,215,958	623,365	4.95%
Total	27,412,677	26,358,100	70,088,540	71,314,120	1,225,580	1.75%
INTERNAL SERVICE FUNDS						
612: Self Insurance Fund	1,514,772	1,959,499	12,938,210	9,329,056	(3,609,154)	-27.90%
614: Employee Benefit Fund	52,990,171	57,907,765	85,705,266	78,146,399	(7,558,867)	-8.82%
615: Pension Bond Fund	6,711,084	7,042,550	11,253,657	12,036,700	783,043	6.96%
619: Motor & Equipment Pool Fund	8,837,086	8,899,030	43,265,816	43,228,367	(37,449)	-0.09%
627: Intergovernmental Services Fund	1,096,781	528,412	843,794	789,927	(53,867)	-6.38%
653: Technology Replacement	334,372	1,362,240	5,552,676	5,769,593	216,917	3.91%
654: Technology Services Fund	12,539,151	13,147,106	13,555,116	13,786,200	231,084	1.70%
Total	84,023,418	90,846,601	173,114,535	163,086,242	(10,028,293)	-5.79%
FIDUCIARY FUNDS						
714: Retiree Benefit Trust Fund	3,237,432	3,326,781	13,838,009	14,175,134	337,125	2.44%
Total	3,237,432	3,326,781	13,838,009	14,175,134	337,125	2.44%
TOTAL REQUIREMENTS ALL FUNDS	398,521,135	392,073,759	728,673,071	716,556,301	(12,116,770)	-1.66%

Appendix

GENERAL FUND RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCE ACCOUNTS						
Payments In-Lieu Of Taxes	643,218	2,242,245	720,000	0	(720,000)	-100.00%
Current Year Property Tax	37,581,311	39,468,969	40,360,840	42,484,645	2,123,805	5.26%
Prior Years Property Taxes	882,224	754,485	800,000	750,000	(50,000)	-6.25%
In Lieu Of Taxes	405,374	442,299	444,593	457,931	13,338	3.00%
Severance Tax	44,933	27,163	20,000	30,000	10,000	50.00%
Transient Room Tax	1,773	3,074	2,900	2,900	0	0.00%
Car Rental Tax	1,673,296	1,775,928	1,827,444	1,787,707	(39,737)	-2.17%
County Marijuana Tax	1,807	20,668	48,500	31,000	(17,500)	-36.08%
Miscellaneous Taxes	7,746	5,966	6,500	7,000	500	7.69%
Tax Penalties	311,159	311,545	300,000	325,000	25,000	8.33%
Other Tax Revenue	10	0	0	0	0	0.00%
TAXES & ASSESSMENTS	41,552,849	45,052,342	44,530,777	45,876,183	1,345,406	3.02%
Marriage	64,295	57,854	64,000	64,000	0	0.00%
Domestic Partnership Fee	180	385	0	0	0	0.00%
Metro Cable Franchise	486,417	466,961	505,000	399,251	(105,749)	-20.94%
Rural Cable Franchise	145,587	153,377	151,000	154,499	3,499	2.32%
Concealed Weapon Permit	382,244	303,090	300,000	250,000	(50,000)	-16.67%
Fireworks Display Permit	499	300	300	300	0	0.00%
LICENSES & PERMITS	1,079,223	981,967	1,020,300	868,050	(152,250)	-14.92%
Circuit Court Fines	186,461	211,984	195,000	185,400	(9,600)	-4.92%
Court Fines	208,521	213,977	218,130	226,000	7,870	3.61%
Collection Agency Receipts	98,574	182,216	146,905	140,000	(6,905)	-4.70%
Drivers License Suspension	170,068	10,355	10,670	10,000	(670)	-6.28%
Criminal Fine & Assessment	27,749	144,203	184,000	144,800	(39,200)	-21.30%
Fines From Other Courts	30,242	48,765	40,060	37,000	(3,060)	-7.64%
County Infractions Forfeitures	45,000	35,000	0	0	0	0.00%
Forfeitures Other	8,625	5,063	1,000	2,000	1,000	100.00%
Foreclosure Penalty	70,784	67,101	62,000	63,000	1,000	1.61%
Late Filing Penalties	23,706	21,460	30,000	25,000	(5,000)	-16.67%
FINES, FORFEITURES, PENALTIES	869,729	940,124	887,765	833,200	(54,565)	-6.15%
Sale Of Capital Assets	101	1,500	0	0	0	0.00%
Scrap Metal Sales	984	1,565	0	0	0	0.00%
Miscellaneous Sales	60,920	55,258	31,710	20,160	(11,550)	-36.42%
Parking	373,532	396,633	274,500	215,000	(59,500)	-21.68%
Rent - Other Properties	60,237	58,465	60,000	0	(60,000)	-100.00%
Miscellaneous Rent	22,735	0	0	0	0	0.00%
PROPERTY AND RENTALS	518,509	513,421	366,210	235,160	(131,050)	-35.79%
Civil Defense Grants	165,789	171,150	154,300	170,700	16,400	10.63%
Corp Of Engineers	0	2,355	2,354	2,354	0	0.00%
Child Support Enforcement	1,550,524	1,618,356	1,604,678	1,562,809	(41,869)	-2.61%
O & C Timber Sales	2,871,131	4,485,864	3,767,487	2,500,000	(1,267,487)	-33.64%
Bureau of Land Management	217,182	203,947	251,610	250,610	(1,000)	-0.40%
Taylor Grazing Act	0	59	0	0	0	0.00%
Department Of Justice	113,154	0	80,781	0	(80,781)	-100.00%
US Marshall	2,076,598	758,972	0	0	0	0.00%
Bureau of Prisons	28,453	28,810	0	0	0	0.00%
Miscellaneous Federal	29,600	29,400	25,000	25,000	0	0.00%

Appendix

GENERAL FUND RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Federal Title III Reimbursements	278,564	121,489	280,700	228,760	(51,940)	-18.50%
FEDERAL REVENUES	7,330,996	7,420,403	6,166,910	4,740,233	(1,426,677)	-23.13%
ODOT	585	0	120,000	98,629	(21,371)	-17.81%
Dept Of State Police	1,625	377	9,001	0	(9,001)	-100.00%
Miscellaneous State	532,151	527,162	459,119	522,000	62,881	13.70%
Accident Prevention	25,999	24,218	19,000	20,000	1,000	5.26%
Community Corrections	3,383,776	3,484,325	3,484,325	3,485,325	1,000	0.03%
M57 Supp Transition Funds	0	287,559	287,559	287,559	0	0.00%
Justice Reinvestment	251,728	570,985	619,568	238,649	(380,919)	-61.48%
Victim - Witness Program	205,921	205,921	205,921	206,000	79	0.04%
Dept of Transportation	0	15,972	15,972	16,000	28	0.18%
Local Staff	344,390	316,044	262,659	225,327	(37,332)	-14.21%
Miscellaneous State Revenue	379,399	433,221	517,827	506,834	(10,993)	-2.12%
STATE GRANT REVENUES	5,125,573	5,865,785	6,000,951	5,606,323	(394,628)	-6.58%
Marine Board	467,422	470,684	467,750	437,609	(30,141)	-6.44%
Timber Sales	384,652	566,886	450,000	474,750	24,750	5.50%
Motor Voter Funds	36,567	33,347	39,000	32,000	(7,000)	-17.95%
Department of Revenue	1,081,895	773,939	1,422,002	1,157,886	(264,116)	-18.57%
Liquor Tax	1,931,426	2,023,615	2,120,055	2,228,850	108,795	5.13%
Amusement Device Tax	82,396	81,819	82,500	82,500	0	0.00%
Cigarette Tax	319,793	313,636	310,200	304,226	(5,974)	-1.93%
Marijuana Tax	0	1,660,787	1,200,000	1,200,000	0	0.00%
Trans. Of Prisoners	6,435	6,637	6,000	6,000	0	0.00%
State Reimbursements	25,962	0	0	0	0	0.00%
OTHER STATE REVENUES	4,336,550	5,931,350	6,097,507	5,923,821	(173,686)	-2.85%
Eugene	0	0	0	86,104	86,104	100.00%
LOCAL GRANTS	0	0	0	86,104	86,104	100.00%
Eugene	687,745	633,386	849,789	832,545	(17,244)	-2.03%
Community Law Enforcement	20,000	22,191	20,000	45,000	25,000	125.00%
Inmate Housing	353	0	0	0	0	0.00%
Springfield	0	27,000	0	0	0	0.00%
Other Local	165,838	176,939	214,300	219,606	5,306	2.48%
Special Elections	40,130	645,628	3,000	500,000	497,000	16,566.67%
INET Drug Court Revenue	243,443	95,100	120,018	122,592	2,574	2.14%
LOCAL REVENUES	1,157,509	1,600,245	1,207,107	1,719,743	512,636	42.47%
Fingerprinting Fees	62,596	47,392	50,000	40,000	(10,000)	-20.00%
OLCC Endorsements	4,421	4,585	4,000	4,000	0	0.00%
Vehicle Impound Fees	6,325	12,700	5,000	11,000	6,000	120.00%
Civil Process	388,557	291,019	300,000	275,000	(25,000)	-8.33%
Firearms Transfer Endorsements	815	95	0	0	0	0.00%
Justice Court Fees	21,302	15,210	18,935	15,000	(3,935)	-20.78%
Witness Fees	307	278	0	200	200	100.00%
Elections Fees	5,091	27,454	5,000	5,000	0	0.00%
Recording Fees	1,819,450	1,691,210	1,700,000	1,575,000	(125,000)	-7.35%
Marriage Ceremonies	41,315	45,662	40,000	40,000	0	0.00%
State Processing Fee	32,742	30,710	31,000	28,000	(3,000)	-9.68%
BOPTA Filing Fee	13,860	12,425	15,000	11,000	(4,000)	-26.67%

Appendix

GENERAL FUND RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Maintenance Reimbursement	250,457	20,846	1,756	233	(1,523)	-86.73%
A&T Application Fee	18,335	20,010	15,000	12,000	(3,000)	-20.00%
Miscellaneous Fees/Reimbursement	15,561	372	0	0	0	0.00%
Miscellaneous Svc Charges	206,770	222,619	209,000	213,000	4,000	1.91%
Administrative Services	1,000	0	0	0	0	0.00%
Report Fees	14,765	18,917	15,350	20,350	5,000	32.57%
Photocopies	13	0	0	0	0	0.00%
Discovery - Police Records	329,970	355,379	256,549	301,050	44,501	17.35%
Refunds & Reimbursements	204,874	368,011	42,500	15,000	(27,500)	-64.71%
Cash Over & Under	212	27	0	0	0	0.00%
Legal Services	3,795	4,060	500	0	(500)	-100.00%
Training Revenues	23,853	30,736	57,000	57,000	0	0.00%
Miscellaneous Internal Services	874	(22)	0	110,000	110,000	100.00%
Facilities Services	16,508	5,425	0	0	0	0.00%
FEES AND CHARGES	3,483,769	3,225,120	2,766,590	2,732,833	(33,757)	-1.22%
County Indirect Revenue	11,329,419	12,163,593	12,665,910	13,341,010	675,100	5.33%
Departmental Administration	1,751	9,220	6,800	10,250	3,450	50.74%
ADMINISTRATIVE CHARGES	11,331,170	12,172,813	12,672,710	13,351,260	678,550	5.35%
Investment Earnings	290,110	415,015	400,000	400,000	0	0.00%
INTEREST EARNINGS	290,110	415,015	400,000	400,000	0	0.00%
Fund Balance	14,574,174	16,489,538	24,572,349	25,726,055	1,153,706	4.70%
Non Discretionary	557,717	95,035	52,000	0	(52,000)	-100.00%
RESOURCE CARRYOVER	15,131,891	16,584,573	24,624,349	25,726,055	1,101,706	4.47%
Transfer Fr Spec Rev Funds (200)	1,117,924	1,128,497	1,275,080	1,596,239	321,159	25.19%
Transfer Fr Capital Fund (400)	0	200,958	247,943	447,852	199,909	80.63%
Intrafund Transfer	0	0	384,387	288,400	(95,987)	-24.97%
FUND TRANSFERS	1,117,924	1,329,456	1,907,410	2,332,491	425,081	22.29%
TOTAL RESOURCES	93,325,802	102,032,614	108,648,586	110,431,456	1,782,870	1.64%

Appendix

GENERAL FUND REQUIREMENTS DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
REQUIREMENT ACCOUNTS						
Regular Operating Wages	24,512,894	25,559,836	26,628,910	28,157,130	1,528,220	5.74%
Extra Help	539,860	503,805	636,460	579,976	(56,484)	-8.87%
Unclassified Temporary	115,283	105,490	58,368	48,960	(9,408)	-16.12%
Overtime	1,743,350	1,734,922	1,542,900	1,631,868	88,968	5.77%
Reduction Unfunded Vac Liab	565,295	561,065	591,209	593,253	2,044	0.35%
Compensatory Time	87,374	69,007	132,036	92,733	(39,303)	-29.77%
Personal Time	218,787	165,291	185,756	163,632	(22,124)	-11.91%
Risk Management Benefits	805,004	783,800	674,921	521,510	(153,411)	-22.73%
Social Security Expense	1,664,173	1,729,203	1,835,990	1,932,107	96,117	5.24%
Medicare Insurance Expense	397,676	410,772	428,976	452,009	23,033	5.37%
Unemployment Insurance (State)	78,952	41,197	43,480	45,680	2,200	5.06%
Workers Comp	88,538	90,673	88,862	93,583	4,721	5.31%
Disability Insurance - Long-term	152,242	136,467	205,107	215,978	10,871	5.30%
PERS - OPSRP Employer rate	3,318,923	4,066,117	4,185,969	5,258,020	1,072,051	25.61%
PERS Bond	2,149,031	2,007,374	2,095,193	2,209,870	114,677	5.47%
PERS - 6% Pickup	1,571,565	1,621,642	1,721,477	1,819,283	97,806	5.68%
Optional ER IAP	107,986	116,982	127,440	131,729	4,289	3.37%
Health Insurance	6,780,250	6,876,435	7,120,869	7,334,538	213,669	3.00%
Dental Insurance	507,397	524,819	531,850	546,527	14,677	2.76%
EE Assistance Pgm	6,332	6,517	9,413	9,610	197	2.09%
Life Insurance	106,868	104,026	119,549	122,575	3,026	2.53%
Flexible Spending Admin	5,769	5,935	4,675	4,860	185	3.96%
Disability Insurance - Short Term	13,304	13,696	14,115	14,365	250	1.77%
Deferred Comp Employer Contrib	186,291	205,278	198,642	222,663	24,021	12.09%
Retiree Medical	919,167	821,617	837,905	884,819	46,914	5.60%
FMLA Administration	10,374	10,672	14,439	14,808	369	2.56%
Salary Offset	(9,450)	(31,294)	0	0	0	0.00%
PERSONNEL SERVICES	46,643,235	48,241,344	50,034,511	53,102,086	3,067,575	6.13%
Professional & Consulting	2,370,473	2,251,943	2,138,971	2,040,406	(98,565)	-4.61%
Court Related Personal Service	18,897	30,352	65,300	90,400	25,100	38.44%
Construction Services	3,311	132	0	0	0	0.00%
Road Work Services	3,495	0	0	0	0	0.00%
Relief & Assistance	11,437	13,525	1,507,327	24,000	(1,483,327)	-98.41%
Support Services	0	0	0	30,000	30,000	100.00%
Subscriptions	529	1,267	1,750	2,975	1,225	70.00%
Intergovernmental Agreements	72,131	115,865	41,305	59,475	18,170	43.99%
Agency Payments	258,304	211,838	349,493	1,137,406	787,913	225.44%
Motor Fuel & Lubricants	13,422	16,877	19,050	18,300	(750)	-3.94%
Automotive Equipment Parts	13,354	4,775	10,550	10,600	50	0.47%
Tires	77	1,995	0	2,000	2,000	100.00%
Machinery & Equipment Parts	22,629	19,421	32,600	47,450	14,850	45.55%
Helicopter Expense	1,089	140	0	0	0	0.00%
Refuse & Garbage	38,042	38,469	39,150	33,900	(5,250)	-13.41%
Spec Handling & Haz Waste Disp	328	30	3,000	1,000	(2,000)	-66.67%
Light, Power & Water	832,511	777,311	820,246	800,993	(19,253)	-2.35%
Telephone Services	236,919	357,846	381,549	360,203	(21,346)	-5.59%
General Liability	784,961	685,464	602,365	686,272	83,907	13.93%
SAIF Assessments	0	0	0	1,335	1,335	100.00%
Insurance Premiums	2,478	2,670	2,739	3,500	761	27.78%
Claims	0	5,751	0	0	0	0.00%

Appendix

GENERAL FUND REQUIREMENTS DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Vehicle Preventive Maintenance	2,178	1,724	2,650	2,550	(100)	-3.77%
Vehicle Repair	18,107	23,292	20,500	21,000	500	2.44%
Maintenance of Equipment	143,554	214,342	183,039	177,225	(5,814)	-3.18%
Maintenance of Structures	298,975	151,526	152,613	147,619	(4,994)	-3.27%
Maintenance of Grounds	19,852	35,403	18,500	16,500	(2,000)	-10.81%
Maintenance Agreements	259,593	226,835	236,457	681,841	445,384	188.36%
Operating Licenses & Permits	12,657	3,520	5,750	5,250	(500)	-8.70%
External Equipment Rental	6,571	4,883	8,561	9,011	450	5.26%
External Vehicle Rental	15	525	500	600	100	20.00%
Real Estate & Space Rentals	230,139	278,707	259,586	308,923	49,337	19.01%
Metro Cable Commission	81,926	100,863	110,373	102,731	(7,642)	-6.92%
Fleet Services Rentals	1,055,311	894,255	861,091	950,496	89,405	10.38%
Groundskeeping Services	270	0	0	0	0	0.00%
Copier Charges	64,202	69,394	66,625	61,890	(4,735)	-7.11%
Mail Room Charges	77,458	68,391	82,521	82,602	81	0.10%
License Replacement	0	0	0	123,591	123,591	100.00%
Indirect/Technology Serv	2,310,383	2,507,660	2,458,959	2,705,378	246,419	10.02%
Infrastructure Replacement	0	0	27,186	109,191	82,005	301.64%
County Indirect Charges	4,026,333	4,232,874	4,222,967	4,021,018	(201,949)	-4.78%
Direct/Technology Serv	1,205,756	1,061,376	1,084,029	552,464	(531,565)	-49.04%
Dept Support/Direct	43,062	98,265	57,272	60,682	3,410	5.95%
PC Replacement Services	198,673	124,650	138,350	139,770	1,420	1.03%
Dept Support/Indirect	15,686	17,055	192,128	204,690	12,562	6.54%
Office Supplies & Expense	186,396	155,796	176,583	175,062	(1,521)	-0.86%
Educational Materials	439	727	0	800	800	100.00%
Membrshp/Professional Licenses	55,870	62,121	63,439	68,108	4,669	7.36%
Printing & Binding	363,367	384,673	375,951	305,853	(70,098)	-18.65%
Advertising & Publicity	14,944	23,438	35,955	37,710	1,755	4.88%
Microfilm Imaging Services	1,540	2,332	192,729	8,000	(184,729)	-95.85%
Photo/Video Supplies & Svcs	7,795	11,871	14,400	13,950	(450)	-3.13%
Postage	177,767	172,771	190,750	219,050	28,300	14.84%
Radio/Communic Supplies & Svcs	1,322,024	255,318	201,618	241,866	40,248	19.96%
DP Supplies And Access	171,228	62,771	58,836	135,750	76,914	130.73%
DP Equipment	258,883	8,042	7,000	10,900	3,900	55.71%
Printer & Copier Expenses	0	35,392	26,039	37,050	11,011	42.29%
Small Tools & Equipment	219,858	113,896	106,514	108,369	1,855	1.74%
Small Office Furniture	57,567	31,493	34,000	20,350	(13,650)	-40.15%
Library - Serials & Conts	23,400	62,711	93,400	120,410	27,010	28.92%
Institutional Supplies	30,111	9,899	16,100	14,600	(1,500)	-9.32%
Food	24,011	22,647	27,500	28,750	1,250	4.55%
Clothing	4,638	6,319	11,100	9,700	(1,400)	-12.61%
Bedding & Linens	29,515	2,947	3,000	3,000	0	0.00%
Kitchen & Dining Supplies	4,076	4,999	5,750	6,150	400	6.96%
Miscellaneous Supplies	6,136	278	500	500	0	0.00%
Special Supplies	122,208	140,008	157,500	160,151	2,651	1.68%
Clothing & Personal Supplies	58,921	51,812	61,450	44,050	(17,400)	-28.32%
Search & Rescue Supplies	6,905	3,120	8,400	8,400	0	0.00%
Safety Supplies	32,228	32,361	30,800	32,620	1,820	5.91%
Janitorial Supplies	126,965	114,928	107,150	114,150	7,000	6.53%
Agricultural Supplies	6	125	300	0	(300)	-100.00%
Building Materials Supplies	35,896	44,792	27,900	31,250	3,350	12.01%
Electrical Supplies	27,023	31,921	28,100	23,350	(4,750)	-16.90%

