

FY 21-22 BUDGET COMMITTEE ORIENTATION



March 8, 2021

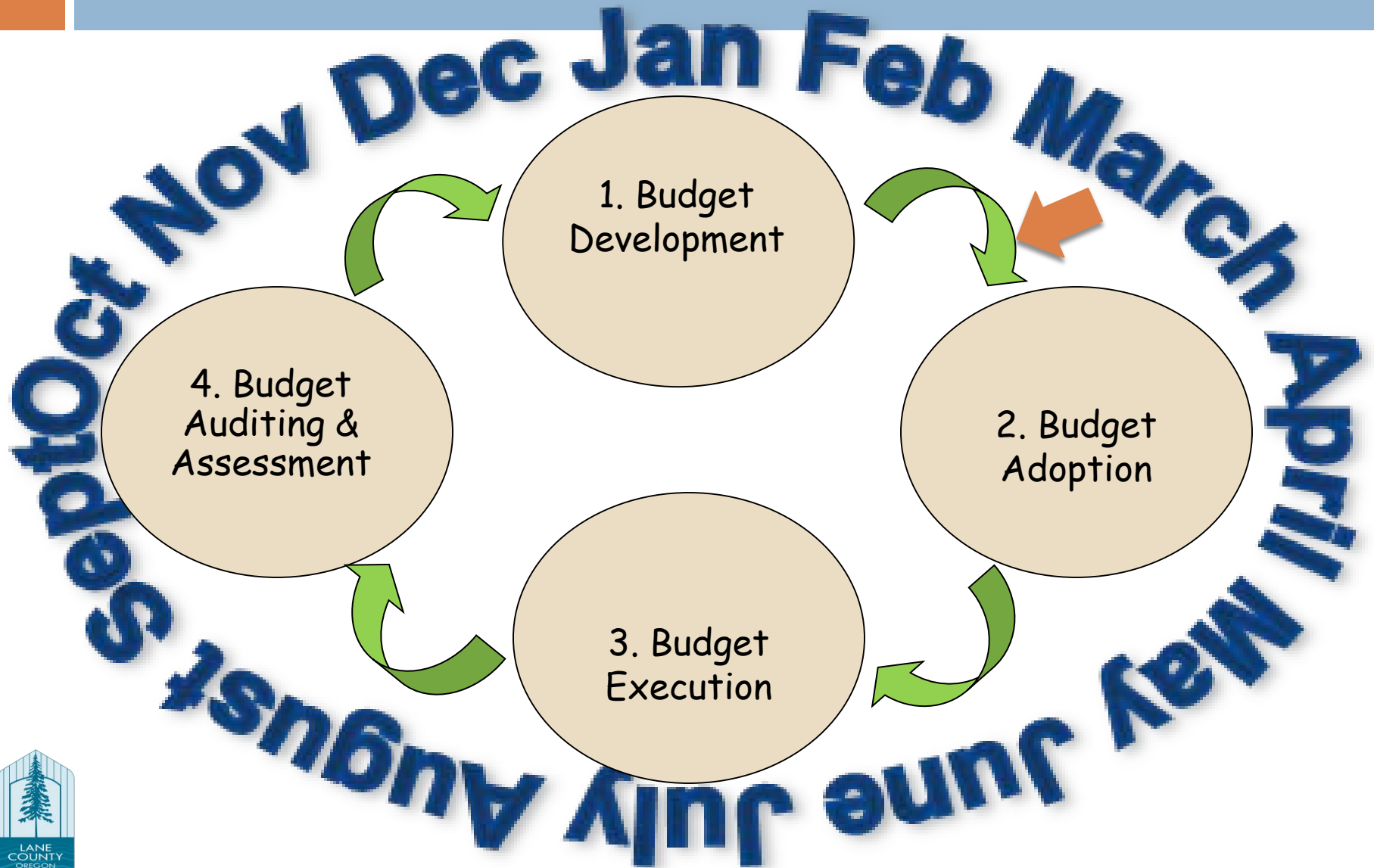
What is a Budget:

- ▣ Financial Plan containing resource & requirement estimates AND a plan of action for each department/program/service.
- ▣ Controls spending authority, establishes priorities and performance expectations.
- ▣ Common thread that weaves the entire organization together

County's Budget is Annual
Fiscal Year = July 1st – June 30th



Budget Cycle/Circle



Oregon Local Budget Law

Purpose:

- (1) To establish standard procedures for the preparation, presentation, administration and appraisal of budgets of municipal corporations;
- (2) To provide for a brief description of the programs of a municipal corporation and the fiscal policy which is to accomplish these programs;
- (3) To provide for estimation of revenues, expenditures and proposed taxes;
- (4) To provide specific methods for obtaining public views in the preparation of fiscal policy;
- (5) To provide for the control of revenues and expenditures for the promotion of efficiency and economy in the expenditure of public funds; and
- (6) To enable the public, taxpayers and investors to be apprised of the financial policies and administration of the municipal corporation in which they are interested. [1963 c.576 §2; 1997 c.308 §4; 1997 c.541 §323]

ORS 294.321



Oregon Public Meeting Law

□ Overview

- ORS 192.620 – “*The Oregon form of government requires an informed public aware of the deliberations and decisions of governing bodies and the information upon which such decisions were made...*”

Law applies not only to the Board of County Commissioners in Lane County. but also to its committees, subcommittees and advisory groups if they have the authority to make decisions for or recommendations to a public body on policy or administration.

□ “Serial Meetings” & how to avoid them

□ Use of Email – *Hint: Never “Reply all”*



Oregon Public Meeting Law

- Covid-19 and Chapter 12 Oregon Laws 2020 First Special Session (HB 4212)
 - ▣ Meetings may be held virtually
 - ▣ No requirement of physical space for public
 - ▣ Record meetings if technology available
 - ▣ Social distancing for in person meetings
 - ▣ Allows for alternative methods of testimony
 - ▣ Quorum excludes absences due to COVID
 - ▣ Allows for emergency expenditures
 - ▣ Expires 30 days after end of emergency



Committee Description

The Budget Committee is a Mandated Special Committee of Lane County provided for in State law (ORS 294.414) and Lane Manual section 3.556.

Lane Manual 3.556 Budget Committee. Reviews and approves the County budget, limits the amount of tax which may be levied by the County and establishes a tentative maximum for total permissible expenditures for each fund in the County budget.

MEETS: Upon completion of Proposed Budget; typically first 3 weeks of May

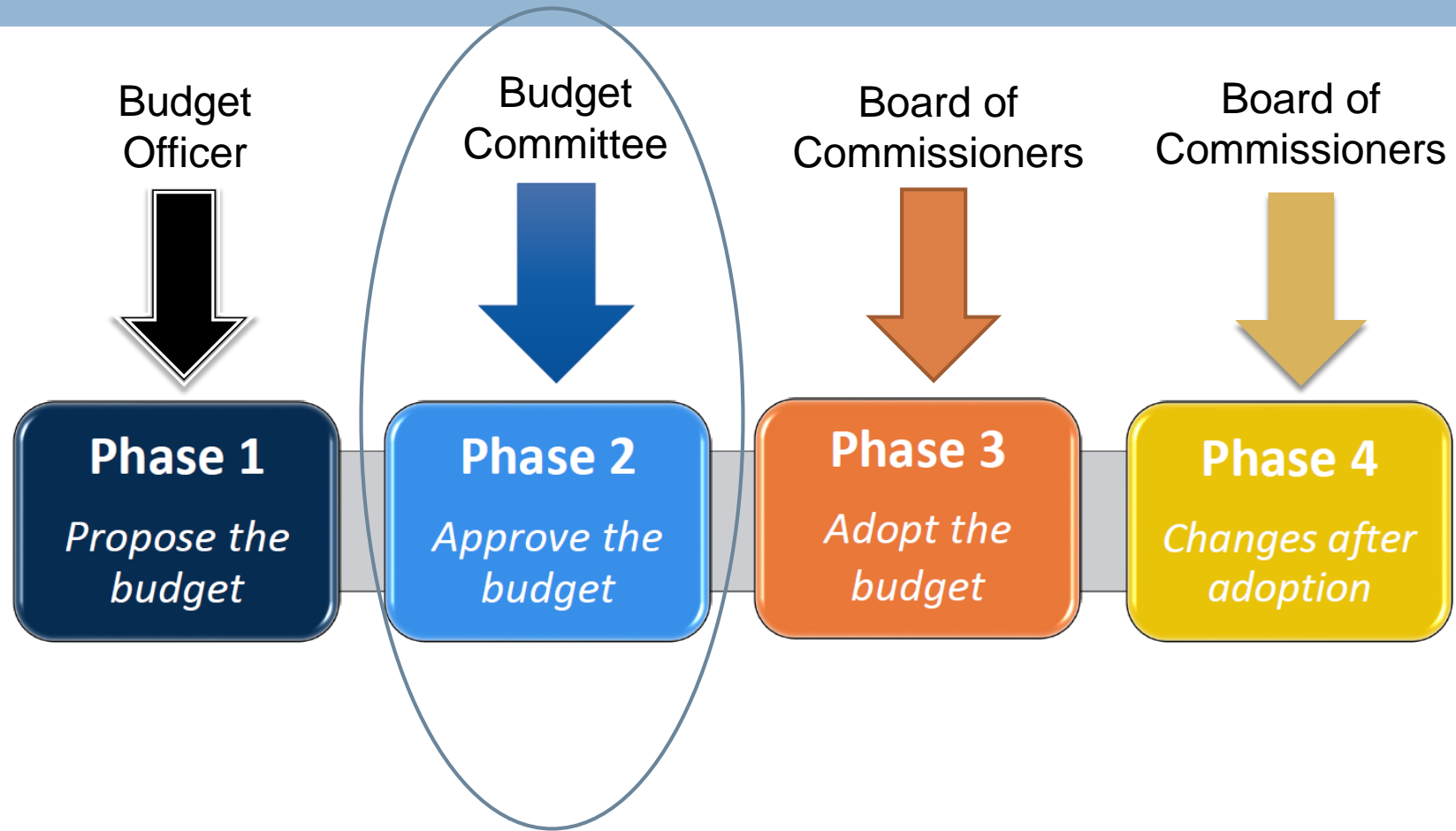
MEMBERSHIP: (10) Consists of members of the Board of Commissioners and an equal number of lay citizens. Vacancies on this committee will not be advertised unless otherwise requested by the Board member whose recommended appointee position has been vacated.