Appendix

GENERAL FUND REQUIREMENTS DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Medical Supplies	15,650	19,164	25,900	18,800	(7,100)	-27.41%
Stores Inventory	11,308	18,478	13,000	8,000	(5,000)	-38.46%
Business Expense & Travel	91,384	91,950	108,758	113,130	4,372	4.02%
Committee Stipends & Expense	6,152	5,391	8,000	6,500	(1,500)	-18.75%
Awards & Recognition	16,760	14,252	20,522	36,200	15,678	76.40%
Outside Education & Travel	223,220	284,756	352,121	352,595	474	0.13%
County Training Classes	6,987	16,382	13,120	22,405	9,285	70.77%
Training Services & Materials	105,049	86,790	74,770	86,020	11,250	15.05%
Tuition Reimbursement	0	0	20,000	20,000	0	0.00%
Miscellaneous Payments	78,419	37,320	19,700	5,700	(14,000)	-71.07%
Parking	1,606	11,620	12,700	17,500	4,800	37.80%
MATERIALS & SERVICES	18,681,340	17,086,823	18,936,407	18,501,986	(434,421)	-2.29%
Vehicles	27,009	20,421	137,500	95,000	(42,500)	-30.91%
Law Enforcement Equipment	0	157,500	27,074	0	(27,074)	-100.00%
Communications Equipment	5,836	0	0	0	0	0.00%
Data Processing Equipment	5,473	0	16,001	0	(16,001)	-100.00%
Machinery & Equipment	9,378	95,241	0	0	0	0.00%
CAPITAL OUTLAY	47,695	273,162	180,575	95,000	(85,575)	-47.39%
Improvements	0	74,042	0	0	0	0.00%
CAPITAL PROJECTS	0	74,042	0	0	0	0.00%
Transfer To Special Rev Fd (200)	10,493,953	10,707,981	11,681,570	13,027,152	1,345,582	11.52%
Transfer To Debt Svc Fd (300)	875,008	854,910	858,945	858,320	(625)	-0.07%
Transfer To Enterprise Fd (500)	0	0	50,000	0	(50,000)	-100.00%
Transfer To Int Svc Fnds (600)	0	170,000	270,000	0	(270,000)	-100.00%
Intrafund Transfer	0	0	384,387	288,400	(95,987)	-24.97%
FUND TRANSFERS	11,368,960	11,732,891	13,244,902	14,173,872	928,970	7.01%
Operational Contingency	0	0	678,837	849,440	170,603	25.13%
Operational Reserves	0	0	14,603,624	14,354,602	(249,022)	-1.71%
Service Stabilization	0	0	2,974,673	2,483,165	(491,508)	-16.52%
Reserves - Future Projects	0	0	7,995,057	6,871,305	(1,123,752)	-14.06%
TOTAL RESERVES & CONTINGENCIES	76,741,231	77,408,262	95,522,491	98,152,200	2,629,710	2.75%
TOTAL REQUIREMENTS	76,741,230	77,408,264	108,648,586	110,431,456	1,782,870	1.64%

Appendix

ALL FUNDS RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCE ACCOUNTS						
Payments In-Lieu Of Taxes	643,218	2,242,245	720,000	0	(720,000)	-100.00%
Current Year Property Tax	49,289,278	51,761,644	57,308,549	61,213,565	3,905,016	6.81%
Prior Years Property Taxes	1,196,904	1,037,119	955,050	1,255,000	299,950	31.41%
In Lieu Of Taxes	603,874	657,828	767,191	778,431	11,240	1.47%
Severance Tax	44,933	27,163	20,000	30,000	10,000	50.00%
Transient Room Tax	6,688,490	7,073,044	7,283,815	7,423,343	139,528	1.92%
Car Rental Tax	1,912,338	2,029,633	2,092,457	2,183,705	91,248	4.36%
County Marijuana Tax	1,807	20,668	48,500	31,000	(17,500)	-36.08%
Miscellaneous Taxes	18,480	16,875	17,410	18,000	590	3.39%
Road Assessments	13,272	17,246	14,000	4,000	(10,000)	-71.43%
Other Assessment	121,765	115,115	120,000	111,000	(9,000)	-7.50%
Tax Penalties	311,159	311,545	300,000	325,000	25,000	8.33%
Other Tax Revenue	10	0	0	0	0	0.00%
TAXES & ASSESSMENTS	60,845,528	65,310,124	69,646,972	73,373,044	3,726,072	5.35%
Marriage	64,885	79,494	86,000	86,000	0	0.00%
Domestic Partnership Fee	180	385	0	0	0	0.00%
Lane County Licenses	218,865	231,360	216,500	223,655	7,155	3.30%
Kennel Licenses	5,785	7,723	6,700	6,700	0	0.00%
Temporary Restaurant Licenses	54,239	42,545	54,000	46,000	(8,000)	-14.81%
Mobile Unit Licenses	59,948	60,708	67,500	68,000	500	0.74%
Swimming Pool Licenses	91,195	94,926	92,800	96,500	3,700	3.99%
Restaurant Licenses	655,493	656,078	661,000	658,000	(3,000)	-0.45%
Recreation Park Licenses	24,575	24,902	24,000	25,000	1,000	4.17%
Motel/Hotel Licenses	35,516	39,192	34,000	38,600	4,600	13.53%
Tobacco Retailer License Fee	9,775	9,675	16,500	14,000	(2,500)	-15.15%
Metro Cable Franchise	486,417	466,961	505,000	399,251	(105,749)	-20.94%
Rural Cable Franchise	145,587	153,377	151,000	154,499	3,499	2.32%
Structural	508,760	609,346	540,900	585,000	44,100	8.15%
Mechanical Permit	186,482	223,647	225,000	233,000	8,000	3.56%
Plumbing Permits	105,175	111,483	107,000	115,500	8,500	7.94%
Electrical Permit	319,288	336,799	340,900	340,900	0	0.00%
Mobile Home Permits	37,229	42,980	40,000	40,000	0	0.00%
Mobile Home Electrical Permit	160	120	0	0	0	0.00%
Zoning Permits	629,680	618,270	601,500	561,500	(40,000)	-6.65%
Public Works Permits	39,544	43,085	30,000	30,000	0	0.00%
COVP Continuous OP Permit	69,150	70,797	65,000	65,000	0	0.00%
Facility Access Permits	60,191	56,156	60,000	60,000	0	0.00%
Concealed Weapon Permit	382,244	303,090	300,000	250,000	(50,000)	-16.67%
Fireworks Display Permit	499	300	300	300	0	0.00%
State Construction Surtax Coll	203,772	231,704	210,000	220,000	10,000	4.76%
Mobile Home State Qtrly Srchrg	1,891	90	1,000	0	(1,000)	-100.00%
LICENSES & PERMITS	4,396,526	4,515,193	4,436,600	4,317,405	(119,195)	-2.69%
Circuit Court Fines	186,461	211,984	195,000	185,400	(9,600)	-4.92%
State Court Facility & Security	129,595	123,865	125,000	125,000	0	0.00%
Local Fines	115,337	35,015	58,100	48,100	(10,000)	-17.21%
Court Fines	215,208	221,267	224,630	233,400	8,770	3.90%
Collection Agency Receipts	98,574	182,216	146,905	140,000	(6,905)	-4.70%
Drivers License Suspension	170,068	10,355	10,670	10,000	(670)	-6.28%
Criminal Fine & Assessment	142,749	259,203	299,000	259,800	(39,200)	-13.11%

Appendix

ALL FUNDS RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Fines From Other Courts	30,242	48,765	40,060	37,000	(3,060)	-7.64%
County Infractions Forfeitures	45,000	35,000	0	0	0	0.00%
Forfeitures Other	358,868	178,356	81,000	88,000	7,000	8.64%
Foreclosure Penalty	65,025	61,369	58,000	59,000	1,000	1.72%
Late Filing Penalties	29,457	26,409	32,500	30,000	(2,500)	-7.69%
FINES, FORFEITURES, PENALTIES	1,586,584	1,393,804	1,270,865	1,215,700	(55,165)	-4.34%
Sale Of Capital Assets	391,122	352,519	354,000	325,000	(29,000)	-8.19%
Land Sales	691,272	279,126	2,794,346	204,709	(2,589,637)	-92.67%
Recycled Materials	200,158	411,040	300,000	300,000	0	0.00%
Scrap Metal Sales	262,245	370,529	305,650	310,150	4,500	1.47%
Timber Sales	145,604	638	0	0	0	0.00%
Royalties	35,668	36,677	34,000	34,000	0	0.00%
Map Sales	58,259	2,773	0	0	0	0.00%
Miscellaneous Sales	171,140	189,729	89,110	85,660	(3,450)	-3.87%
Season Passes	202,334	219,442	210,750	220,750	10,000	4.74%
Admissions	656,565	680,657	660,000	660,000	0	0.00%
Concessions	107,597	143,160	134,500	125,000	(9,500)	-7.06%
Fair Food Booths	132,274	136,152	132,000	148,000	16,000	12.12%
Catering	180,132	105,431	114,500	110,285	(4,215)	-3.68%
Amusements	74,370	78,805	75,000	0	(75,000)	-100.00%
Fair Concert Tickets	115,592	108,142	112,000	112,000	0	0.00%
Fair Concert Merchdse Comm	3,890	2,349	3,000	3,000	0	0.00%
Fair Carnival Receipts	351,742	407,074	398,000	400,000	2,000	0.50%
Attraction Commission	1,200	2,400	1,600	1,600	0	0.00%
Fair Entry Fees	4,078	5,399	4,800	3,300	(1,500)	-31.25%
Real Property	97,555	15,600	96,000	186,000	90,000	93.75%
Parking	611,505	673,206	532,695	495,500	(37,195)	-6.98%
Equipment Rental	154,846	157,184	154,500	154,500	0	0.00%
Moorage	180,060	178,297	180,000	180,000	0	0.00%
Picnic Reservations	55,424	53,170	55,000	55,000	0	0.00%
Camp Lane Reservations	69,562	70,191	64,000	70,000	6,000	9.38%
Camping	907,785	926,344	906,889	950,489	43,600	4.81%
Misc. Camping Revenue	39,467	66,496	40,000	60,000	20,000	50.00%
Rent - Other Properties	552,197	574,212	556,984	486,359	(70,625)	-12.68%
Fair Booth Space Rental	92,950	103,290	101,500	101,500	0	0.00%
Convention Center Rental	580,526	583,106	580,000	580,000	0	0.00%
Livestock Arena/Stalls Rental	26,000	30,990	20,000	23,000	3,000	15.00%
Wheeler Pavilion Rental	19,570	15,960	17,000	17,000	0	0.00%
Auditorium Rental	21,440	26,859	29,000	29,000	0	0.00%
Expo Halls Rental	74,450	56,469	64,000	64,000	0	0.00%
Parking Lot Rental	52,150	51,550	48,000	48,000	0	0.00%
Miscellaneous Rent	152,916	119,747	142,328	130,328	(12,000)	-8.43%
PROPERTY AND RENTALS	7,473,645	7,234,711	9,311,152	6,674,130	(2,637,022)	-28.32%
National Forest Timber Sales	1,401,560	7,967,682	7,647,592	1,650,123	(5,997,469)	-78.42%
Civil Defense Grants	201,047	171,144	154,300	170,700	16,400	10.63%
Corp Of Engineers	43,617	41,515	44,854	42,354	(2,500)	-5.57%
Department Of Energy	748,546	574,878	679,162	697,474	18,312	2.70%
FEMA	551,065	403,216	500,000	0	(500,000)	-100.00%
Health & Human Services	6,488,520	6,372,630	6,637,576	6,655,022	17,446	0.26%
DMAP Open Card	2,306,427	1,537,070	3,412,608	2,605,742	(806,866)	-23.64%

Appendix

ALL FUNDS RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Medicaid Wrap	16,798,155	18,090,878	20,444,471	22,302,072	1,857,601	9.09%
Title XIX Babies First	791,295	413,575	0	0	0	0.00%
Child Support Enforcement	1,550,524	1,618,356	1,604,678	1,562,809	(41,869)	-2.61%
FPEP Expansion Project	11,807	7,955	8,914	8,914	0	0.00%
Title IV-E	240,700	105,250	60,000	60,000	0	0.00%
Justice Department	134,627	66,443	15,875	0	(15,875)	-100.00%
SAMHSA	97,126	245,589	620,287	867,027	246,740	39.78%
Housing & Comm Development	2,135,887	2,080,278	2,373,496	2,609,877	236,381	9.96%
HUD SB Rcpt Grnt	0	4,200	4,000	0	(4,000)	-100.00%
O & C Timber Sales	2,871,131	4,485,864	3,767,487	2,500,000	(1,267,487)	-33.64%
Flood Control Leases	2,945	3,128	750	750	0	0.00%
Bureau of Land Management	221,770	268,838	251,610	250,610	(1,000)	-0.40%
Taylor Grazing Act	0	59	0	0	0	0.00%
Department Of Justice	491,123	214,716	366,221	377,759	11,538	3.15%
US Marshall	2,076,598	758,972	0	0	0	0.00%
Bureau of Prisons	973,223	836,551	960,000	869,000	(91,000)	-9.48%
Federal Highway Admin	107,578	193,993	0	1,797,092	1,797,092	100.00%
Federal Title III Projects	0	779,329	1,079,196	0	(1,079,196)	-100.00%
Miscellaneous Federal	1,948,315	1,629,654	1,415,756	1,440,654	24,898	1.76%
Federal Title II Reimbursements	121,631	149,233	95,000	95,000	0	0.00%
Federal Title III Reimbursements	693,762	169,633	771,800	809,660	37,860	4.91%
Reimbursements	348,708	26,743	500	500	0	0.00%
Prior Year Revenues	2	0	0	0	0	0.00%
FEDERAL REVENUES	43,357,687	49,217,374	52,916,133	47,373,139	(5,542,994)	-10.48%
Bio-Terrorism	192,174	154,474	168,615	159,088	(9,527)	-5.65%
Title V Flexible Funds	92,504	96,277	96,247	96,247	0	0.00%
Juvenile Justice Del. Prev.	0	7,457	0	0	0	0.00%
Mosquito Surveillance	0	21,399	5,000	5,000	0	0.00%
ODOT Funds Exchange	894,127	932,244	683,946	980,961	297,015	43.43%
ODOT	1,718,729	447,268	3,172,521	2,152,999	(1,019,522)	-32.14%
Community Services Block Grant	418,261	509,425	487,605	472,095	(15,510)	-3.18%
Cacoon OR Health Sciences	31,642	52,736	42,189	42,189	0	0.00%
Dept Of State Police	1,625	377	40,914	0	(40,914)	-100.00%
Family Planning	76,214	63,133	63,132	63,132	0	0.00%
HIV Block Grant Prevent-Federal	89,449	109,855	112,965	112,965	0	0.00%
DHS Immunization	80,003	78,100	78,100	78,100	0	0.00%
Mental Health Division	18,641,791	20,574,946	21,124,861	20,397,482	(727,379)	-3.44%
Child & Adolescent Health	63,426	65,489	54,140	54,140	0	0.00%
WIC Program	1,297,927	1,357,248	1,365,642	1,345,535	(20,107)	-1.47%
Title XIX	535,313	552,831	519,750	491,076	(28,674)	-5.52%
Oregon Mothers Care	27,523	25,994	21,858	21,858	0	0.00%
Coordinated Care Org-CCO	12,408,957	11,598,396	10,832,084	11,340,648	508,564	4.69%
Miscellaneous State	3,112,551	3,367,574	4,106,052	3,345,159	(760,893)	-18.53%
Prior Year Revenues	140,813	174,241	0	0	0	0.00%
Managed Care/Carve Out	22,504	27,496	0	0	0	0.00%
Homeless Shelters	1,738,449	1,990,480	3,303,147	2,383,542	(919,605)	-27.84%
Childrens Services Division	343,765	295,802	354,681	354,681	0	0.00%
H I V Community Outreach	0	86,103	322,014	348,781	26,767	8.31%
OHD State Support	401,740	438,203	401,740	401,740	0	0.00%
Immune Action & Babies 1st	40,021	41,348	41,348	41,348	0	0.00%
Perinatal	12,675	12,913	24,188	24,188	0	0.00%

Appendix

ALL FUNDS RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
School Based Clinic	601,956	498,129	495,129	496,929	1,800	0.36%
TB Case Management	13,574	16,128	16,128	16,128	0	0.00%
Tobacco Prevention	384,944	214,134	214,134	214,134	0	0.00%
Healthy Communities	78,267	0	0	0	0	0.00%
Accident Prevention	25,999	24,218	19,000	20,000	1,000	5.26%
Community Corrections	10,220,310	12,707,900	12,706,266	12,499,799	(206,467)	-1.62%
M57 Supp Transition Funds	61,250	497,238	497,238	497,238	0	0.00%
Justice Reinvestment	1,853,128	2,781,010	2,824,764	2,505,143	(319,621)	-11.31%
Release Subsidy Funds	29,778	34,730	34,730	34,730	0	0.00%
Victim - Witness Program	205,921	205,921	205,921	206,000	79	0.04%
Witness	17	0	0	0	0	0.00%
Healthy Start	747,186	684,796	764,257	628,026	(136,231)	-17.83%
Youth Involvement	858	2,085	0	0	0	0.00%
Campground Grant	10,887	53,384	0	0	0	0.00%
Dept of Transportation	0	15,972	15,972	16,000	28	0.18%
Veterans Affairs	7,830	249,437	257,246	252,546	(4,700)	-1.83%
Local Staff	344,390	396,547	430,885	423,964	(6,921)	-1.61%
Miscellaneous State Revenue	3,672,084	3,143,629	3,853,498	3,950,307	96,809	2.51%
Prior Year Revenues	56,479	0	37,889	0	(37,889)	-100.00%
STATE GRANT REVENUES	60,697,041	64,607,067	69,795,796	66,473,898	(3,321,898)	-4.76%
Marine Board	467,422	480,684	467,750	437,609	(30,141)	-6.44%
Drinking Water Program	139,793	139,794	139,794	139,794	0	0.00%
Timber Sales	907,543	1,322,769	1,785,700	1,497,750	(287,950)	-16.13%
Motor Voter Funds	36,567	33,347	39,000	32,000	(7,000)	-17.95%
Department of Revenue	1,095,481	782,500	6,432,002	1,167,886	(5,264,116)	-81.84%
DCBS Fee Revenue	104,565	74,340	50,000	50,000	0	0.00%
DCBS Misc Revenue	320	215	200	200	0	0.00%
Video Lottery Revenue	1,504,943	1,617,595	1,571,244	1,607,418	36,174	2.30%
Video Lottery Grant	1,529,210	1,699,973	1,771,467	1,738,232	(33,235)	-1.88%
Liquor Tax - Local Programs	333,171	323,888	288,300	288,300	0	0.00%
Liquor Tax	1,931,426	2,023,615	2,120,055	2,228,850	108,795	5.13%
DUII Assessments	115	0	0	0	0	0.00%
Highway Funds/Gas Tax	20,174,611	22,093,718	25,380,000	26,224,000	844,000	3.33%
OTIA III Maint & Preservation	1,072,733	1,041,179	1,249,996	1,010,000	(239,996)	-19.20%
Court Fees	751,305	685,830	685,855	695,552	9,697	1.41%
Gasoline Tax Refund	75,950	71,342	71,775	71,775	0	0.00%
Amusement Device Tax	82,396	81,819	82,500	82,500	0	0.00%
Cigarette Tax	319,793	313,636	310,200	304,226	(5,974)	-1.93%
Marijuana Tax	0	2,571,164	1,200,000	1,200,000	0	0.00%
State ODA Funds	53,667	53,167	53,166	53,332	166	0.31%
Recreational Vehicle Fee	525,575	538,748	510,000	520,000	10,000	1.96%
Trans. Of Prisoners	6,435	6,637	6,000	6,000	0	0.00%
State Reimbursements	25,962	0	0	0	0	0.00%
OTHER STATE REVENUES	31,138,984	35,955,961	44,215,004	39,355,424	(4,859,580)	-10.99%
Eugene	1,385,939	1,425,505	1,724,313	1,766,031	41,718	2.42%
Springfield	231,769	233,187	254,454	254,454	0	0.00%
Serbu Endowment Fund	213,405	168,864	173,666	217,950	44,284	25.50%
LOCAL GRANTS	1,831,113	1,827,556	2,152,433	2,238,435	86,002	4.00%