TERM: 3 years, [staggered terms] ending December 31

QUALIFICATIONS: Resident of Lane County, registered voter, non-Lane County Government employee.



Budget Phases



Budget Cycle – Roles & Responsibilities

Budget Development

- * Budget Office & Departments
- * County Administrator

Budget Adoption

- * County Administrator (Proposed)
- * Budget Committee (BCC + 5 residents) (Approve)
- * Board of Commissioners (Adopt)

Budget Execution (aka Spend it and Amend it)

- * County Staff, Budget Office and Board Of Commissioners

Auditing & Assessment

- * Financial Services, Departments, External Auditor



Job Description

What The Budget Committee Does:

- Receives the Budget Document
- Hears the budget message
- Hears & considers public comment
- Discusses and revises the budget as needed
- Approves the budget
- Approves the property taxes

Source: Oregon Department of Revenue





Job Description Cont.

Receives the Budget Document

Proposed Budget document provided/made public one week prior to start of published Budget Committee meetings. “Pre-Meeting”

- Budget becomes a public document when released to committee and needs to be available - *posted on County website same day*
- Public has right to inspect and request copies (can be charged for copies)– *On website & public copy is at County Administration front desk*



Job Description Cont.

Hears the Budget Message

The Budget Committee receives the Budget Message at their first meeting. The Message is:

- ❑ Prepared by or under direction of executive officer
- ❑ Explains budget document
- ❑ Describes financial policies
- ❑ Explains any changes since last year
- ❑ Must be in writing
- ❑ Anyone can deliver it

ORS 294.403





Job Description Continued

Hear & Consider Public Comment

Public Hearing and additional Public Comment

- On the date and time in the published notice
- Any person may ask questions about and comment on the budget **ORS 294.426(4)(c)**
- Can establish time limits and other policies for public comment period – *typically 3 minutes per speaker*
- Add additional meetings if desired – *LC holds public hearing (1st meeting) & public comment (last meeting)*

Source: Oregon Department of Revenue





Job Description Continued

Discuss and Revise the Budget

Department & Overview presentations, Question and Answer process added to assist with this task.

- Discuss and (if a majority feels necessary) revise the proposed budget.
- May reduce or increase the estimate of resources and requirements.
- May approve budget at first meeting or it may take several meetings.

Source: Oregon Department of Revenue

Job Description Continued

Approve the Budget

Established revision/deliberation process

- Sample Motion to Approve Budget:
 - ▣ “I move that the budget committee of Sample City approve the budget for the 2021-22 fiscal year in the amount of 13,910,076.”
- ***(motion and vote recorded in the minutes)***

Source: Oregon Department of Revenue





Job Description Cont.

Approve Each Tax levy

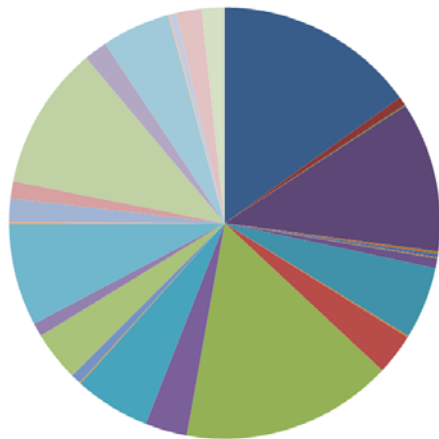
- Sample Motion to Approve Taxes:
 - *“Move approval of the FY 2020-2021 Local Option Tax to support 4-H and OSU Extension Programs in Lane County in the amount of \$0.015 per \$1,000 Assessed Value”*
- The Budget Committee is now finished!!!

Source: Oregon Department of Revenue

Additional Committee Details

- ❑ Election of Chair/Vice-Chair
- ❑ Committee Business on Agenda
- ❑ Budget Buddy
- ❑ Questions/Answers (15 minute rule)
- ❑ Deliberation Process – proposals
- ❑ Budget Law Notice Requirements
- ❑ Community Requests
- ❑ Drop Box

Lane County Budget Overview



- General
- Road
- County School
- Title III Project
- Industrial Revolving Fund
- Lane Care
- Spe Oblig Bond Retire
- Lane Events Ctrt
- Land Management
- Pension Bond
- Technology Replacement

- Parks & Open Spaces
- Liquor Law Enforcement
- Extension Services
- Special Revenue
- Intergov. Human Svcs
- Local Option Tax Levy
- Notes Payable Debt Service
- Solid Waste Disposal
- Self Insurance
- Motor & Equipment Pool
- Technology Services

- Law Library
- Public Land Corners Preserv
- County Clerk Records
- Animal Services
- Health & Human Services
- Lane Events Ctr Debt Svc
- Capital Improvement
- Corrections Commissary
- Employee Benefits
- Intergovernmental Svcs
- Retiree Benefit Trust

FY 20-21 Adopted Budget

\$772.9 Million All Funds

\$116.7 Million General Fund

33 different funds =
33 different “bottom lines”



Lane County Budget Overview

General Fund – all financial transactions where specific fund not required.

Special Revenue Funds - special tax levies and other dedicated revenues as required by federal law, Oregon statutes, charter provisions, or terms under which revenue is dedicated to a “specific use”.

Capital Project Funds - resources used to finance building, rehabilitating, or acquiring capital facilities – non-recurring, major expenditures.

Debt Service Funds indebtedness resulting from borrowing or issuing bonds

Enterprise Funds - acquiring, operating, and maintaining facilities and services, which are self-supporting from user charges and fees.

Internal Service Funds - account for internal services provided primarily to departments of the County on a cost-reimbursement basis.

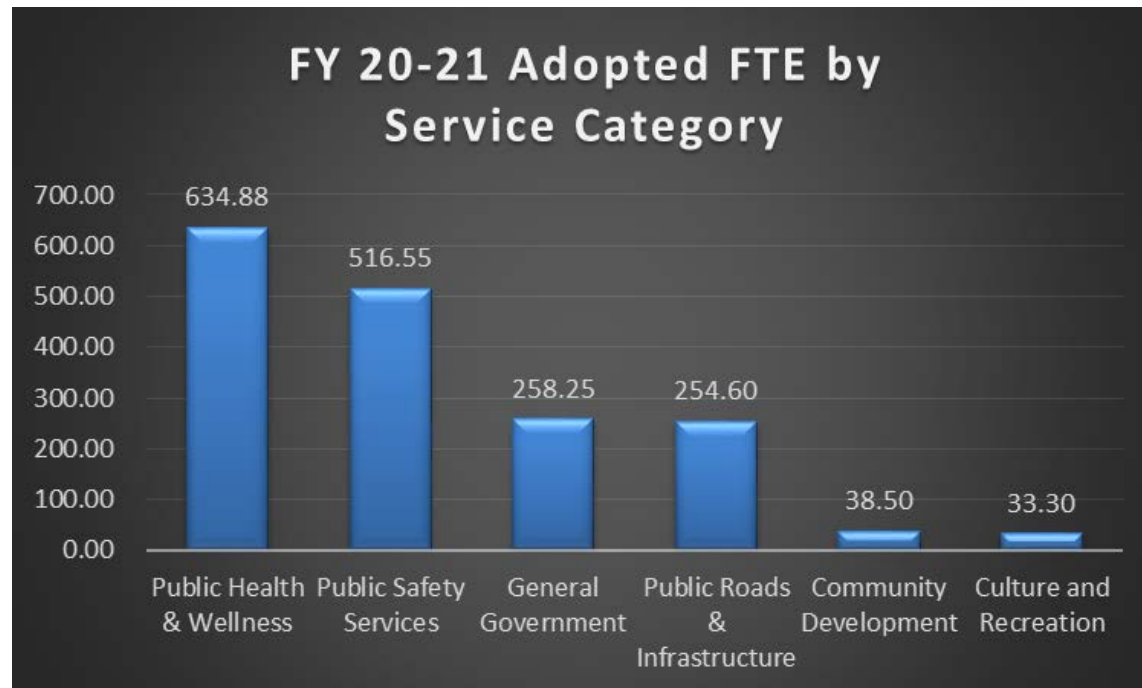
Fiduciary Funds - to account for resources held for the benefit of parties outside the County.