Appendix

ALL FUNDS RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Eugene	845,825	803,036	1,091,895	1,589,711	497,816	45.59%
Community Law Enforcement	1,540,584	1,638,257	1,665,138	1,950,376	285,238	17.13%
Inmate Housing	353	0	0	0	0	0.00%
Springfield	5,000	32,000	5,000	5,000	0	0.00%
Miscellaneous Cities	1,419,535	1,043,487	1,030,748	1,123,711	92,963	9.02%
Counties	169,251	275,208	341,317	255,132	(86,185)	-25.25%
Other Local	1,268,875	1,323,777	1,866,788	2,235,180	368,392	19.73%
Special Elections	40,130	645,628	3,000	500,000	497,000	16,566.67%
Community Contracts	43,738	31,942	17,000	17,000	0	0.00%
INET Drug Court Revenue	243,443	95,100	120,018	122,592	2,574	2.14%
LOCAL REVENUES	5,576,733	5,888,435	6,140,904	7,798,702	1,657,798	27.00%
Site Reviews	0	0	100	100	0	0.00%
Site Inspections	76,744	82,312	90,000	90,000	0	0.00%
Waste System Inspections	337,247	381,570	350,000	330,000	(20,000)	-5.71%
Daycare Inspection Fees	30,761	32,994	31,000	35,000	4,000	12.90%
School Inspections	37,692	36,792	38,000	38,000	0	0.00%
Frat/Sor/Coops	3,360	3,528	3,864	3,500	(364)	-9.42%
Food Handlers Fees	914,040	1,045,908	1,039,000	1,094,000	55,000	5.29%
Clinic Fees	159,561	183,056	251,126	251,126	0	0.00%
Plan Contributions	70,925	202,334	1,350,000	600,000	(750,000)	-55.56%
Birth Certificate Fees	61,602	64,269	60,000	60,000	0	0.00%
Childrens Trust Fund	2,701	2,776	2,500	2,500	0	0.00%
Mental Health Clinic Fees	79,432	76,645	83,500	83,500	0	0.00%
Death Certificate Fees	365,652	381,155	250,328	250,328	0	0.00%
Influenza Immunization	19,129	18,407	16,500	16,500	0	0.00%
Immunization Fees	35,381	30,081	57,320	20,000	(37,320)	-65.11%
Tuberculin Test Fees	2,499	4,628	6,500	6,500	0	0.00%
Supervised Parent Visits	14,431	11,050	10,000	10,000	0	0.00%
Parent Education	107,980	104,339	100,000	100,000	0	0.00%
Supervised Probationer Fees	509,113	412,248	490,000	500,000	10,000	2.04%
DOR - Probationer Fees	53,153	81,300	55,000	125,000	70,000	127.27%
Electronic Supervision Fees	202,606	237,365	225,000	250,000	25,000	11.11%
Fingerprinting Fees	62,596	47,392	50,000	40,000	(10,000)	-20.00%
OLCC Endorsements	4,421	4,585	4,000	4,000	0	0.00%
Vehicle Impound Fees	6,325	12,700	5,000	11,000	6,000	120.00%
Civil Process	388,557	291,019	300,000	275,000	(25,000)	-8.33%
Firearms Transfer Endorsements	815	95	0	0	0	0.00%
Justice Court Fees	21,302	15,210	18,935	15,000	(3,935)	-20.78%
Witness Fees	419	584	50	250	200	400.00%
Elections Fees	5,091	27,454	5,000	5,000	0	0.00%
Recording Fees	1,825,036	1,695,742	1,704,500	1,582,500	(122,000)	-7.16%
Public Land Corner Preservatn	529,511	501,391	510,000	410,000	(100,000)	-19.61%
Marriage Ceremonies	41,315	45,662	40,000	40,000	0	0.00%
State Processing Fee	32,753	30,710	31,000	28,000	(3,000)	-9.68%
BOPTA Filing Fee	13,860	12,425	15,000	11,000	(4,000)	-26.67%
Domestic Partner Fees	30	660	0	0	0	0.00%
Other Clerk Fees	24,205	8,000	0	0	0	0.00%
Zoning Certification Fee	198,079	217,847	195,000	180,000	(15,000)	-7.69%
Restaurant Plan Reviews	18,929	21,492	21,000	21,800	800	3.81%
Technology Assessment	54,406	58,784	50,000	57,000	7,000	14.00%
LMD Permit Admin Fee	421,918	462,749	438,000	438,000	0	0.00%
Long-Range Planning Surcharge	365,825	399,022	370,000	392,500	22,500	6.08%

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ALL FUNDS RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Subdivision Fees	99,210	107,700	95,000	115,000	20,000	21.05%
Boundary Fees	4,256	14,279	13,500	6,000	(7,500)	-55.56%
Rural Addressing Fees	32,210	31,060	30,000	25,500	(4,500)	-15.00%
Plan Check Fees	412,641	447,504	423,000	528,800	105,800	25.01%
Land Vacation Fees	13,024	952	15,000	10,000	(5,000)	-33.33%
Land Survey Fees	34,657	36,438	30,000	30,000	0	0.00%
Partition Plat Check Fees	38,650	44,506	30,000	35,000	5,000	16.67%
Engineering	100,501	132,715	75,000	310,000	235,000	313.33%
Field Engineering	53,420	85,222	10,000	80,000	70,000	700.00%
Materials Testing	350,541	302,038	250,000	250,000	0	0.00%
Surveying	40,784	11,164	0	0	0	0.00%
Striping	61,867	77,793	65,000	65,000	0	0.00%
Signage & Graphics	31,429	26,317	10,000	12,000	2,000	20.00%
Electricians	22,508	19,027	10,000	10,000	0	0.00%
Road Maintenance	224,541	501,304	316,588	82,000	(234,588)	-74.10%
Construction Reimbursement	598,302	176,480	0	0	0	0.00%
Maintenance Reimbursement	250,457	20,846	1,756	150,233	148,477	8,455.41%
Miscellaneous PW	4,386	3,617	4,000	2,000	(2,000)	-50.00%
Cnst Excise Tax Collection Fee	0	0	0	8,500	8,500	100.00%
Cnst Excise Tax Admin Fee	9,884	10,129	10,000	10,000	0	0.00%
Medicare	1,691,286	1,927,942	2,097,135	2,097,135	0	0.00%
Trillium/OHP FEES	6,132,606	6,301,437	7,956,701	8,304,852	348,151	4.38%
Other Third Party Fees	398,526	501,739	517,872	517,872	0	0.00%
System Development Charge	43,632	57,277	40,000	40,000	0	0.00%
Sports-Recreation Revenue	69,326	73,390	55,000	55,000	0	0.00%
Electrical Revenue	95,954	92,655	96,250	96,750	500	0.52%
Garbage Fees	7,061,249	7,114,161	7,168,009	7,618,009	450,000	6.28%
Special Waste Fees	317,250	373,505	520,000	383,675	(136,325)	-26.22%
Industrial Waste Fees	694,879	490,819	686,700	500,000	(186,700)	-27.19%
Other Solid Waste Fees	1,459,664	1,373,596	1,459,262	1,459,262	0	0.00%
A&T Application Fee	18,335	20,010	15,000	12,000	(3,000)	-20.00%
Nuisance Abatement	(2,919)	(7,056)	(3,740)	(3,740)	0	0.00%
Community Cleanup	(27,702)	(7,209)	(30,500)	(30,500)	0	0.00%
System Benefit Fee	10,541,345	11,301,135	10,913,520	10,913,520	0	0.00%
Discounts and Rebates	415,165	296,449	373,800	213,800	(160,000)	-42.80%
Miscellaneous Fees/Reimbursement	230,283	189,135	179,820	177,944	(1,876)	-1.04%
Bad Debt Contract Rev	(1,206)	(7,464)	0	0	0	0.00%
Miscellaneous Svc Charges	1,953,601	1,943,464	1,697,299	1,647,721	(49,578)	-2.92%
Administrative Services	1,000	0	0	0	0	0.00%
Advertising	9,995	7,820	5,000	5,000	0	0.00%
Special Projects	1,909,273	1,946,775	2,525,572	2,823,171	297,599	11.78%
Report Fees	14,755	18,917	15,350	20,350	5,000	32.57%
Telephone Calls	103,017	94,930	90,000	75,000	(15,000)	-16.67%
Photocopies	18	0	0	0	0	0.00%
Private Donations	150,125	100,530	41,600	7,100	(34,500)	-82.93%
Fair Sponsorship Income	76,933	69,834	65,226	70,000	4,774	7.32%
Fair Donor Income	770	1,767	800	800	0	0.00%
Contracted Maint Services	31,700	31,700	34,700	31,700	(3,000)	-8.65%
Real Property Services	27,577	61,157	25,000	25,000	0	0.00%
Commissary & Vending Sales	85,080	84,725	85,500	75,500	(10,000)	-11.70%
Discovery - Police Records	329,970	355,379	256,549	301,050	44,501	17.35%
Refunds & Reimbursements	1,248,583	764,585	310,918	277,649	(33,269)	-10.70%

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ALL FUNDS RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Deferred Comp Admin Fee	84,855	69,233	50,000	47,500	(2,500)	-5.00%
Cash Over & Under	3,493	11,803	1,000	500	(500)	-50.00%
Legal Services	3,795	4,060	500	0	(500)	-100.00%
Benefits	51,079,982	50,772,972	26,260,769	27,677,529	1,416,760	5.39%
Benefits HDHP Plan	0	0	6,910,000	6,341,900	(568,100)	-8.22%
Benefits Plus Plan	0	0	1,590,000	2,095,000	505,000	31.76%
Benefits CoPay Plan	0	0	18,000,000	18,863,100	863,100	4.80%
Employer PERS	10,321,996	12,682,651	14,145,736	18,650,196	4,504,460	31.84%
Employer OPSRP	0	0	126,369	137,972	11,603	9.18%
Employee PERS	5,307,864	5,484,987	6,188,916	6,651,768	462,852	7.48%
Training Revenues	23,853	30,736	57,000	57,000	0	0.00%
Mailroom Services	174,373	170,049	175,000	180,000	5,000	2.86%
Copier Services	229,687	263,516	219,100	3,340	(215,760)	-98.48%
Telephone Services	0	317,325	429,660	1,532,289	1,102,629	256.63%
Fleet Services	45,000	0	0	0	0	0.00%
Replacement Prog Equipmt	7,383,965	7,412,462	7,060,305	7,226,604	166,299	2.36%
Non-Replacement Prog Eqmt	436,226	453,496	372,000	372,000	0	0.00%
Pool Equipment	122,866	103,013	100,000	100,000	0	0.00%
Data Processing Services	9,808,450	9,988,566	9,968,713	10,393,688	424,975	4.26%
Technology Replacement	560,920	295,833	681,954	1,222,035	540,081	79.20%
Miscellaneous Internal Services	347,671	371,091	2,491,154	2,879,667	388,513	15.60%
Facilities Services	33,208	22,056	15,140	18,288	3,148	20.79%
FEES AND CHARGES	130,530,944	133,322,321	141,697,726	151,273,133	9,575,407	6.76%
County Indirect Revenue	14,371,114	15,091,039	15,524,058	16,644,195	1,120,137	7.22%
Departmental Administration	4,168,208	4,146,410	3,824,585	4,193,996	369,411	9.66%
Admin Charges Clerical	16,704	23,958	21,000	21,000	0	0.00%
Radio-Equipment Replacement	1,000,000	0	0	0	0	0.00%
ADMINISTRATIVE CHARGES	19,556,027	19,261,407	19,369,643	20,859,191	1,489,548	7.69%
Investment Earnings	2,546,221	3,586,442	3,125,655	3,854,223	728,568	23.31%
Interest On Assessments	13,490	9,292	7,500	7,500	0	0.00%
Miscellaneous Interest	247	271	100	100	0	0.00%
Int Recd Interfund Loan	226	3,817	20,969	25,828	4,859	23.17%
INTEREST EARNINGS	2,560,185	3,599,823	3,154,224	3,887,651	733,427	23.25%
Proceeds of Refunding Bond	8,870,000	0	0	0	0	0.00%
Premium - Debt issuance	1,027,864	0	0	0	0	0.00%
BOND SALES	9,897,864	0	0	0	0	0.00%
Fund Balance	229,063,172	243,503,560	268,133,829	263,518,923	(4,614,906)	-1.72%
Non Discretionary	557,717	95,035	52,000	0	(52,000)	-100.00%
RESOURCE CARRYOVER	229,620,889	243,598,595	268,185,829	263,518,923	(4,666,906)	-1.74%

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ALL FUNDS RESOURCE DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Interfund Loan Received	0	700,000	973,430	0	(973,430)	-100.00%
Prin Recd Interfund Loan	20,000	313,508	358,461	1,001,461	643,000	179.38%
INTERFUND LOANS	20,000	1,013,508	1,331,891	1,001,461	(330,430)	-24.81%
Transfer Fr General Fund (100)	11,368,960	11,732,891	12,860,515	13,885,472	1,024,957	7.97%
Transfer Fr Spec Rev Funds (200)	9,722,123	4,334,787	3,468,995	3,549,967	80,972	2.33%
Transfer Fr Capital Fund (400)	1,872,268	800,441	893,036	1,100,487	207,451	23.23%
Transfer Fr Enterprise Fd (500)	106,913	110,113	107,513	104,913	(2,600)	-2.42%
Transfer Fr Int Svc Fnds (600)	4,214,009	323,122	8,953,238	700,000	(8,253,238)	-92.18%
Intrafund Transfer	5,745,710	6,212,243	8,764,602	7,855,226	(909,376)	-10.38%
FUND TRANSFERS	33,029,982	23,513,599	35,047,899	27,196,065	(7,851,834)	-22.40%
TOTAL RESOURCES	642,119,730	660,259,477	728,673,071	716,556,301	(12,116,770)	-1.66%

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ALL FUNDS REQUIREMENTS DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
REQUIREMENT ACCOUNTS						
Regular Operating Wages	85,131,644	89,547,710	101,142,745	106,153,370	5,010,625	4.95%
Extra Help	2,206,863	2,209,343	2,507,266	2,596,890	89,624	3.57%
Unclassified Temporary	214,866	154,061	1,493,909	1,359,726	(134,183)	-8.98%
Overtime	3,259,563	3,340,469	3,164,936	3,320,192	155,256	4.91%
Reduction Unfunded Vac Liab	1,540,154	1,512,663	1,447,225	1,568,425	121,200	8.37%
Compensatory Time	367,552	387,151	356,052	326,421	(29,631)	-8.32%
Personal Time	369,976	284,362	307,244	291,888	(15,356)	-5.00%
Risk Management Benefits	1,532,727	1,478,786	1,344,122	1,137,874	(206,248)	-15.34%
Social Security Expense	5,591,705	5,867,058	6,830,436	7,158,069	327,633	4.80%
Medicare Insurance Expense	1,335,395	1,396,109	1,597,052	1,674,546	77,494	4.85%
Unemployment Insurance (State)	285,896	151,092	170,354	177,593	7,239	4.25%
Workers Comp	315,238	326,268	330,778	346,377	15,599	4.72%
Disability Insurance - Long-term	539,259	482,435	749,140	785,718	36,578	4.88%
PERS - OPSRP Employer rate	10,322,695	12,682,651	14,451,544	18,688,069	4,236,525	29.32%
PERS Bond	7,010,523	6,789,721	7,721,051	8,104,128	383,077	4.96%
PERS - 6% Pickup	5,199,878	5,368,138	6,354,941	6,675,901	320,960	5.05%
Optional ER IAP	107,986	116,982	127,440	134,147	6,707	5.26%
Health Insurance	24,376,602	24,686,532	29,332,282	29,831,972	499,690	1.70%
Dental Insurance	1,821,637	1,885,505	2,171,919	2,223,683	51,764	2.38%
EE Assistance Pgm	22,493	23,312	37,874	38,744	870	2.30%
Life Insurance	303,465	295,776	392,964	402,762	9,798	2.49%
Flexible Spending Admin	20,539	21,270	19,131	19,578	447	2.34%
Disability Insurance - Short Term	47,272	48,989	56,674	57,775	1,101	1.94%
Deferred Comp Employer Contrib	759,864	796,101	886,349	958,250	71,901	8.11%
Retiree Medical	3,052,663	2,721,955	3,118,919	3,273,514	154,595	4.96%
FMLA Administration	36,804	38,123	57,003	58,324	1,321	2.32%
PERSONNEL SERVICES	155,773,259	162,612,561	186,169,350	197,363,936	11,194,586	6.01%
Professional & Consulting	18,376,653	19,537,416	23,883,161	20,616,021	(3,267,140)	-13.68%
Court Related Personal Service	18,897	30,352	65,300	90,400	25,100	38.44%
Surveyor's Services	21,156	30,854	25,000	17,000	(8,000)	-32.00%
Land Management Services	22,500	22,500	22,500	15,000	(7,500)	-33.33%
Data Processing Services	414,900	307,265	203,375	187,475	(15,900)	-7.82%
Public Safety Services	255,497	268,853	248,060	575,818	327,758	132.13%
Laundry Services	0	28	0	0	0	0.00%
Banking & Armored Car Svc	251,137	277,676	284,600	293,814	9,214	3.24%
Construction Services	87,269	30,225	0	0	0	0.00%
Engineering Services	36,843	39,927	90,000	240,000	150,000	166.67%
Road Work Services	187,880	212,110	377,088	320,000	(57,088)	-15.14%
Event Entertainers	355,497	345,006	380,000	380,000	0	0.00%
Litter Control	2,524	3,099	4,000	7,000	3,000	75.00%
Bridge Work Services	44,198	28,965	30,000	80,000	50,000	166.67%
Relief & Assistance	12,765	20,962	1,507,590	24,210	(1,483,380)	-98.39%
Training Services	201,401	234,823	263,749	259,023	(4,726)	-1.79%
On The Job Training	53,541	41,906	54,000	54,000	0	0.00%
Life Skills	0	13	0	0	0	0.00%
Support Services	198,057	222,452	562,023	359,635	(202,388)	-36.01%
Subscriptions	2,888	5,015	5,391	6,956	1,565	29.03%
On The Job Training - Services	480,087	322,299	380,393	380,393	0	0.00%
Homeowner Assistance	252,978	19,815	250,000	300,000	50,000	20.00%
Victim's Services	911	8,063	12,000	12,000	0	0.00%

Appendix

ALL FUNDS REQUIREMENTS DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Intergovernmental Agreements	2,483,199	2,421,846	4,737,736	4,196,627	(541,109)	-11.42%
Agency Payments	24,545,401	24,909,045	38,330,360	29,045,134	(9,285,226)	-24.22%
Family Support Services	1,461	1,270	1,250	1,250	0	0.00%
Client Support Fund	2,586,198	2,618,781	2,705,580	2,722,402	16,822	0.62%
Family Subsidy Payments	86,142	128,960	225,000	200,000	(25,000)	-11.11%
Agency Payments Prior Year	47,575	59,919	406,441	406,441	0	0.00%
Release Subsidy - P & P	29,778	34,730	34,730	34,730	0	0.00%
State Payback	933,488	947,348	1,090,991	1,090,991	0	0.00%
Motor Fuel & Lubricants	1,131,630	1,422,110	1,383,412	1,596,215	212,803	15.38%
Automotive Equipment Parts	714,649	824,088	988,650	803,550	(185,100)	-18.72%
Tires	200,259	164,054	172,250	174,000	1,750	1.02%
Machinery & Equipment Parts	37,667	46,835	70,150	82,200	12,050	17.18%
Helicopter Expense	65,911	17,204	290,599	372,042	81,443	28.03%
Refuse & Garbage	364,550	406,250	392,508	393,119	611	0.16%
Spec Handling & Haz Waste Disp	238,255	232,167	224,850	210,350	(14,500)	-6.45%
Light, Power & Water	2,921,000	2,734,836	2,906,616	2,863,508	(43,108)	-1.48%
Telephone Services	912,920	1,328,885	1,343,018	1,346,844	3,826	0.28%
General Liability	1,612,603	1,341,837	1,191,340	1,382,044	190,704	16.01%
SAIF Assessments	92,243	126,795	132,000	136,335	4,335	3.28%
ER PERS/OPSRP	9,956,515	12,739,155	14,205,066	18,788,168	4,583,102	32.26%
PERS 6% IAP	5,116,057	5,496,329	6,188,916	6,651,768	462,852	7.48%
Insurance Premiums	15,371,747	16,060,584	17,813,072	18,895,947	1,082,875	6.08%
Claims	21,848,767	25,375,783	25,620,313	27,001,500	1,381,187	5.39%
Vehicle Preventive Maintenance	2,216	2,363	7,302	4,450	(2,852)	-39.06%
Vehicle Repair	391,970	524,647	653,000	654,000	1,000	0.15%
Maintenance of Equipment	640,314	861,160	832,217	851,603	19,386	2.33%
Maintenance of Structures	729,949	448,981	1,235,689	622,484	(613,205)	-49.62%
Maintenance of Grounds	146,386	276,362	263,399	177,743	(85,656)	-32.52%
Maintenance Agreements	2,256,505	2,543,838	2,634,524	2,704,342	69,818	2.65%
Operating Licenses & Permits	609,164	556,924	521,794	472,775	(49,019)	-9.39%
Department Materials	3,894	3,519	4,575	200	(4,375)	-95.63%
External Equipment Rental	149,806	193,155	175,854	190,699	14,845	8.44%
External Vehicle Rental	15	4,654	500	600	100	20.00%
Real Estate & Space Rentals	1,078,068	1,161,846	1,090,478	1,349,523	259,045	23.76%
Metro Cable Commission	81,926	100,863	110,373	102,731	(7,642)	-6.92%
Fleet Services Rentals	7,471,614	7,488,666	7,073,156	7,224,801	151,645	2.14%
Groundskeeping Services	96,031	93,338	54,580	55,600	1,020	1.87%
Copier Charges	238,007	265,085	304,123	303,094	(1,029)	-0.34%
Mail Room Charges	132,723	125,164	146,118	141,244	(4,874)	-3.34%
Interdept Services Misc	690	534	1,556	0	(1,556)	-100.00%
License Replacement	0	0	0	408,283	408,283	100.00%
Indirect/Technology Serv	6,956,958	7,373,344	7,747,897	8,916,138	1,168,241	15.08%
Infrastructure Replacement	0	0	52,586	314,318	261,732	497.72%
County Indirect Charges	14,371,114	15,091,039	15,524,058	16,644,195	1,120,137	7.22%
Direct/Technology Serv	2,649,029	2,604,105	2,614,341	1,635,126	(979,215)	-37.46%
Dept Support/Direct	1,116,259	1,145,395	3,111,509	3,567,025	455,516	14.64%
PC Replacement Services	506,166	291,410	235,850	243,570	7,720	3.27%
Dept Support/Indirect	3,291,804	3,278,774	2,987,138	3,203,758	216,620	7.25%
Office Supplies & Expense	680,412	692,263	758,471	762,377	3,906	0.51%
Educational Materials	96,975	84,213	73,960	72,550	(1,410)	-1.91%
Membrshp/Professionl Licenses	275,442	300,871	287,992	350,610	62,618	21.74%
Printing & Binding	518,808	527,509	621,620	551,617	(70,003)	-11.26%

Appendix

ALL FUNDS REQUIREMENTS DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Advertising & Publicity	365,134	393,355	648,367	619,455	(28,912)	-4.46%
Microfilm Imaging Services	1,936	3,477	193,429	10,200	(183,229)	-94.73%
Photo/Video Supplies & Svcs	13,704	66,499	38,700	42,645	3,945	10.19%
Postage	395,052	383,007	465,512	484,540	19,028	4.09%
Radio/Communic Supplies & Svcs	3,075,647	1,201,063	2,212,371	2,537,890	325,519	14.71%
DP Supplies And Access	993,168	967,055	2,564,046	1,518,225	(1,045,821)	-40.79%
DP Equipment	301,142	30,609	264,453	273,362	8,909	3.37%
Printer & Copier Expenses	0	168,316	172,985	187,096	14,111	8.16%
Small Tools & Equipment	547,700	493,301	612,750	504,349	(108,401)	-17.69%
Small Office Furniture	231,282	267,194	607,772	614,826	7,054	1.16%
Library - Serials & Conts	75,174	121,700	161,791	178,710	16,919	10.46%
Library - Monographs	0	0	0	40,000	40,000	100.00%
Institutional Supplies	116,885	65,829	149,930	84,372	(65,558)	-43.73%
Food	244,703	245,977	316,340	276,113	(40,227)	-12.72%
Clothing	29,408	46,798	53,900	57,500	3,600	6.68%
Bedding & Linens	118,239	47,062	45,600	45,450	(150)	-0.33%
Kitchen & Dining Supplies	7,523	9,370	16,525	15,825	(700)	-4.24%
Miscellaneous Supplies	24,477	10,775	14,250	12,750	(1,500)	-10.53%
Special Supplies	314,800	377,679	454,609	491,651	37,042	8.15%
Clothing & Personal Supplies	110,314	139,043	206,334	131,691	(74,643)	-36.18%
Search & Rescue Supplies	6,905	3,120	8,400	8,400	0	0.00%
Safety Supplies	138,489	136,653	156,211	146,201	(10,010)	-6.41%
Campsite Supplies	14,873	26,026	16,775	16,775	0	0.00%
Janitorial Supplies	272,007	264,054	264,034	264,966	932	0.35%
Traffic Supplies	420,354	446,598	503,640	652,890	149,250	29.63%
Road Work Supplies	2,067,831	2,708,067	3,772,239	3,209,600	(562,639)	-14.92%
Agricultural Supplies	20,567	38,620	51,000	47,700	(3,300)	-6.47%
Building Materials Supplies	87,332	108,365	129,425	116,025	(13,400)	-10.35%
Electrical Supplies	112,425	88,047	111,176	88,550	(22,626)	-20.35%
Bridge Work Supplies	77,882	119,622	150,000	72,000	(78,000)	-52.00%
Engineering Supplies	11,563	2,826	8,900	7,900	(1,000)	-11.24%
Medical Supplies	918,378	748,252	862,950	482,850	(380,100)	-44.05%
Dental Supplies	13,479	18,657	16,000	16,000	0	0.00%
Lab Supplies	0	68	500	500	0	0.00%
340B Medications	263,444	392,646	270,000	270,000	0	0.00%
Stores Inventory	35,019	43,247	33,500	33,000	(500)	-1.49%
Business Expense & Travel	247,602	253,119	338,351	344,339	5,988	1.77%
Committee Stipends & Expense	49,907	38,492	58,940	57,040	(1,900)	-3.22%
Awards & Recognition	75,625	59,440	161,673	165,347	3,674	2.27%
Employee Moving Expenses	3,132	15,294	15,000	15,000	0	0.00%
Outside Education & Travel	993,330	994,349	1,493,048	1,456,956	(36,092)	-2.42%
County Training Classes	28,804	34,314	83,335	68,075	(15,260)	-18.31%
Training Services & Materials	208,247	261,973	338,316	326,653	(11,663)	-3.45%
Tuition Reimbursement	11,187	32,573	24,000	20,500	(3,500)	-14.58%
Miscellaneous Payments	151,799	188,352	1,513,274	1,391,587	(121,687)	-8.04%
Reimbursable Expenses	85,614	86,074	6,452	5,450	(1,002)	-15.53%
Parking	12,938	23,080	25,159	32,059	6,900	27.43%
Room Tax	70,972	74,784	71,450	77,550	6,100	8.54%
Account Funding/Contributions	1,643,384	1,790,555	1,953,959	2,103,549	149,590	7.66%
MATERIALS & SERVICES	172,077,218	181,523,830	219,865,109	213,763,478	(6,101,631)	-2.78%

Appendix

ALL FUNDS REQUIREMENTS DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Heavy Equipment	1,014,233	2,003,861	1,438,465	1,973,459	534,994	37.19%
Equipment Attachments	14,561	95,849	300,000	0	(300,000)	-100.00%
Vehicles	394,806	343,674	2,297,694	1,085,291	(1,212,403)	-52.77%
Reproducing & Duplicating	63,593	0	0	0	0	0.00%
Office Machines	278,222	7,875	251,800	404,000	152,200	60.44%
Law Enforcement Equipment	0	308,721	146,574	173,900	27,326	18.64%
Communications Equipment	296,456	6,973	3,381,005	3,533,442	152,437	4.51%
Data Processing Equipment	304,066	447,038	1,581,144	1,748,442	167,298	10.58%
Institutional Furn & Equipment	0	0	61,861	0	(61,861)	-100.00%
Machinery & Equipment	89,757	235,505	126,000	108,000	(18,000)	-14.29%
Scientific & Laboratory	17,774	70,875	255,000	35,000	(220,000)	-86.27%
Medical & Dental Equipment	26,837	0	0	0	0	0.00%
CAPITAL OUTLAY	2,500,306	3,520,373	9,839,543	9,061,534	(778,009)	-7.91%
Professional Services	0	192,263	0	0	0	0.00%
Architectural Services	0	0	0	395,000	395,000	100.00%
Construction Management	0	0	86,521	66,400	(20,121)	-23.26%
Engineering Services	141,647	11,212	0	250,000	250,000	100.00%
Other Professional Services	220,345	796,333	1,572,346	1,145,359	(426,987)	-27.16%
Land Acquisition	0	130,650	5,401,620	0	(5,401,620)	-100.00%
Land Improvements	0	0	200,000	200,000	0	0.00%
Acquisition & Construction	0	0	406,185	0	(406,185)	-100.00%
Testing & Inspection	0	0	0	4,000	4,000	100.00%
Improvements	1,888,544	2,405,039	9,421,290	9,813,143	391,853	4.16%
Maintenance Shops	66,934	582,465	706,710	910,000	203,290	28.77%
Miscellaneous	0	118,182	0	0	0	0.00%
Other Prof Svcs-Infrastructure	0	0	0	65,000	65,000	100.00%
Bridge Engineering Svcs	21,951	68,209	308,000	380,000	72,000	23.38%
Permits & System Development	0	0	200,000	200,000	0	0.00%
Paving	4,172,091	3,470,814	3,817,261	5,359,010	1,541,749	40.39%
Bridges & Structures	230,790	880,025	2,062,196	1,757,360	(304,836)	-14.78%
Rights of Way	3,398	3,846	50,000	70,000	20,000	40.00%
Infrastructure Safety Imp.	257,565	240,848	819,671	982,092	162,421	19.82%
General Construction	1,114,678	217,549	2,864,830	7,391,442	4,526,612	158.01%
CAPITAL PROJECTS	8,117,943	9,117,435	27,916,630	28,988,806	1,072,176	3.84%
Bond Issuance Costs	120,605	0	0	0	0	0.00%
Bond Principal Retirement	3,755,305	3,878,055	4,000,369	4,383,282	382,913	9.57%
Bond Interest Retirement	7,094,564	6,890,582	7,174,907	7,148,905	(26,002)	-0.36%
Int Paid Interfund Loan	226	3,817	20,969	25,828	4,859	23.17%
Payment to Refunded Bond	16,031,726	0	0	0	0	0.00%
DEBT SERVICE	27,002,426	10,772,454	11,196,245	11,558,015	361,770	3.23%
TOTAL EXPENDITURES	338,468,725	356,774,200	443,790,632	449,177,754	5,387,122	1.21%
Transfer To General Fund (100)	1,117,924	1,329,456	1,523,023	2,096,494	573,471	37.65%
Transfer To Special Rev Fd (200)	12,207,377	13,268,806	13,219,348	14,328,368	1,109,020	8.39%
Transfer To Debt Svc Fd (300)	9,254,563	2,209,971	2,267,688	2,268,380	692	0.03%
Transfer To Enterprise Fd (500)	1,270,399	0	50,000	0	(50,000)	-100.00%
Transfer To Int Svc Fnds (600)	3,434,009	493,122	9,223,238	700,000	(8,523,238)	-92.41%
Intrafund Transfer	5,745,710	6,212,243	8,764,602	7,855,226	(909,376)	-10.38%
Interfund Loan Granted	0	700,000	973,430	0	(973,430)	-100.00%
Prin Paid Interfund Loan	20,000	313,508	358,461	1,001,461	643,000	179.38%
FUND TRANSFERS	33,049,982	24,527,106	36,379,790	28,249,929	(8,129,861)	-22.35%

Appendix

ALL FUNDS REQUIREMENTS DETAIL						
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Operational Contingency	0	0	37,682,953	37,764,699	81,746	0.22%
Operational Reserves	0	0	81,760,373	79,301,035	(2,459,338)	-3.01%
Catastrophic Reserves	0	0	0	5,122,000	5,122,000	100.00%
Service Stabilization	0	0	8,394,262	5,215,165	(3,179,097)	-37.87%
Reserves - Closure/Post Closure	0	0	13,945,605	15,243,482	1,297,877	9.31%
Reserves - Future Projects	0	0	76,774,858	74,531,657	(2,243,201)	-2.92%
Reserve for Comp Benefits	0	0	10,105,238	2,178,000	(7,927,238)	-78.45%
Bonded Indebtedness Reserve	0	0	8,643,115	8,214,565	(428,550)	-4.96%
TOTAL RESERVES & CONTINGENCIES	0	0	237,306,404	227,570,603	(9,735,801)	-4.10%
TOTAL REQUIREMENTS	398,521,135	392,073,759	728,673,071	716,556,301	(12,116,770)	-1.66%

Appendix

Below is the chart detailing Lane County's spending on many of our major state-shared services and the source of funding for those functions. This chart is being produced in compliance with the revised language of ORS 294.444.

District Attorney	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Budget	FY 19-20 Adopted
Revenues:				
General Resources	6,321,856	7,174,746	7,198,390	7,852,226
State Grants	2,679,692	2,803,080	2,964,961	2,755,138
Other Resources	867,652	526,649	410,226	572,111
<i>Requirements**</i>	9,869,200	10,504,475	10,573,577	11,179,475
Community Corrections*	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Budget	FY 19-20 Adopted
Revenues:				
General Resources	11,142,750	10,644,432	10,674,757	9,914,988
State Grants	14,146,580	16,293,032	14,594,915	16,971,484
Other Resources	12,016,124	15,706,189	17,023,806	18,599,883
<i>Requirements**</i>	37,305,454	42,643,653	42,293,478	45,486,355
Juvenile Corrections & Probation	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Budget	FY 19-20 Adopted
Revenues:				
General Resources	6,437,511	6,749,654	6,768,618	7,552,777
Video Lottery	154,000	154,000	158,000	162,740
State Grants	1,266,616	1,707,873	1,621,127	1,624,028
Federal Grants	415,311	419,750	419,750	419,000
Other Resources	2,149,118	2,815,119	3,146,205	3,403,153
<i>Requirements**</i>	10,422,556	11,846,396	12,113,700	13,161,698
Roads	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Budget	FY 19-20 Adopted
Revenues:				
State Grants	22,196,100	23,396,653	28,496,550	29,171,331
Federal Grants	2,231,481	7,466,781	7,047,788	4,102,391
Other Resources	3,490,843	-	4,429,407	9,036,712
<i>Requirements**</i>	27,918,424	30,863,434	39,973,745	42,310,434
Veterans Services	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Budget	FY 19-20 Adopted
Revenues:				
General Resources	328,380	364,326	381,736	450,201
State Grants	160,875	249,437	249,437	252,546
Other Resources	79,989	104,748	119,716	177,762
<i>Requirements**</i>	569,244	718,511	750,889	880,509
Mental Health & Chemical Dependency	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Budget	FY 19-20 Adopted
Revenues:				
General Resources	107,595	107,304	106,098	116,143
State Grants	12,456,501	12,440,972	12,503,682	12,257,002
Federal Grants	6,484,529	6,811,646	8,049,486	8,566,981
Other Resources	12,403,070	21,607,339	15,399,134	17,902,355
<i>Requirements**</i>	31,451,695	40,967,261	36,058,400	38,842,481

Appendix

Public Health	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Budget	FY 19-20 Adopted
Revenues:				
General Resources	2,034,691	2,103,934	2,240,955	2,517,544
State Grants	5,924,244	5,656,204	6,346,732	5,272,753
Federal Grants	1,348,035	1,638,359	1,810,949	1,763,025
Other Resources	4,287,057	6,249,927	5,571,391	4,393,993
<i>Requirements**</i>	13,594,027	15,648,424	15,970,027	13,947,315
Assessment & Taxation	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Budget	FY 19-20 Adopted
Revenues:				
General Resources	3,543,079	4,045,632	4,365,274	4,050,027
State Grants	1,239,082	1,003,893	1,093,415	1,167,886
Other Resources	1,342,264	1,528,639	1,518,242	1,860,939
<i>Requirements**</i>	6,124,425	6,578,164	6,976,931	7,078,852
Economic Development	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Budget	FY 19-20 Adopted
Revenues:				
General Resources	-	-	-	-
Video Lottery	1,533,406	1,757,500	1,774,124	1,618,958
State Grants	-	-	-	-
Federal Grants	-	-	-	-
Other Resources	-	-	-	-
<i>Requirements**</i>	1,533,406	1,757,500	1,774,124	1,618,958

*Community Corrections includes Jail and Parole & Probation

**Reserves have been removed from total requirements

Appendix

Job Class #	Position Title	Salary Range	
		Minimum	Maximum
A032	Accountant	\$ 52,976.35	\$ 73,407.36
A033	Accounting Analyst	\$ 48,011.81	\$ 66,512.16
A020	Accounting Clerk 1	\$ 32,333.18	\$ 44,786.98
A020B	Accounting Clerk 1-Bil	\$ 33,966.82	\$ 47,099.52
A021	Accounting Clerk 2	\$ 36,597.60	\$ 50,685.02
A021B	Accounting Clerk 2-Bil	\$ 38,443.39	\$ 53,273.38
A022	Accounting Clerk, Sr	\$ 41,392.42	\$ 57,368.06
A022B	Accounting Clerk, Sr-Bil	\$ 43,492.80	\$ 60,274.66
C006	Administrative Analyst	\$ 44,596.03	\$ 61,802.21
C007	Administrative Analyst, Sr	\$ 51,724.61	\$ 71,604.00
C004	Administrative Assistant	\$ 42,453.22	\$ 58,725.89
A009	Administrative Secretary	\$ 41,392.42	\$ 57,368.06
N7011	Administrative Support Assist	\$ 38,103.94	\$ 56,010.24
N7010	Administrative Support Spec	\$ 40,946.88	\$ 60,211.01
N7001	Administrative Support Supv	\$ 47,375.33	\$ 69,673.34
N7012	Administrative Support Tech	\$ 35,600.45	\$ 52,361.09
F041	Animal Behavior & Train Coord	\$ 37,531.10	\$ 51,936.77
F044	Animal Services License Writer	\$ 30,763.20	\$ 42,622.94
F011	Animal Welfare Officer	\$ 41,392.42	\$ 57,368.06
F012	Animal Welfare Officer, Sr	\$ 45,720.48	\$ 63,329.76
H032	Applications System Architect	\$ 73,089.12	\$ 101,263.97
V020	Assessment & Taxation Director	\$ -	\$ 120,703.74
A036	Assessment & Taxation Spec	\$ 41,392.42	\$ 57,368.06
N4603	Assist County Counsel 1	\$ 65,499.20	\$ 96,283.20
N4602	Assist County Counsel 2	\$ 77,916.80	\$ 114,587.20
N4601	Assist County Counsel 3	\$ 93,392.00	\$ 137,342.40
N4604	Assist County Counsel, Sr	\$ 106,516.80	\$ 156,644.80
N2010	Assist Department Director	\$ 98,908.99	\$ 145,499.33
N2011	Assist Department Director	\$ 98,908.99	\$ 145,499.33
N2012	Assist Department Director	\$ 95,578.08	\$ 140,556.00
N2013	Assist Department Director	\$ 92,332.03	\$ 135,803.62
B055	Assist Veterans Services Coord	\$ 41,392.42	\$ 57,368.06
J056	Building Safety Specialist 1	\$ 48,011.81	\$ 66,512.16
J057	Building Safety Specialist 2	\$ 57,134.69	\$ 79,072.03
J058	Building Safety Specialist, Sr	\$ 59,935.20	\$ 83,039.42
L008	Cartographer/GIS Specialist	\$ 48,011.81	\$ 66,512.16
L007	Cartographer/GIS Technician	\$ 43,492.80	\$ 60,274.66
A035	Cashier	\$ 26,562.43	\$ 36,724.90
B051	Certified Medication Aide	\$ 37,106.78	\$ 51,491.23
A003	Clerical Assistant	\$ 26,562.43	\$ 36,724.90
N4800	Clinical Pharmacist	\$ 96,723.74	\$ 142,210.85
F017	Communications Officer	\$ 49,420.80	\$ 66,164.80
F018	Communications Specialist	\$ 54,454.40	\$ 70,200.00

Appendix

Job Class #	Position Title	Salary Range	
		Minimum	Maximum
B075	Community Health Analyst 1	\$ 49,199.90	\$ 68,167.01
B076	Community Health Analyst 2	\$ 55,670.78	\$ 77,141.38
B076B	Community Health Analyst 2-Bil	\$ 58,513.73	\$ 81,045.12
B077	Community Health Analyst, Sr	\$ 61,483.97	\$ 85,139.81
B077B	Community Health Analyst, Sr-B	\$ 64,602.72	\$ 89,425.44
B067	Community Health Nurse 1	\$ 59,298.72	\$ 82,275.65
B067B	Community Health Nurse 1-Bil	\$ 62,290.18	\$ 86,412.77
B022	Community Health Nurse 2	\$ 68,761.06	\$ 95,365.92
B022B	Community Health Nurse 2-Bil	\$ 72,240.48	\$ 100,181.95
B001	Community Service Worker 1	\$ 35,748.96	\$ 49,518.14
B001B	Community Service Worker 1-Bil	\$ 37,531.10	\$ 51,936.77
B002	Community Service Worker 2	\$ 39,398.11	\$ 54,588.77
B002B	Community Service Worker 2-Bil	\$ 41,392.42	\$ 57,368.06
J036	Compliance Officer	\$ 49,199.90	\$ 68,167.01
J054	Compliance Specialist	\$ 42,453.22	\$ 58,725.89
F021	Cook - Corrections	\$ 34,132.80	\$ 45,718.40
K010	Cook - Juvenile	\$ 26,562.43	\$ 36,724.90
F028	Cook, Lead-Corrections	\$ 44,720.00	\$ 59,904.00
K011	Cook, Lead-Juvenile	\$ 38,443.39	\$ 53,273.38
F037	Correctional Services Tech	\$ 41,392.42	\$ 57,368.06
F037B	Correctional Services Tech-Bil	\$ 43,492.80	\$ 60,274.66
B024	Corrections Health Nurse	\$ 68,761.06	\$ 95,365.92
V001	County Administrator	\$ 140,067.20	\$ 210,142.40
V024	County Commissioner	\$ -	\$ 87,869.19
V008	County Counsel	\$ 119,101.00	\$ 175,136.00
D001	Custodian	\$ 27,198.91	\$ 37,743.26
D006	Custodian-Detention	\$ 30,763.20	\$ 42,622.94
A001	Data Entry Operator	\$ 33,160.61	\$ 45,890.21
H033	Data System Architect	\$ 73,089.12	\$ 101,263.97
H030	Database Administrator	\$ 59,935.20	\$ 83,039.42
H024	Database Administrator, Sr	\$ 67,827.55	\$ 93,944.45
B066	Dental Assistant	\$ 39,016.22	\$ 54,058.37
N2001	Department Director	\$ 105,443.52	\$ 155,067.74
N2003	Department Director	\$ 102,388.42	\$ 150,548.74
N2004	Department Director	\$ 98,908.99	\$ 145,499.33
N2005	Department Director	\$ 95,578.08	\$ 140,556.00
N4615	Deputy District Attorney 1	\$ 67,063.78	\$ 95,302.27
N4614	Deputy District Attorney 2	\$ 79,708.51	\$ 113,378.30
N4613	Deputy District Attorney 3	\$ 95,514.43	\$ 135,867.26
F002	Deputy Sheriff	\$ 56,804.80	\$ 71,968.00
B073	Developmental Dis Abuse Invtrgr	\$ 50,451.65	\$ 69,885.50
B015	Developmental Dis Spec	\$ 45,720.48	\$ 63,329.76

Appendix

Job Class #	Position Title	Salary Range	
		Minimum	Maximum
B015B	Developmental Dis Spec - Bil	\$ 48,011.81	\$ 66,512.16
V021	District Attorney	\$ -	\$ 46,542.80
A017	Document Resource Ctr Spec	\$ 33,160.61	\$ 45,890.21
A024	Document Resource Ctr Spec, Sr	\$ 37,531.10	\$ 51,936.77
J055	Electrical Inspector	\$ 59,935.20	\$ 83,039.42
I008*	Electrician - Public Works	\$ 42,910.40	\$ 59,529.60
M003	Employment Specialist 1	\$ 40,374.05	\$ 55,967.81
M003B	Employment Specialist 1-Bil	\$ 42,453.22	\$ 58,725.89
M004	Employment Specialist 2	\$ 44,596.03	\$ 61,802.21
M004B	Employment Specialist 2-Bil	\$ 46,866.14	\$ 64,963.39
N4302	Engineering Analyst	\$ 75,108.80	\$ 97,843.20
N4303	Engineering Analyst	\$ 75,108.80	\$ 97,843.20
N4304	Engineering Analyst	\$ 68,785.60	\$ 89,585.60
N4305	Engineering Analyst	\$ 60,236.80	\$ 78,499.20
N4306	Engineering Analyst	\$ 52,811.20	\$ 68,785.60
B028B	Environ Health Spec 1-Bil	\$ 45,720.48	\$ 63,329.76
B028	Environmental Health Spec 1	\$ 43,492.80	\$ 60,274.66
B029	Environmental Health Spec 2	\$ 49,199.90	\$ 68,167.01
B029B	Environmental Health Spec2-Bil	\$ 51,724.61	\$ 71,604.00
B069	Exp Pract Dental Hygienist, Sr	\$ 75,889.63	\$ 105,252.58
B061	Expand Pract Dental Hygienist	\$ 70,479.55	\$ 97,678.46
D017	Facilities Electrician	\$ 54,312.96	\$ 75,168.29
F035	Facility Security Officer	\$ 42,577.60	\$ 57,075.20
B017	Family Mediator	\$ 66,215.14	\$ 91,695.55
C053	Figure Skating Specialist	\$ 41,392.42	\$ 57,368.06
C039*	Fleet Svcs Purchasing Spec	\$ 37,003.20	\$ 51,272.00
C044*	Fleet Svcs Purchasing Spec, Sr	\$ 42,910.40	\$ 59,529.60
I001*	General Laborer	\$ 23,691.20	\$ 32,843.20
H026	Info Services Project Manager	\$ 69,546.05	\$ 96,320.64
H027	Info Services Project Mgr, Sr	\$ 73,089.12	\$ 101,263.97
H028	Info Technology Specialist 1	\$ 46,866.14	\$ 64,963.39
H029	Info Technology Specialist 2	\$ 59,935.20	\$ 83,039.42
C009	Internal Auditor	\$ 70,948.80	\$ 104,291.30
N4504	Internal Medicine Physician	\$ 153,649.60	\$ 218,337.60
N4620	Investigator	\$ 51,660.96	\$ 75,974.50
N4621	Investigator	\$ 51,660.96	\$ 75,974.50
A018	Justice Court Clerk	\$ 35,748.96	\$ 49,518.14
A019	Justice Court Clerk, Sr	\$ 41,392.42	\$ 57,368.06
V023	Justice of the Peace	\$ -	\$ 48,559.31
B071N	Juv Just System Nurse (Ret)	\$ 68,761.06	\$ 95,365.92
K001	Juvenile Counselor 1	\$ 46,866.14	\$ 64,963.39
K001B	Juvenile Counselor 1-Bil	\$ 49,199.90	\$ 68,167.01

Appendix

Job Class #	Position Title	Salary Range	
		Minimum	Maximum
K002	Juvenile Counselor 2	\$ 50,451.65	\$ 69,885.50
K002B	Juvenile Counselor 2-Bil	\$ 52,976.35	\$ 73,407.36
K003	Juvenile Counselor, Sr	\$ 58,513.73	\$ 81,045.12
K004	Juvenile Group Worker	\$ 44,824.00	\$ 62,088.00
K005	Juvenile Group Worker, Sr	\$ 49,483.20	\$ 68,556.80
K014B	Juvenile Justice Spec-Bil	\$ 41,392.42	\$ 57,368.06
K014	Juvenile Justice Specialist	\$ 39,398.11	\$ 54,588.77
B071	Juvenile Justice System Nurse	\$ 68,761.06	\$ 95,365.92
F038	Kennel Attendant	\$ 26,562.43	\$ 36,724.90
J024	Land Management Technician	\$ 42,453.22	\$ 58,725.89
J024B	Land Management Technician-Bil	\$ 44,596.03	\$ 61,802.21
D012	Landscape Technician	\$ 40,374.05	\$ 55,967.81
C055	Lane Events Ctr Events Coord	\$ 37,531.10	\$ 51,936.77
D014	Lane Events Ctr Maint Spec	\$ 42,453.22	\$ 58,725.89
D013	Lane Events Ctr Maint Worker	\$ 31,548.19	\$ 43,747.39
C057	Lane Events Ctr Marketing Asst	\$ 40,374.05	\$ 55,967.81
C054	Lane Events Ctr Sports Coord	\$ 42,453.22	\$ 58,725.89
L005	Laundry Specialist	\$ 32,448.00	\$ 43,472.00
A014	Legal Secretary 1	\$ 35,748.96	\$ 49,518.14
A014B	Legal Secretary 1-Bil	\$ 37,531.10	\$ 51,936.77
A015	Legal Secretary 2	\$ 39,398.11	\$ 54,588.77
N7021	Legal Secretary, Co Counsel	\$ 35,600.45	\$ 52,361.09
N7020	Legal Secretary, Sr-Co Counsel	\$ 40,946.88	\$ 60,211.01
B021	Licensed Practical Nurse	\$ 47,481.41	\$ 65,812.03
B021B	Licensed Practical Nurse-Bil	\$ 49,836.38	\$ 69,185.38
A002	Mail Clerk	\$ 33,160.61	\$ 45,890.21
D003	Maintenance Specialist 1	\$ 32,333.18	\$ 44,786.98
D004	Maintenance Specialist 2	\$ 39,398.11	\$ 54,588.77
D011	Maintenance Specialist 3	\$ 45,720.48	\$ 63,329.76
N4331	Maintenance Specialist, Lead	\$ 57,824.00	\$ 75,108.80
N4332	Maintenance Specialist, Lead	\$ 52,811.20	\$ 68,785.60
N4320	Maintenance Supervisor	\$ 68,785.60	\$ 89,585.60
N4321	Maintenance Supervisor	\$ 65,832.00	\$ 85,737.60
N6001	Maintenance/Trades Supv	\$ 55,225.25	\$ 81,214.85
N6003	Maintenance/Trades Supv	\$ 47,375.33	\$ 69,673.34
N4102	Management Analyst	\$ 55,225.25	\$ 81,214.85
N4100	Management Analyst, Sr	\$ 60,911.14	\$ 89,616.38
N4101	Management Analyst, Sr	\$ 58,089.41	\$ 85,415.62
N2030	Manager	\$ 87,940.32	\$ 129,375.17
N2031	Manager	\$ 83,739.55	\$ 123,158.88
N2032	Manager	\$ 79,772.16	\$ 117,303.26
N2034	Manager	\$ 72,367.78	\$ 106,377.02
N2035	Manager	\$ 79,772.16	\$ 117,303.26

Appendix

Job Class #	Position Title	Salary Range	
		Minimum	Maximum
N2036	Manager	\$ 75,974.50	\$ 111,723.46
N2040	Manager	\$ 155,746.66	\$ 229,026.72
N2042	Manager	\$ 127,062.62	\$ 186,912.96
N2041	Manager	\$ 165,942.40	\$ 244,088.00
N2020	Manager, Sr	\$ 87,940.32	\$ 129,375.17
N2021	Manager, Sr	\$ 87,940.32	\$ 129,375.17
N2022	Manager, Sr	\$ 83,739.55	\$ 123,158.88
N2023	Manager, Sr	\$ 83,739.55	\$ 123,158.88
N2024	Manager, Sr	\$ 79,772.16	\$ 117,303.26
N2025	Manager, Sr	\$ 75,974.50	\$ 111,723.46
I010*	Mechanic 1	\$ 35,193.60	\$ 48,817.60
I011*	Mechanic 2	\$ 40,851.20	\$ 56,617.60
I012*	Mechanic, Sr	\$ 42,910.40	\$ 59,529.60
B065	Medical Assistant 1	\$ 36,512.74	\$ 50,324.35
B065B	Medical Assistant 1-Bil	\$ 38,358.53	\$ 53,124.86
B060	Medical Assistant 2	\$ 39,334.46	\$ 54,482.69
B060B	Medical Assistant 2-Bil	\$ 41,328.77	\$ 57,304.42
B005	Medical Lab Technologist	\$ 43,492.80	\$ 60,274.66
N4630	Medical-Legal Death Investigat	\$ 43,832.26	\$ 64,432.99
B011	Mental Health Associate	\$ 43,492.80	\$ 60,274.66
B025	Mental Health Nurse	\$ 65,430.14	\$ 90,740.83
B068	Mental Health Specialist 1	\$ 49,199.90	\$ 68,167.01
B068B	Mental Health Specialist 1-Bil	\$ 51,724.61	\$ 71,604.00
B012	Mental Health Specialist 2	\$ 51,724.61	\$ 71,604.00
B012B	Mental Health Specialist 2-Bil	\$ 54,312.96	\$ 75,168.29
B013	Mental Health Specialist, Sr	\$ 57,134.69	\$ 79,072.03
B070	MHO Care Coord Specialist	\$ 52,976.35	\$ 73,407.36
F004	Motor Carrier Enforce Officer	\$ 42,577.60	\$ 57,075.20
N4501	Naturopathic Physician	\$ 116,396.80	\$ 165,380.80
H025	Network Administrator, Sr	\$ 67,827.55	\$ 93,944.45
B023	Nurse Practitioner	\$ 92,438.11	\$ 128,144.64
B023B	Nurse Practitioner-Bil	\$ 97,148.06	\$ 134,742.82
B049	Nurse Practitioner-Corrections	\$ 92,438.11	\$ 128,144.64
B072	Nurse Practitioner-Mental Hlth	\$ 94,793.09	\$ 131,369.47
B072B	Nurse Practitioner-MH Bil	\$ 90,210.43	\$ 125,089.54
B044	Nutritionist/Dietitian, WIC	\$ 46,866.14	\$ 64,963.39
A004	Office Assistant 1	\$ 30,063.07	\$ 41,604.58
A004B	Office Assistant 1-Bil	\$ 31,548.19	\$ 43,747.39
A005	Office Assistant 2	\$ 33,966.82	\$ 47,099.52
A005B	Office Assistant 2-Bil	\$ 35,748.96	\$ 49,518.14
A006	Office Assistant, Sr	\$ 37,531.10	\$ 51,936.77
A006B	Office Assistant, Sr-Bil	\$ 39,398.11	\$ 54,588.77
N7014	Office Support Assistant	\$ 30,041.86	\$ 44,129.28

Appendix

Job Class #	Position Title	Salary Range	
		Minimum	Maximum
D015	Operations Events Worker	\$ 28,556.74	\$ 39,567.84
D016	Operations Events Worker, Sr	\$ 34,836.67	\$ 48,202.75
A028	Paralegal	\$ 43,492.80	\$ 60,274.66
N7030	Paralegal-Co Counsel	\$ 38,103.94	\$ 56,010.24
I006*	Park Maintenance 1	\$ 29,619.20	\$ 41,121.60
I028*	Park Maintenance 2	\$ 36,088.00	\$ 49,982.40
I007*	Park Maintenance, Sr	\$ 39,852.80	\$ 55,224.00
F022	Parole/Probation Officer 1	\$ 51,066.91	\$ 67,063.78
F023	Parole/Probation Officer 2	\$ 56,349.70	\$ 74,001.41
B079	Patient Care Coordinator	\$ 48,669.50	\$ 67,509.31
B079B	Patient Care Coordinator-Bil	\$ 51,109.34	\$ 70,903.87
A034	Payroll Specialist	\$ 44,596.03	\$ 61,802.21
B080	Peer Support Specialist	\$ 30,763.20	\$ 42,622.94
N4502	Physician	\$ 148,200.00	\$ 210,600.00
B078	Physician Assistant	\$ 90,210.43	\$ 125,089.54
B078B	Physician Assistant - Bil	\$ 94,793.09	\$ 131,369.47
J025	Planner	\$ 49,199.90	\$ 68,167.01
J026	Planner, Associate	\$ 54,312.96	\$ 75,168.29
J027	Planner, Sr	\$ 59,935.20	\$ 83,039.42
J033	Plans Examiner 1	\$ 40,374.05	\$ 55,967.81
J034	Plans Examiner 2	\$ 49,199.90	\$ 68,167.01
J035	Plans Examiner, Sr	\$ 59,935.20	\$ 83,039.42
N4000	Professional/Technical Supv	\$ 68,782.27	\$ 101,136.67
N4001	Professional/Technical Supv	\$ 68,782.27	\$ 101,136.67
N4002	Professional/Technical Supv	\$ 64,496.64	\$ 94,877.95
N4003	Professional/Technical Supv	\$ 64,496.64	\$ 94,877.95
N4004	Professional/Technical Supv	\$ 60,911.14	\$ 89,616.38
N4005	Professional/Technical Supv	\$ 60,911.14	\$ 89,616.38
N4006	Professional/Technical Supv	\$ 58,089.41	\$ 85,415.62
N4007	Professional/Technical Supv	\$ 55,225.25	\$ 81,214.85
N4008	Professional/Technical Supv	\$ 55,225.25	\$ 81,214.85
N4009	Professional/Technical Supv	\$ 68,782.27	\$ 101,136.67
N3001	Program Manager	\$ 75,974.50	\$ 111,723.46
N3002	Program Manager	\$ 72,367.78	\$ 106,377.02
N3003	Program Manager	\$ 79,772.16	\$ 117,303.26
N3005	Program Manager	\$ 121,482.82	\$ 178,638.72
N3005P	Program Manager	\$ 153,296.00	\$ 225,430.40
B006	Program Services Coord 1	\$ 45,720.48	\$ 63,329.76
B006B	Program Services Coord 1-Bil	\$ 48,011.81	\$ 66,512.16
B064	Program Services Coord 2	\$ 52,976.35	\$ 73,407.36
B007	Program Services Coord, Sr	\$ 59,935.20	\$ 83,039.42
N3033	Program Specialist	\$ 40,946.88	\$ 60,211.01
N3031	Program Specialist, Sr	\$ 43,832.26	\$ 64,432.99

Appendix

Job Class #	Position Title	Salary Range	
		Minimum	Maximum
N3032	Program Specialist, Sr	\$ 43,832.26	\$ 64,432.99
N3012	Program Supervisor	\$ 64,496.64	\$ 94,877.95
N3013	Program Supervisor	\$ 64,496.64	\$ 94,877.95
N3014	Program Supervisor	\$ 60,911.14	\$ 89,616.38
N3015	Program Supervisor	\$ 58,089.41	\$ 85,415.62
N3016	Program Supervisor	\$ 55,225.25	\$ 81,214.85
N3017	Program Supervisor	\$ 55,225.25	\$ 81,214.85
B007B	Program Svcs Coord, Sr - Bil	\$ 62,990.30	\$ 87,197.76
H006	Programmer Analyst 1	\$ 44,596.03	\$ 61,802.21
H007	Programmer Analyst 2	\$ 61,483.97	\$ 85,139.81
H008	Programmer and Syst Analyst, Sr	\$ 67,827.55	\$ 93,944.45
L011	Property Appraiser 1	\$ 40,374.05	\$ 55,967.81
L012	Property Appraiser 2	\$ 44,596.03	\$ 61,802.21
L013	Property Appraiser 3	\$ 50,451.65	\$ 69,885.50
L014	Property Appraiser 4	\$ 55,670.78	\$ 77,141.38
L010	Property Appraiser Trainee	\$ 33,966.82	\$ 47,099.52
L017	Property Management Officer 1	\$ 42,453.22	\$ 58,725.89
L018	Property Management Officer 2	\$ 52,976.35	\$ 73,407.36
N4610	Prosecutor, Sr	\$ 105,698.11	\$ 150,294.14
N4611	Prosecutor, Sr	\$ 105,698.11	\$ 150,294.14
N4500	Psychiatrist	\$ 179,899.20	\$ 255,611.20
N4503	Psychiatrist	\$ 188,864.00	\$ 268,361.60
B045	Public Health Educator	\$ 45,720.48	\$ 63,329.76
B045B	Public Health Educator-Bil	\$ 48,011.81	\$ 66,512.16
V022	Public Safety Director	\$ -	\$ 150,990.23
F029	Public Safety Support Spec	\$ 46,924.80	\$ 62,878.40
N5020	Public Safety Support Supv	\$ 55,225.25	\$ 81,214.85
N4109	Public Works Analyst	\$ 75,108.80	\$ 97,843.20
N4110	Public Works Analyst	\$ 68,785.60	\$ 89,585.60
N4111	Public Works Analyst	\$ 60,236.80	\$ 78,499.20
N4112	Public Works Analyst	\$ 52,811.20	\$ 68,785.60
N4113	Public Works Analyst	\$ 44,283.20	\$ 57,824.00
C052*	Quality Assurance & SafetySpec	\$ 45,094.40	\$ 62,483.20
F030	Records Officer 1	\$ 37,627.20	\$ 50,460.80
F031	Records Officer 2	\$ 40,518.40	\$ 54,288.00
F032	Records Specialist	\$ 48,152.00	\$ 64,584.00
I002*	Road Maintenance 1	\$ 29,619.20	\$ 41,121.60
I003*	Road Maintenance 2	\$ 35,193.60	\$ 48,817.60
I004*	Road Maintenance 3	\$ 38,875.20	\$ 53,955.20
L016	Sales Data Analyst	\$ 51,724.61	\$ 71,604.00
L025	Sales Data Analyst, Sr	\$ 55,670.78	\$ 77,141.38
A007	Secretary 1	\$ 33,160.61	\$ 45,890.21
A008	Secretary 2	\$ 36,597.60	\$ 50,685.02

Appendix

Job Class #	Position Title	Salary Range	
		Minimum	Maximum
F043	Security Guard	\$ 30,763.20	\$ 42,622.94
N5010	Sergeant	\$ 60,911.14	\$ 89,616.38
I031*	Shop Utility Worker	\$ 28,225.60	\$ 39,104.00
H021	SO Communication Network Coord	\$ 53,206.40	\$ 71,240.00
F027	SO Fleet Services Coordinator	\$ 53,206.40	\$ 71,240.00
J041	Special Waste Specialist	\$ 49,199.90	\$ 68,167.01
I025	Special Waste Technician	\$ 43,492.80	\$ 60,274.66
C030	Stores Clerk	\$ 33,966.82	\$ 47,099.52
C031	Stores Clerk, Sr	\$ 40,374.05	\$ 55,967.81
H023	System Administrator, Sr	\$ 67,827.55	\$ 93,944.45
H011	System Programmer, Lead	\$ 66,215.14	\$ 91,695.55
N4700	System Programmer, Lead (NRP)	\$ 60,911.14	\$ 89,616.38
H031	System/Network Architect	\$ 73,089.12	\$ 101,263.97
N4310	Technical Specialist	\$ 52,811.20	\$ 68,785.60
N4311	Technical Specialist	\$ 48,360.00	\$ 63,003.20
N4312	Technical Specialist	\$ 44,283.20	\$ 57,824.00
N4313	Technical Specialist	\$ 40,560.00	\$ 52,811.20
F042	Veterinary Technician	\$ 40,374.05	\$ 55,967.81
B009	Victim Advocate	\$ 40,374.05	\$ 55,967.81
B009B	Victim Advocate-Bil	\$ 42,453.22	\$ 58,725.89
F026	Volunteer & Com Outreach Coord	\$ 45,720.48	\$ 63,329.76
I023	Waste Mgmt Fee Collector	\$ 31,548.19	\$ 43,747.39
I024	Waste Mgmt Fee Collector, Sr	\$ 41,392.42	\$ 57,368.06
B081	WIC Certifier	\$ 39,398.11	\$ 54,588.77
B081B	WIC Certifier-Bil	\$ 41,392.42	\$ 57,368.06
K013	Youth Advocacy Coordinator	\$ 46,866.14	\$ 64,963.39
K013B	Youth Advocacy Coordinator-Bil	\$ 49,199.90	\$ 68,167.01

*Note- As of the draft date of this document Lane County had not completed bargaining with Lane County Association Local 626, and so these amounts are likely to change in FY19-20.

Appendix

GATEHOUSE MEDIA

3500 CHAD DRIVE, SUITE 600, EUGENE, OREGON 97408
PHONE (541) 485-1234

Legal 0000131608
Notice

Legal Notice Advertising

LANE CO LEGAL
FINANCE
125 E 8TH AVE
EUGENE, OR 97401

Christine Moody/Budget & Finance

AFFIDAVIT OF PUBLICATION

STATE OF OREGON,)
COUNTY OF LANE,) ss.

I, **Wendy Raz**, being first duly affirmed, depose and say that I am the Advertising Manager, or the principal clerk, of The Register-Guard, a newspaper of general circulation as defined in ORS 193.010 and 193.020; published at Eugene in the aforesaid county and state; that the **NOTICE OF BUDGET COMMITTEE MEETING** printed copy of which is hereto annexed, is publishing in the entire issue of said newspaper in the following issues:

April 26, 2019

NOTICE OF BUDGET COMMITTEE MEETING

A public meeting of the Budget Committee of Lane County, Oregon to discuss the budget for the fiscal year July 1, 2019 to June 30, 2020, will be held in Harris Hall, ground floor, Public Service Building, 125 E. 8th Avenue, Eugene, Oregon. The meeting will take place on Thursday, May 2, 2019, at 5:30 pm.

The purpose of the meeting is to receive the budget message and to receive comment from the public on the budget. A copy of the budget document may be inspected or obtained on or after April 25, 2019, at the Office of County Administration, 125 E. 8th Avenue, Eugene, Oregon, between the hours of 8:00 am-5:00 pm Monday-Friday. It will also be available on-line at www.laneconomy.org/budget on the date above.

This is a public meeting where deliberation of the Budget Committee will take place. Any person may appear at the meeting and discuss the proposed programs with the Budget Committee.

In addition to this first meeting, the Budget Committee is also scheduled to meet on the following dates at the indicated times & in office:

Tuesday, May 7, 2019 (worksession) - BCC Conference Room, 1:30-4:45 p.m.

Wednesday, May 8, 2019 (worksession) - BCC Conference Room, 2:30-5:00 p.m.

Thursday, May 9, 2019 (worksession) - BCC Conference Room, 1:30-4:30 pm


Tuesday, May 14 (worksession) - BCC Conference Room, 2:30-5:00 p.m.

Thursday, May 16 (public comment, deliberation/approval) - Harris Hall, 5:30 pm

All meetings are telecast on Metro TV, Comcast Cable channel 21. Meetings can also be viewed via webcast over the Internet at www.laneconomy.org/webcasts. Call County Administration at 541-4263 with questions.

This notice is also published on the County's website at www.laneconomy.org/budget

No. 131608 - April 26, 2019

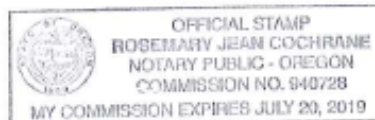


Subscribed and affirmed to before me this April 26, 2019



Notary Public of Oregon

Account #: 16689
INVOICE: 0000131608
Case: May 2, 2019
Ad Price: \$109.20



Appendix

GATEHOUSE MEDIA

3500 CHAD DRIVE, SUITE 600, EUGENE, OREGON 97408
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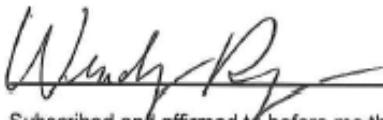
Christine Moody/Budget & Finance

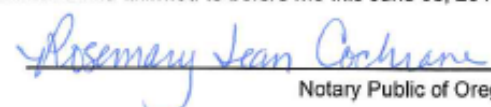
AFFIDAVIT OF PUBLICATION

STATE OF OREGON, }
COUNTY OF LANE, } ss.

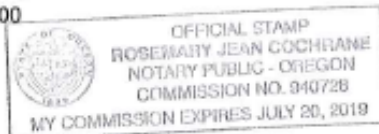
I, **Wendy Raz**, being first duly affirmed, depose and say that I am the Advertising Manager, or the principal clerk, of The Register-Guard, a newspaper of general circulation as defined in ORS 193.010 and 193.020; published at Eugene in the aforesaid county and state; that the **NOTICE OF BUDGET HEARING** printed copy of which is hereto annexed, is publishing in the entire issue of said newspaper in the following issues:

June 05, 2019


Subscribed and affirmed to before me this June 05, 2019


Notary Public of Oregon

Account #: 16689
INVOICE: 0000136960
Case: June 11, 2019
Ad Price: \$441.00



FORM LB-1 NOTICE OF BUDGET HEARING
A public meeting of the Lane County Board of Commissioners will be held on Tuesday, June 11, 2019 at 9:00 a.m. in Harris Hall at the Public Service Building, 125 E. 8th Avenue, Eugene OR 97401. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2019 as approved by the Lane County Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at the office of County Administration, between the hours of 8:00 a.m. and 5:00 p.m. or online at www.lanecounty.org/budget. This budget is for an annual budget period. This budget was prepared on a basis of accounting that is the same as the preceding year.
Contact: Christine Moody, Budget & Financial Planning Manager
Telephone: 541-682-4200 Email: Christine.Moody@co.lane.or.us

FINANCIAL SUMMARY - RESOURCES

TOTAL OF ALL FUNDS

	Actual Amount 2017-2018	Adopted Budget This Year 2018-2019	Approved Budget Next Year 2019-2020
Beginning Fund Balance/Net Working Capital	243,588,595	243,683,528	257,000,756
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	50,081,413	56,946,634	58,701,602
Federal, State and all Other Grants, Gifts, Allocations and Donations	157,495,393	167,581,633	163,044,995
Revenues from Bonds and Other Debt	1,317,315	379,438	1,021,289
Interfund Transfers / Internal Service Reimbursements	124,947,377	138,531,393	144,037,951
All Other Resources Except Current Year Property Taxes	23,306,729	21,342,353	23,876,528
Current Year Property Taxes Estimated to be Received	51,761,844	57,366,540	61,213,565
Total Resources	660,216,677	680,673,342	709,342,176

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION

Personnel Services	162,612,261	182,156,894	196,279,147
Materials and Services	181,523,000	205,671,645	212,977,107
Capital Outlay	12,617,808	26,848,481	33,796,340
Debt Service	10,732,454	11,175,276	11,558,015
Interfund Transfers	24,527,166	31,025,168	27,852,573
Contingencies	0	18,337,637	17,168,752
Unappropriated Ending Balance and Reserved for Future Expenditure	0	183,417,644	199,668,244
Total Requirements	392,073,359	680,673,342	709,342,176

FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM *

Name of Organizational Unit or Program FTE for that unit or program	2017-2018	2018-2019	2019-2020
Assessment & Taxation	5,515,208	6,579,408	6,648,147
FTE	48.00	48.00	48.00
County Administration	21,283,738	18,743,168	26,845,018
FTE	311.25	312.25	312.25
County Counsel	1,674,401	1,632,613	1,036,999
FTE	11.00	11.00	11.00
District Attorney	10,285,165	10,573,577	11,111,090
FTE	71.00	71.00	73.00
Emergency Management	0	1	603,965
FTE	0	1	2.50
Health & Human Services	301,455,802	320,878,863	328,319,432
FTE	621.88	623.85	632.44
Human Resources	2,312,388	2,375,598	2,589,495
FTE	17.89	17.83	20.50
Public Works	73,512,974	83,187,113	93,631,956
FTE	392.84	396.14	374.90
Public Safety (Sheriff's Office)	63,166,739	61,618,991	60,299,748
FTE	286.75	286.75	301.75
Technology Services	14,192,021	14,578,300	15,404,319
FTE	68.75	68.25	68.35
Not Allocated to Organizational Unit or Program	108,320,173	245,305,552	353,318,097
FTE	0	0	0
Total Requirements	392,073,359	680,673,342	709,342,176
Total FTE	1,981.19	1,992.44	1,063.59

STATEMENT OF CHANGES IN ACTIVITIES AND SOURCES OF FINANCING *
Activities and services remain relatively stable in the majority of funds/services. All funds structurally balanced with no use of reserves for ongoing operational expenditures. PERB employer rate increasing due to change in rates for new State legislation. Funding for a Behavioral Crisis Center (51 million) and 3.0 FTE positions to address homelessness in Lane County are two major initiatives in the FY 18-20 budget. General Fund reserve meets the 2016 minimum policy amount and all other reserves were adjusted based upon external actuary recommendations or internal analysis. No renewal of Secure Rural Schools legislation will result in return to timber harvest receipts in the General

Appendix

GATEHOUSE MEDIA

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PHONE (541) 485-1234

Legal Notice 0000136960

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LANE CO LEGAL
FINANCE
125 E 8TH AVE
EUGENE, OR 97401

Christine Moody/Budget & Finance

Water and Road Funds.

PROPERTY TAX LEVIES

	Rate or Amount Imposed 2017-2018	Rate or Amount Imposed This Year 2018-2019	Rate or Amount Approved Next Year 2019-2020
Permanent Rate Levy (rate limit \$1.293 per \$1,000)	\$1.293	\$1.293	\$1.293
Local Option Levy (voter approved rate of \$0.55 per \$1,000)	\$0.55	\$0.55	\$0.55
Local Option Levy (voter approved rate of \$0.015 per \$1,000)	\$0.015	\$0.015	\$0.015

STATEMENT OF INDEBTEDNESS
LONG TERM DEBT

	Estimated Debt Outstanding on July 1	Estimated Debt Authorized, but Not Incurred on July 1
General Obligation Bonds	\$0	\$0
Other Bonds	\$79,208,281	\$0
Other Borrowings	\$0	\$0
Total	\$79,208,281	\$0

No. 136860 - June 5, 2019

Appendix

Notice of Property Tax and Certification of Intent to Impose a Tax, Fee, Assessment or Charge on Property

To assessor of LANE County

**FORM LB-50
2019-2020**

• Be sure to read instructions in the Notice of Property Tax Levy Forms and Instruction booklet

Check here if this is an amended form.

The LANE COUNTY has the responsibility and authority to place the following property tax, fee, charge or assessment on the tax roll of LANE County. The property tax, fee, charge or assessment is categorized as stated by this form.

<u>125 East 8th Avenue</u>	<u>Eugene</u>	<u>OR</u>	<u>97401</u>	<u>07/12/2019</u>
Mailing Address of District	City	State	ZIP code	Date
<u>Christine Moody</u>	<u>Budget & Financial Planning Manager</u>		<u>541-682-3766</u>	<u>Christine.Moody@co.lane.or.us</u>
Contact Person	Title		Daytime Telephone	Contact Person E-Mail

CERTIFICATION - You must check one box if your district is subject to Local Budget Law.

- The tax rate or levy amounts certified in Part I are within the tax rate or levy amounts approved by the budget committee.
- The tax rate or levy amounts certified in Part I were changed by the governing body and republished as required in ORS 294.456.

PART I: TAXES TO BE IMPOSED

		Subject to General Government Limits Rate -or- Dollar Amount	
1. Rate per \$1,000 or Total dollar amount levied (within permanent rate limit)	1	1.2793	
2. Local option operating tax	2	0.565	
3. Local option capital project tax	3	0	Excluded from Measure 5 Limits Dollar Amount of Bond Levy
4. City of Portland Levy for pension and disability obligations	4	n/a	
5a. Levy for bonded indebtedness from bonds approved by voters prior to October 6, 2001			5a. n/a
5b. Levy for bonded indebtedness from bonds approved by voters on or after October 6, 2001			5b. n/a
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b)			5c. n/a

PART II: RATE LIMIT CERTIFICATION

6. Permanent rate limit in dollars and cents per \$1,000	6	n/a
7. Election date when your new district received voter approval for your permanent rate limit	7	n/a
8. Estimated permanent rate limit for newly merged/consolidated district	8	n/a

PART III: SCHEDULE OF LOCAL OPTION TAXES - Enter all local option taxes on this schedule. If there are more than two taxes, attach a sheet showing the information for each.

Purpose (operating, capital project, or mixed)	Date voters approved local option ballot measure	First tax year levied	Final tax year to be levied	Tax amount -or- rate authorized per year by voters
Operating	May 16, 2017	2018-2019	2022-2023	.55
Operating	May 17, 2016	2016-2017	2020-2021	.015

Part IV. SPECIAL ASSESSMENTS, FEES AND CHARGES*

Description	ORS Authority**	Subject to General Government Limitation	Excluded from Measure 5 Limitation
1			
2			

*If fees, charges, or assessments will be imposed on specific property within your district, you must attach a complete listing of properties, by assessor's account number, to which fees, charges, or assessments will be imposed. Show the fees, charges, or assessments uniformly imposed on the properties. If these amounts are not uniform, show the amount imposed on each property.

**The ORS authority for putting these assessments on the roll must be completed if you have an entry in Part IV.

150-504-073-7 (Rev. 11-18)

(see the back for worksheet for lines 5a, 5b, and 5c)

File with your assessor no later than **JULY 15**, unless granted an extension in writing.

ED 50 119

BEFORE THE BOARD OF COMMISSIONERS OF LANE COUNTY, OREGON

ORDER & RESOLUTION)
NO. 19-06-18-02)
)
)
)

**IN THE MATTER OF ADOPTING THE
2019-2020 LANE COUNTY BUDGET, MAKING
APPROPRIATIONS AND IMPOSING &
CATEGORIZING TAXES**

WHEREAS, the Lane County Budget Committee reviewed and approved the FY 2019-2020 budget for Lane County on May 16, 2019; and

WHEREAS, after due notice, a public hearing on the FY 2019-2020 Approved Budget was held at 9:00 a.m. in Harris Hall, Public Service Building, on June 11, 2019; and

WHEREAS, the Board having fully considered the Lane County Budget Committee's recommendations and additional changes submitted by departments as well as the matters discussed at the public hearing; and

WHEREAS, the recommended adjustments to the Approved FY 2019-2020 Budget described in Attachment B to the Agenda Memorandum are hereby approved by the Board for incorporation into this Resolution; and

WHEREAS, the Board believes that the FY 2019-2020 budget reflects the best available policy and program choices to achieve the greatest public good and the least private injury; now therefore the Board of County Commissioners of Lane County

ORDERS AND RESOLVES:

- 1.) That the Board of Commissioners of Lane County hereby adopts the budget for fiscal year 2019-2020 in the total amount of \$716,556,301; and

- 2.) That the amounts shown below, including the full time equivalent (FTE) positions, are hereby appropriated and authorized for the fiscal year beginning July 1, 2019, as follows:

Appendix

General Fund 124

	<u>Appropriation</u>	<u>Authorized FTE</u>
Assessment & Taxation	6,688,011	49.00
County Administration	9,477,706	51.25
County Counsel	1,936,999	11.00
District Attorney	11,098,364	73.00
Emergency Management	553,905	2.50
Human Resources	2,908,405	20.50
Public Safety (Sheriff's Office)	33,773,853	181.60
Public Works	3,996,224	23.50
Not Allocated to Organizational Unit:		
Materials & Services	1,265,605	
Transfers Out	14,173,872	
Contingency	849,440	
<hr/>		
Total Fund	86,722,384	412.35

PARKS & OPEN SPACES FUND 216

	<u>Appropriation</u>	<u>Authorized FTE</u>
Public Works	4,304,724	18.80
Not Allocated to Organizational Unit:		
Transfers Out	71,475	
Contingency	108,185	
<hr/>		
Total Fund	4,484,384	18.80

LAW LIBRARY FUND 222

	<u>Appropriation</u>	<u>Authorized FTE</u>
County Administration	289,294	1.00
Not Allocated to Organizational Unit:		
Contingency	15,780	
<hr/>		
Total Fund	305,074	1.00

GENERAL ROAD FUND 225

	<u>Appropriation</u>	<u>Authorized FTE</u>
Public Works	48,324,063	165.50
Not Allocated to Organizational Unit:		
Transfers Out	1,320,426	
Contingency	4,415,000	
<hr/>		
Total Fund	54,059,489	165.50

Appendix

LIQUOR LAW ENFORCEMENT FUND 231

	<u>Appropriation</u>	<u>Authorized FTE</u>
District Attorney	12,215	0.00
Not Allocated to Organizational Unit: Contingency	68,385	
Total Fund	80,600	0.00

PUBLIC LAND CORNER PRESERVATION FUND 240

	<u>Appropriation</u>	<u>Authorized FTE</u>
Public Works	474,761	2.00
Not Allocated to Organizational Unit: Contingency	52,514	
Total Fund	527,275	2.00

COUNTY SCHOOL FUND 241

	<u>Appropriation</u>	<u>Authorized FTE</u>
Not Allocated to Organizational Unit: Materials & Services	1,596,574	0.00
Total Fund	1,596,574	0.00

EXTENSION SERVICE FUND 242

	<u>Appropriation</u>	<u>Authorized FTE</u>
Not Allocated to Organizational Unit: Materials & Services	518,920	0.00
Total Fund	518,920	0.00

COUNTY CLERK FUND 244

	<u>Appropriation</u>	<u>Authorized FTE</u>
County Administration	63,149	0.00
Not Allocated to Organizational Unit: Transfers Out	107,914	
Contingency	12,300	
Total Fund	183,363	0.00

Appendix

TITLE III PROJECTS FUND 250

	<u>Appropriation</u>	<u>Authorized FTE</u>
Not Allocated to Organizational Unit: Materials & Services	855,542	0.00
Total Fund	855,542	0.00

SPECIAL REVENUE FUND 260

	<u>Appropriation</u>	<u>Authorized FTE</u>
County Administration	12,768,495	62.00
District Attorney	511	0.00
Public Safety (Sheriff's Office)	10,587,353	23.90
Public Works	399,549	0.50
Not Allocated to Organizational Unit: Materials & Services	6,255,741	
Capital	50,000	
Transfers Out	711,642	
Contingency	2,024,469	
Total Fund	32,797,760	86.40

ANIMAL SERVICES FUND 283

	<u>Appropriation</u>	<u>Authorized FTE</u>
Public Works	710,123	3.50
Not Allocated to Organizational Unit: Contingency	60,701	
Total Fund	770,824	3.50

INTERGOVERNMENTAL HUMAN SERVICES FUND 285

	<u>Appropriation</u>	<u>Authorized FTE</u>
Health & Human Services	17,668,118	40.90
Not Allocated to Organizational Unit: Transfers Out	806,666	
Total Fund	18,474,784	40.90

Appendix

HEALTH & HUMAN SERVICES FUND 286

	<u>Appropriation</u>	<u>Authorized FTE</u>
Health & Human Services	102,186,986	568.24
Not Allocated to Organizational Unit:		
Transfers Out	5,222,862	
Contingency	6,416,402	
Total Fund	113,826,250	568.24

TRILLIUM BEHAVIORAL HEALTH FUND 287

	<u>Appropriation</u>	<u>Authorized FTE</u>
Health & Human Services	8,387,646	38.10
Not Allocated to Organizational Unit:		
Transfers Out	396,551	
Contingency	8,054,636	
Total Fund	16,838,833	38.10

LOCAL OPTION TAX LEVY FUND 290

	<u>Appropriation</u>	<u>Authorized FTE</u>
Health & Human Services	2,222,150	14.00
Public Safety (Sheriff's Office)	17,552,076	96.25
Not Allocated to Organizational Unit:		
Contingency	4,529,600	
Total Fund	24,303,826	110.25

LANE EVENTS CENTER DEBT SERVICE FUND 323

	<u>Appropriation</u>	<u>Authorized FTE</u>
Not Allocated to Organizational Unit:		
Debt Service	683,905	0.00
Total Fund	683,905	0.00

SPECIAL OBLIGATION BOND RETIREMENT FUND 333

	<u>Appropriation</u>	<u>Authorized FTE</u>
Not Allocated to Organizational Unit:		
Debt Service	2,927,584	0.00
Total Fund	2,927,584	0.00

Appendix

NOTES PAYABLE DEBT SERVICES FUND 341

	<u>Appropriation</u>	<u>Authorized FTE</u>
Not Allocated to Organizational Unit:		
Debt Service	194,132	0.00
<hr/>		
Total Fund	194,132	0.00

CAPITAL IMPROVEMENT FUND 435

	<u>Appropriation</u>	<u>Authorized FTE</u>
County Administration	6,890,014	0.00
Not Allocated to Organizational Unit:		
Transfers Out	1,100,487	
Contingency	500,000	
<hr/>		
Total Fund	8,490,501	0.00

LANE EVENTS CENTER FUND 521

	<u>Appropriation</u>	<u>Authorized FTE</u>
Public Works	5,360,384	14.50
Not Allocated to Organizational Unit:		
Transfers Out	636,573	
Contingency	1,442,169	
<hr/>		
Total Fund	7,439,126	14.50

SOLID WASTE DISPOSAL FUND 530

	<u>Appropriation</u>	<u>Authorized FTE</u>
Public Works	18,404,382	88.10
Not Allocated to Organizational Unit:		
Transfers Out	2,000,000	
Contingency	941,936	
<hr/>		
Total Fund	21,346,318	88.10

CORRECTIONS COMMISSARY FUND 539

	<u>Appropriation</u>	<u>Authorized FTE</u>
Public Safety (Sheriff's Office)	166,016	0.00
Not Allocated to Organizational Unit:		
Contingency	40,100	
<hr/>		
Total Fund	206,116	0.00

Appendix

LAND MANAGEMENT FUND 570

	<u>Appropriation</u>	<u>Authorized FTE</u>
Public Works	6,708,579	35.50
Not Allocated to Organizational Unit: Contingency	2,268,547	
Total Fund	8,977,126	35.50

SELF INSURANCE FUND 612

	<u>Appropriation</u>	<u>Authorized FTE</u>
Not Allocated to Organizational Unit: Materials & Services	2,275,410	
Contingency	300,000	
Total Fund	2,575,410	0.00

EMPLOYEE BENEFIT FUND 614

	<u>Appropriation</u>	<u>Authorized FTE</u>
Not Allocated to Organizational Unit: Materials & Services	69,589,875	
Contingency	750,000	
Total Fund	70,339,875	0.00

PENSION BOND FUND 615

	<u>Appropriation</u>	<u>Authorized FTE</u>
Not Allocated to Organizational Unit: Materials & Services	8,699	
Debt Service	7,726,566	
Total Fund	7,735,265	0.00

MOTOR & EQUIPMENT POOL FUND 619

	<u>Appropriation</u>	<u>Authorized FTE</u>
Public Safety (Sheriff's Office)	4,324,768	0.00
Public Works	9,186,643	21.00
Not Allocated to Organizational Unit: Transfers Out	700,000	
Contingency	2,711,250	
Total Fund	16,922,661	21.00

Appendix

INTERGOVERNMENTAL SERVICES FUND 627

	<u>Appropriation</u>	<u>Authorized FTE</u>
County Administration	582,567	0.00
Not Allocated to Organizational Unit: Contingency	50,000	
Total Fund	632,567	0.00

TECHNOLOGY REPLACEMENT FUND 653

	<u>Appropriation</u>	<u>Authorized FTE</u>
Technology Services	2,022,179	0.00
Not Allocated to Organizational Unit: Debt Service	25,828	
Transfers Out	1,001,461	
Contingency	1,253,285	
Total Fund	4,302,753	0.00

TECHNOLOGY SERVICES FUND 654

	<u>Appropriation</u>	<u>Authorized FTE</u>
Technology Services	13,386,200	66.25
Not Allocated to Organizational Unit: Contingency	400,000	
Total Fund	13,786,200	66.25

RETIREE BENEFIT TRUST FUND 714

	<u>Appropriation</u>	<u>Authorized FTE</u>
Not Allocated to Organizational Unit: Materials & Services	3,344,976	
Contingency	500,000	
Total Fund	3,844,976	0.00

Total APPROPRIATIONS, All Funds	526,750,397
Total Unappropriated and Reserve Amounts, All Funds	<u>189,805,904</u>
TOTAL ADOPTED BUDGET	716,556,301

Total FTE, All Funds 1,672.39

Appendix

3.) That the following ad valorem property taxes are hereby imposed upon the assessed value of all taxable property within the district for tax year 2019-2020:

- A. At the rate of \$1.2793 per \$1000 of assessed value for permanent tax rate; and
- B. At the rate of \$0.55 per \$1000 of assessed value for local option tax; and
- C. At the rate of \$0.015 per \$1000 of assessed value for local option tax; and

4.) That the taxes imposed are hereby categorized for purposes of Article XI section 11b of the Oregon Constitution as:

	Subject to General Government Limitation	Excluded from the Limitation
Permanent Rate Tax	\$1.2793/\$1,000	\$0
Local Option Tax	\$0.55/\$1,000	\$0
Local Option Tax	\$0.015/\$1,000	\$0

The above resolution statements were approved and declared **ADOPTED** by the Lane County Board of Commissioners on June 18, 2019.



Pete Sorenson, Chair
Lane County Board of Commissioners

Glossary

A

Accrual Basis. Method of accounting in which revenue is recorded when measurable and earned, and expenses are recognized when a good or a service is used. (ORS 294. 311(1))

Ad Valorem Tax (at-value tax). A property tax computed on the assessed value of taxable property. See *Assessed Value*.

Adopted Budget. Financial plan that forms the basis for appropriations. Adopted by the governing body, i.e., Board of Commissioners.

Appropriation. Authorization for spending a specific amount of money for a specific purpose during a specific period of time. Based on the adopted budget, the appropriation can be changed during the year by board transfer, grant resolution, or supplemental budget, all requiring a resolution adopted by the Board of Commissioners. (ORS 294. 311(3))

Approved Budget. The budget that has been approved by the budget committee. The figures from the approved budget are published in a Financial Summary in a local newspaper before the fiscal budget hearing.

Assessed Value (AV). The value set on real and personal taxable property as a basis for levying taxes. Usually equal to market value, but may be lower because of special assessment programs.

Assessment. Any fee, charge or assessment that does not exceed the actual cost incurred by a unit of government for design, construction and financing of a local improvement such as streets and alley paving, sidewalks and sewers.

Assessment Date. The date on which the real market value of property is set — January 1.

Audit. A systematic appraisal of the accounting system and financial statements with the intention of forming an opinion on the general purpose financial statements. (ORS 297. 425)

Audit Report. A report made by an auditor expressing an opinion regarding the fair presentation of the financial statements.

B

Balanced Budget. A budget in which expenditures equal resources. Oregon Local Budget Law requires all local government bodies to adopt budgets that balance by fund by the 30th of June of each year.

Base Budget. The Base budget represents a maintenance level budget providing the same programs and levels of service as is provided in the current budget as adjusted by cost of living increases, merits, and inflation.

Basis of Accounting. Means the cash basis, the modified accrual basis, or the accrual basis. (ORS 294.311(4))

Billing Rate. The tax used to compute ad valorem taxes for each property. When applicable, it is derived from subtracting the timber offset from the permanent or operating rate.

Board of Commissioners. As set forth in the Lane County Home Rule Charter, the Board of County Commissioners consists of five members, each elected by district for a four year term, and who are devoted full-time to conducting the County's business.

Bond. A written promise to pay a specified sum of money (called the face value or principal amount), at a specified date or dates in the future, called the maturity date(s), together with periodic interest as a specific rate. Bonds issued by state governments or municipalities are generally exempt from tax.

Bonded Debt ("local improvement"). Borrowed monies for a capital construction project, approved by voters to be repaid by a tax levy.

Budget. Basis of the legal authorization for the expenditure of funds. A written plan of financial operation for estimating expenditures for one year, and the proposed means of financing the estimated expenditures. Must include a balanced statement of actual revenues and expenditures during each of the last two years, estimated revenues and expenditures for the current and upcoming year. (ORS 294.311.(4))

Budget Committee. Fiscal planning board of a local government, consisting of the five Commissioners plus an equal number of legal voters appointed by the Board. Budget committee authorizes the maximum for the tax levy. (ORS 294.336)

Budget Cycles. The various developmental stages in the budget process including the BASE (prepared by departments), the PROPOSED (BASE adjusted to reflect County Administrator's recommendations), APPROVED (as adjusted by the Budget Committee) and ADOPTED (as adjusted and given final approval by the Board of Commissioners).

Budget Document. The estimates of expenditures and budget resources as set forth on the estimate sheets, tax levy and the financial summary. (ORS 294.311(6)). Lane County produces a Proposed Budget document, an Adopted Budget document, and an Adopted Budget Summary.

Budget Message. Written explanation of the budget and the local government's financial priorities, prepared and presented by the County Administrator. (ORS 294.391)

Budget Office. Lane County Budget & Planning Program of County Administration. The County Administrator has the responsibility to develop and maintain administrative rules and procedures pertaining to budget preparation, adoption and monitoring.

Budget Officer. The County Administrator is appointed by the governing body to assemble budget material and information and to physically prepare the proposed budget. (ORS 294.331)

Budget Resources. Resources to which recourse can be had to meet obligations and expenditures during the fiscal year covered by the budget. (ORS 294.311(7))

Budget Years. According to State Budget Law, actual revenues and expenses must be tracked for up to two years past the current year. It is for this reason that the budget displays four years of budget data presented as Prior Year 1, Prior Year 2, Current Year, and the Budget Year.

C

Callable Bond. A bond that gives the issuer the right to prepay the bond at a date or dates prior to the stated maturity.

Capital Improvement. Land, structures, facilities, machinery, equipment, or furnishings having a useful life longer than one year. (ORS 310.410(19))

Capital Improvement Plan/Program. The Lane County Capital Improvement Program (CIP) is a five-year financial plan for capital improvements to Lane County's transportation network.

Capital Outlay. Items which generally have a useful life of more than one year and a value of at least \$5,000, such as machinery, land, furniture, equipment, or buildings. (ORS 294.352(6))

Capital Project. Any major repair, renovation, or replacement of a current fixed asset that extends the useful operational life by at least five years or expands the capacity of an existing facility. Also includes construction of a new asset with a useful operational life of at least five years including roads, bridges, parks, marinas, and buildings.

Capital Projects Fund. A fund used to account for resources, such as bond sale proceeds, to be used for major capital purchase or construction projects. May be used for one or more projects.

Cash Basis. Method of accounting, recognizing transactions when cash changes hands. (ORS 294.311(7))

Chart of Accounts. All authorized General Ledger accounts for Lane County. Defines Fund, Organization, Division, Program, Object, and Classification.

Classification. A group of positions which are enough alike in duties, authority, and responsibilities to require the same qualifications and the same pay for all positions in the group.

Compression. The difference between property taxes actually imposed in a given year and property taxes that would have been imposed if Measure 5 limits did not exist. See *Measure 5*.

Contracted Services. Expense of services rendered under contract by personnel who are not on the payroll of the jurisdiction, including all related expenses covered by the contract.

Cost-benefit Analysis. An approach for comparing programs and alternatives when benefits and costs can be valued in dollars.

Current Assets. Assets available to finance current operations or to pay current liabilities.

Current Liabilities. Liabilities due within one year.

Current Year. The fiscal year in progress. (ORS 294.311(9))

D

Debt Service Fund. A fund established to account for payment of general long-term debt principal and interest.

Discretionary Revenue. Revenue that is not dedicated or restricted for a specific purpose. Local government can spend these funds on any activity. For Lane County, the major sources of discretionary revenue are timber payments and property taxes.

Double Majority. A term that refers to an election where at least 50 percent of the registered voters eligible to vote in the election cast a ballot and more than 50 percent voting approve the question.

E

Employee Benefits. Amounts paid on behalf of employees; amounts are not included in the gross salary. They are fringe benefit payments, and, while not paid directly to employees, they are part of total compensation. For example, health and life insurance, deferred compensation, social security taxes, workers' compensation, and unemployment insurance.

Encumbrance. An obligation chargeable to an appropriation and for which part of the appropriation is reserved. (ORS 294.311(10)).

Enterprise Fund. A fund established to account for operations that are financed and operated in a manner similar to private business enterprises. They are usually self-supporting. Lane County operates three Enterprise Funds: Fair Board, Solid Waste, and Corrections Commissary.

Expenditures. Total amount incurred if accounts are kept on an accrual basis; total amount paid if accounts are kept on a cash basis. (ORS 294.311(13))

F

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

Financial Forecast. A type of report prepared by the budget office or fund manager that provides an annual profile of the revenues and expenditures for several years. Lane County uses long-term forecasts to plan for both the General and Road Funds.

Fiscal Year. A 12-month period (from July 1 through June 30 for Lane County) to which the annual operating budget applies. At the end of the period, a government determines its financial position and the results of its operations. (ORS 294.311(14))

Full Faith and Credit. A pledge of the general taxing power of a government for the payment of a debt obligation. See *General Obligation Bonds*.

Full Time Equivalent (FTE). The equivalent of one employee working full-time for one year.

Fund. A fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances and changes, all segregated for specific, regulated activities, and objectives.

Fund Balance. The difference between a fund's assets and its liabilities and reserves. Portions of the fund balance may be reserved for various purposes such as contingencies or encumbrances. (ORS 294.311(15))

Fund Type. One of the eight generic fund types: General, Special Revenue, Debt Service, Capital Projects, Special Assessment, Enterprise, Internal Service, and Trust and Agency.

G

General Fund. A fund used to account for most fiscal activities except for those activities requiring to be accounted for in another fund. Consists mainly of discretionary and dedicated revenues.

General Ledger. Financial accounting system for recording and reporting actual expense and revenue activity.

General Obligation Bond. A common type of municipal bond backed by the credit and taxing power of the issuing jurisdiction rather than the revenue from a given project. General obligation bonds are secured by the government's pledge to use legally available resources, including tax revenues, to repay bond holders. No assets are used as collateral.

Governing Body. County court, board of commissioners, city council, school board, board of trustees, board of directors, or other governing board of a local government unit. (ORS 294.311(16))

Governmental Funds. Governmental funds are used to account for many of the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on the acquisition and use of current spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating the County's near-term requirements.

Grant. Donation or contribution of cash or other assets to a government from a third party, to be used or spent for a specified purpose, activity, or facility. (ORS 294.311(17))

H

Home Rule Charter. Voter-approved charter amendment that grants Lane County the authority to make its own laws.

I

Indirect Charges. Administrative costs incurred by centralized activities and charged back to funds based on personal services and occupancy costs. Administrative costs include general administration, human resources, legal services, payroll, and finance.

Interfund Loans. Loans made by one fund to another. Loans must be repaid by the end of the ensuing year. (ORS 294.460)

Internal Service Fund. A fund used to account for fiscal activities when goods or services are provided by one department or agency to other departments or agencies on a cost-reimbursement basis. (ORS 294.470) (ORS 294.311(19))

K

Karly's Law. Karly's Law became an Oregon statute in 2007 and requires that a child receive medical attention within 48 hours if that child is found to have suspicious physical injuries in the course of a child abuse investigation. In addition, investigators are required to photograph suspicious injuries and ensure that those photos are seen by a physician and others involved in the child's case. Karly's Law is named for Karly Sheehan, a 3 year old Corvallis girl who was murdered in June of 2005 following previous unsubstantiated allegations of child abuse.

L

Lane Code (LC). The County's ordinances or laws, similar to a state's statutes, which apply to all citizens of Lane County.

Lane Manual (LM). The County's administrative policies and procedures.

Lapse. That portion of an expense appropriation not spent as planned during the course of a fiscal year. This results in a balance of funds that can either be used as a beginning resource for the same fund for the next fiscal year, or that can be reallocated for other expense purposes in the current fiscal year with the proper budget authority. In Lane County, lapse is generated primarily by vacancies in established positions during the fiscal year.

Levy. Amount of tax imposed by a local government for the support of governmental activities. For Lane County, the levy is composed of a property tax base, law enforcement serial levy, extension serial levy, and bonded debt.

Liabilities. Probable future sacrifices of economic benefits, arising from present obligation to transfer assets or provide service to other entities in the future as a result of past transactions or events; doesn't include encumbrances. (ORS 294.311(20))

Line-item Budget. The traditional form of budgeting where proposed expenditures are based on individual objects of expense within a department or division. (ORS 294.352(3))

Local Budget Law. Oregon Revised Statutes dictate local government budgeting practices in ORS 294.

Local Government. Any city, county, port, school district, public, or quasi-public corporation (including a municipal utility or dock commission) operated by a separate board or commission; a municipal corporation or municipality. (ORS 294.311(19))

Local Option Tax. Taxing authority, voter-approved by a double majority, that is in addition to the taxes generated by the permanent tax rate. Local option taxes can be for general operations, a specific purpose, or capital projects. They are limited to five years unless they are for a capital project, then they are limited to the useful life of the project or 10 years, whichever is less.

M

Mandates. A requirement by a higher level of government that a lower level of government perform a task or provide a service, do so in a particular way, or meet a particular standard.

Materials & Services. Accounts which establish expenditures for the operating expenses of County departments and programs.

Measure 5. In 1990, Oregon voters passed Measure 5 which established limits on Oregon's property taxes on real estate. Property taxes dedicated for schools were capped at \$15.00 per \$1,000 of assessed value, and gradually lowered to \$5. Property taxes for other purposes were capped at \$10 per \$1,000. (ORS 310.150(1))

Measure 50. In 1997, Oregon voters passed Measure 50, a revision of Measure 47 passed the prior year. These measures fundamentally changed the Oregon property tax system. Each jurisdiction was assigned a permanent tax rate limit. In addition, the assessed value of each property was reduced to FY 98 and future increases in assessed value were capped. See *Assessed Value* and *Permanent Tax Rate*.

Maximum Assessed Value (MAV). The maximum taxable value limitation placed on real or personal property by the constitution. It can increase a maximum of three percent each year. The three percent limit may be exceeded if there are qualifying improvements made to the property, such as a major addition or new construction.

Modified Accrual Basis. Method of accounting where revenues and other financial resource increments, such as bond proceeds, are recognized when they become susceptible to accrual, that is, when they become both measurable and available (collectible) to finance expenditures for the current period. (ORS 294.311(21)(a))

Municipal Corporation. Any county, city, port, school district, union high school district, community college district and all other public or quasi-public corporations operated by a separate board or commission. (ORS 294.311(22))

N

Net Working Capital. The sum of the cash balance, accounts receivable expected to be realized during the ensuing year, inventories, supplies, prepaid expenses less current liabilities and, if encumbrance method of accounting is used, reserve for encumbrances (ORS 294.311(20)).

O

Object. As used in expenditure classification, includes article purchased in the form of land, buildings, equipment and vehicles, or services obtained, as distinguished from the results obtained from the expenditures. (ORS 294.311(24))

Object Class. Classification of expenditures, such as personal services, materials and services, capital outlay, debt services, and other types of requirements. (ORS 294.311(25))

Obligations. The amounts of orders placed, contracts and subgrants awarded, goods and services received, and similar transactions during a given period that will require payment during the same or a future period.

Operating Rate. The rate determined by dividing the local government's operating tax amount by the estimated assessed value of the local government. This rate is needed when a local government wants to impose less tax than its permanent rate will rise.

Operational Contingency. Any operating fund may establish an appropriated contingency line item for unforeseen expenditures that may become necessary. Any reasonable amount can be appropriated, but the

governing body may transfer by resolution no more than 15% of a fund's total appropriations during the year. By fiscal policy, Lane County restricts operational contingencies to limited emergencies or unanticipated changes.

Operational Reserves. By fiscal policy Lane County distinguishes between operational contingency (transferable to spending by board resolution) and operational reserves (transferable to spending only by supplemental budget). Operational reserves are intended not to be spent in the current year, but are available to respond to significant emergencies, changes or potential disruptions of service caused by external factors.

Ordinance. A formal legislative enactment by the governing board of local government.

Organizational Unit. Any administrative subdivision of the local government, especially one charged with carrying on one or more specific functions, such as a department, office, or division. (ORS 294.311(26))

P

Package. Budgetary term for requesting money to add/reduce positions/funds to enhance or expand a current service above the level provided in the previous or current year, i.e. above/below maintenance level, or to create/eliminate entire sections/programs/services.

Payor Mix. A way of talking about the different payment methods used by patients that come for services. With analysis, a health care service can identify the optimal balanced mix of payors to sustain and grow services for the long term.

Payroll Expenses. Health and accident insurance premiums, Social Security and retirement contributions, workers' compensation, and unemployment taxes are examples.

Performance Index. As used in this document, a Performance Index is a comparison of performance measure target to actual data. Terms such as “on target” or “declining” is used to describe the performance results and/or trends.

Performance Management. The use of performance measurement results to inform data-driven decision making, including goal setting, allocation and prioritization of resources, and evaluation and revision of policy and program development.

Performance Measurement. Process of developing meaningful indicators and collecting and analyzing performance results with the goal of compiling actionable data and information.

Permanent Rate Limit. The maximum rate of ad valorem property taxes that a local government can impose. Taxes generated from the permanent rate limit can be used for any purpose. No action of the local government can increase a permanent rate limit.

Program. A group of related activities to accomplish a major service or function for which the local government is responsible. (ORS 294.311(28))

Program Budget. A budget based on programs of work or projects. (ORS 294.311(25))

Property Taxes. Ad valorem tax certified to the County Assessor by a local government unit.

Proposed Budget. Financial and operating plan prepared by the Budget Officer. It is submitted to the public for review and the budget committee for approval.

Proprietary Funds. The County maintains two different types of proprietary funds – enterprise funds and internal service funds. Enterprise funds are used to report the same functions presented as business-type activities in the governmental-wide financial statements. The County uses enterprise funds to account for the events center, solid waste disposal operations, corrections commissary operations, and land management functions. Internal service funds are an accounting device used to accumulate and allocate costs internally among the County’s various functions. The County uses internal service funds to account for its self-insurance and employee benefits activities, pension bond servicing, motor pool operations, intergovernmental services activities, internal and regional information services and PC replacement activities, and retiree medical benefits. Because internal service funds predominantly benefit governmental rather than business-type functions, these fund assets, deferred outflows, liabilities, and deferred inflows have been included with governmental activities in the government-wide financial statements.

R

Real Market Value (RMV). Amount of cash which could reasonably be expected by an informed seller acting without compulsion, from an informed buyer acting without compulsion, in an "arms-length" transaction during the period for which the property is taxed.

Real Property. Land and the structures attached to it.

Receipts. Cash received unless otherwise qualified. (ORS 294.311(31))

Reserve Fund. Established to accumulate money for a specific purpose, such as purchase of new equipment. (ORS 280.100)

Requirements. The total of all spending authorization (including expenditures and encumbrances), transfers to other funds, reserve contributions, contingency balances, and any Unappropriated Ending Fund Balance. For a given fund, Total Requirements must equal Total Resources. Within this document requirements often are presented by sub-category such as Expenditures, Fund Transfers, and Total Reserves & Contingencies.

Resolution. A formal order of a governing body; lower legal status than an ordinance.

Resource. Estimated beginning funds on hand plus anticipated receipts. See *Revenues*. (ORS 294.316)

Revenues. Money received or anticipated by a local government from either tax or non-tax sources. (ORS 294.311(33))

S

Secure Rural Schools and Community Self-Determination Act. Secure Rural Schools and Community Self-Determination Act or federal "payments to counties" legislation. The act provided federal funding for public safety services, transportation needs, and local schools, recognizing that communities where federal lands are located need federal support to sustain basic local government services.

Serial Levy. A voter approved tax levy for a specific purpose, over a specific time no greater than five years, and for a specified maximum amount.

Special Revenue Fund. A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditure for specific purposes.

Spending Limit. A voter approved amendment to the Lane County charter setting the limit for discretionary general fund operating expenditures during a fiscal year.

Structurally Balanced. The difference between government revenues and expenditures corrected by the effects that could be attributed to the economic cycle and one off events.

Supplemental Budget. Modifications to an Adopted Budget for the purpose of adding to or subtracting from current appropriations. Supplemental Budgets require legal notice and Budget Committee review prior to final action by the Board of Commissioners and cannot be used to levy tax. (ORS 294.480)

System Development Charge (SDCs). Fees levied on new development to recover all or part of the cost of building certain infrastructure needed to serve that development. Oregon law only allows SDCs for water, sewers, storm water, transportation, and parks and recreation.

T

Target. In this document, actual performance data is compared to target data established by each department to provide context and meaning to the performance results. Targets are based on a one of a variety of comparatives such as: state or federal mandates, historical performance, achievement of specific outcome objectives, industry/practice standards, continuous improvement, budget capacity, etc.

Tax. Any charge imposed by a governmental unit upon property or upon a property owner as a direct consequence of ownership of that property except incurred charges and assessment for local improvements.

Tax Levy. Total amount of taxes imposed by a local government unit.

Tax on Property. Any tax, fee, charge, or assessment imposed by any government unit upon property or upon a property owner as a direct consequence of ownership of that property (ORS 310.140(1)).

Tax Rate. The amount of tax stated in terms of a unit of tax for each \$1,000 of assessed valuation of taxable property. In Oregon, Measure 5 limits the amount of tax on property that can be collected from for general government to \$10 per \$1000 of real market value. See *Measure 5*.

Tax Roll. The official list showing the amount of taxes levied against each property. (ORS 294.450)

Transfers. Amounts distributed from one fund to finance activities in another fund. Shown as an expenditure in the originating fund and a revenue in the receiving fund. (ORS 294.450)

Trust Fund. A fund used to account for fiscal activities of assets held in trust by a government.

U

Unappropriated Ending Fund Balance (UEFB). Amount set aside in the budget to be used as cash carryover to the next year's budget. It provides the local government with cash until tax money is received from the County Treasurer in November. This amount cannot be transferred by resolution or used through a supplemental budget, unless necessitated by a qualifying emergency (ORS 294.371).

Unappropriated Reserves. The unappropriated ending balance is called a "requirement", not an expenditure. The law specifically requires the unappropriated ending fund balance to become a budget resource in the next fiscal year (cash balance). During a current year, unappropriated funds are not available under *any* circumstance.

Unincorporated Area. The areas of the County outside city boundaries.

Acronyms

A

A&T	Department of Assessment and Taxation
ABMDI	American Board Medicolegal Death Investigators
ACA	Affordable Care Act
ADAA	Americans with Disabilities Act Amendments
AFSCME	American Federation of State, County & Municipal Employees
AOC	Association of Oregon Counties
APM	Administrative Procedures Manual
AV	Assessed Value

B

BAS	Building Automation Systems
BCC	Board of County Commissioners
BCU	Background Check Unit
BLM	Bureau of Land Management
BOLI	Bureau of Labor & Industries
BoPTA	Board of Property Tax Appeals

C

C-SSRS	Columbia Suicide Severity Rating Scale
CAFFA	County Assessment Function Funding Assistance
CAFR	Comprehensive Annual Financial Report
CAO	Dept. of County Administration <i>or</i> the County Administrative Officer
CAT	Customer Alignment Team
CBR	Capacity Based Release
CC	County Counsel
CCA	Community Corrections Act
CCC	Community Correction Center
CCO	Coordinated Care Organization

C&ED Community & Economic Development
 CFMG California Forensic Medical Group
 CFS Calls-for-Service
 CFS Clinical Financial Services
 CHC Community Health Center
 CHCLC Community Health Center of Lane County
 CHL Concealed Handgun Licensing
 CIP Capital Improvement Program
 CMS Centers for Medicare and Medicaid Services
 COOP Continuity of Operations Plan
 CPA Cooperative Project Agreement
 CPI Consumer Price Index
 CQI Continuous Quality Improvement
 CY Calendar Year

D

DA District Attorney
 DD Developmental Disabilities
 DDSD Developmental Disabilities Services Division
 DEQ Department of Environmental Quality
 DMAP Oregon Division of Medical Assistance Programs
 DOC Department of Corrections (state)
 DOJ Department of Justice (federal)
 DOR Department of Revenue (State of Oregon)
 DP Data Processing
 DPSST Department of Public Safety Standards and Training
 DSS Desktop Support Services
 DUII Driving Under the Influence of Intoxicants

E

E2 Equity and Education Committee
 ECC Equity Community Consortium
 ECS Engineering and Construction Services
 EEOC Equal Employment Opportunity Commission
 EHR Electronic Health Record
 ER Employer
 ESD Education Service District

F

FICA Social Security
 FIN PLAN Financial Plan
 FLAP Federal Land Access Program
 FMLA Family and Medical Leave Act
 FOPPO Federation of Parole and Probation Officers
 FQHC Federally Qualified Health Center
 FTE Full-Time Equivalent
 FTEP Field Training and Evaluation Program
 FUSE Frequent Users Systems Engagement
 FWC Forest Work Camp
 FY Fiscal Year

G

GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GNATS	Geographic Nuisance Abatement Tracking System

H

H&HS	Department of Health & Human Services/HHS
HACSA	Housing Authority & Community Services Agency
HCN	Health Care Navigator
HHS	Department of Health & Human Services/H&HS
HF	Healthy Families
HR	Human Resources
HRIM	Human Resources Information Management
HSC	Human Services Commission

I

INET	Interagency Narcotics Enforcement Team
ISSI	InterSystem Switching Interface
ITAG	Information Technology Advisory & Governance

J

JJC	Juvenile Justice Center
JRI	Justice Reinvestment Initiative

K

K	Thousands
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L

LCAT	Lane County Assessment and Taxation
LCBH	Lane County Behavioral Health
LCC	Lane Community College
LCME	Lane County Medical Examiner
LCOG	Lane Council of Governments
LCPAA	Lane County Prosecuting Attorney's Association
LCPOA	Lane County Peace Officers Association
LCSO	Lane County Sheriff's Office
LEAP	Learn Empower Achieve Perform
LEDS	Law Enforcement Data System
LM	Lane Manual
LMD	Land Management Division
LRAPA	Lane Regional Air Pollution Authority
LRIG	Lane Regional Interoperability Group
LWP	Lane Workforce Partnership

M

M&S	Materials and Services
MCH	Maternal Child Health
MDM	Mobile Device Management
MLK	Martin Luther King, Jr.
MS	Department of Management Services
MSA	Metropolitan Statistical Area
MTP	Methadone Treatment Program
MWTL	Managing Within the Law

N

NCQA	National Committee for Quality Assurance
NCU	Northwest Christian University
NEO	New Employee Orientation

O

O&C	Oregon and California
OACTC	Oregon Association of County Tax Collectors
OAR	Oregon Administrative Rules
ODDS	Office of Developmental Disabilities Services (state)
ODOT	Oregon Department of Transportation
OEDD	Oregon Economic Development Department
OFLA	Oregon Family Leave Act
OHA	Oregon Health Authority
OHP	Oregon Health Plan
OJD	Oregon Judicial Department
OKTA	Identity and Access Management company
OMLDI	Oregon Medicolegal Death Investigator
OPs	Operations
OPSRP	Oregon Public Services Retirement Plan
ORS	Oregon Revised Statutes
OSACA	Oregon State Association of County Assessors
OSME	Oregon State Medical Examiner
OSP	Oregon State Police
OSU	Oregon State University

P

P&F	Police and Fire
P&P	Parole and Probation
PAN	Public Agency Network
PATS	Property Assessment and Taxation Software
PC	Personal Computer
PCPI	Per Capita Personal Income
PDSA	Plan-Do-Study-Act
PERS	Public Employees Retirement System
PH	Public Health
PHB	Poverty and Homelessness Board
PIO	Public Information Office
PM	Project Manager
PMO	Project Management Office
PPPM	Planning Public Policy and Management (University of Oregon)

PPR Prudent Person Reserve
 PREA Prison Rape Elimination Act
 PSB Public Service Building
 PSD Police Services Division
 PSI Protective Services
 PSRB Psychiatric Security Review Board
 PW Public Works Department

Q

Q&C Quality & Compliance
 QA Quality Assurance
 QI Quality Improvement
 QMHP Qualified Medical Health Provider

R

RFP Request for Proposal
 RIS Regional Information System
 ROW Right-Of-Way
 RRC Residential Reentry Center
 RSA Remote Service Access

S

SaaS Software as a Service
 SAR Search and Rescue
 SAN Storage Area Network
 SASS Sexual Assault Support Services
 SB Senate Bill
 SO Sheriff's Office
 SOS Service Option Sheet
 SRS Secure Rural Schools & Community Self Determination Act of 2000
 SRS 2008 Secure Rural Schools and Community Self Determination Act of 2008
 SSR Service Stabilization Reserve
 SWC Sheriff Work Crew

T

TBH Trillium Behavioral Health
 TCHP Trillium Community Health Plan
 TIC Trauma-Informed Care
 TIS Technology Infrastructure Services
 TMT Technology Management Team
 TRT Transient Room Tax
 TS Technology Services

U

UEFB Unappropriated Ending Fund Balance
 UGB Urban Growth Boundary
 UO/UofO University of Oregon
 URAC Utilization Review Accreditation Commission

V

VSP Lane County District Attorney's Victim Services Program

W

WERCS Weather Event Response Coordination System
WIA Workforce Investment Act
WIC Women, Infants and Children
WMD Waste Management Division
WP Lane Workforce Partnership (LWP)

Y

YMCA Young Men's Christian Association
YS Department of Youth Service