County Full-time Equivalent Staff by Service Category

Lane County reports “FTE” for full-time and part-time positions; and Temp positions (all reports as .50 FTE). FTE does not include Extra Help positions (maximum of 520 hours annually)

Total Adopted FTE: 1,736.08



Net Budget – What is it?

Oregon Local Budget Law requires interfund activity be recorded in more than one fund. As a result, the County's total operating budget is less than the total budget.

FY 20-21 Adopted Budget \$ 772,914,183

STEP #1 - Removal of interfund activity (same expense occurs in more than one fund)

Inter-Fund Activity

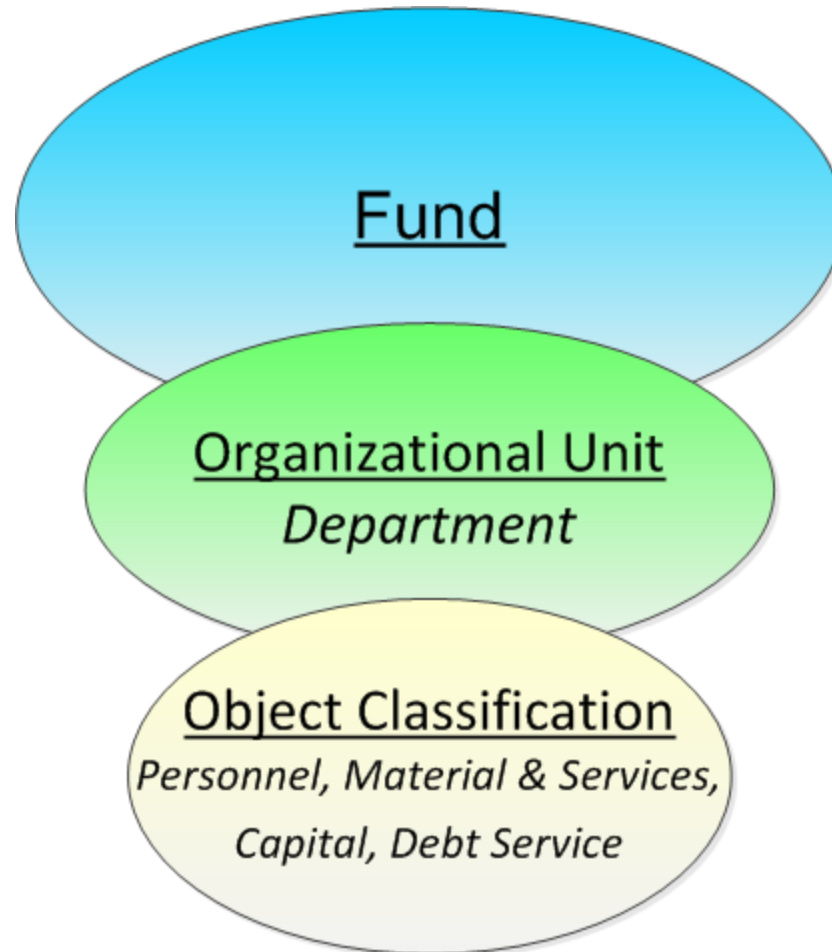
(887,000)	Title III Grant Reimbursements to departments
(2,885,474)	Video Lottery Awards to departments
(47,650)	Training reimbursement (Depts to HR)
(2,889,984)	Retiree Medical benefits assessed to departments
(2,830,874)	Charges assessed to departments for self-insurance pool
(43,217,401)	Charges assessed to departments for employee benefits
(35,417,039)	PERS charges assessed to departments
(7,492,439)	County Fleet vehicle use, maintenance, and fuel
(391,000)	Mailroom and copier services paid by departments
(463,420)	Charges assessed to departments for computers
(11,891,675)	Technology Services charges paid by departments
(51,773,714)	Inter & Intra fund transfers - between funds & subfunds
(17,537,935)	Central services paid by direct service depts
(7,207,540)	Intradepartment direct/indirect charges
Subtotal	(184,933,145)

NET BUDGET

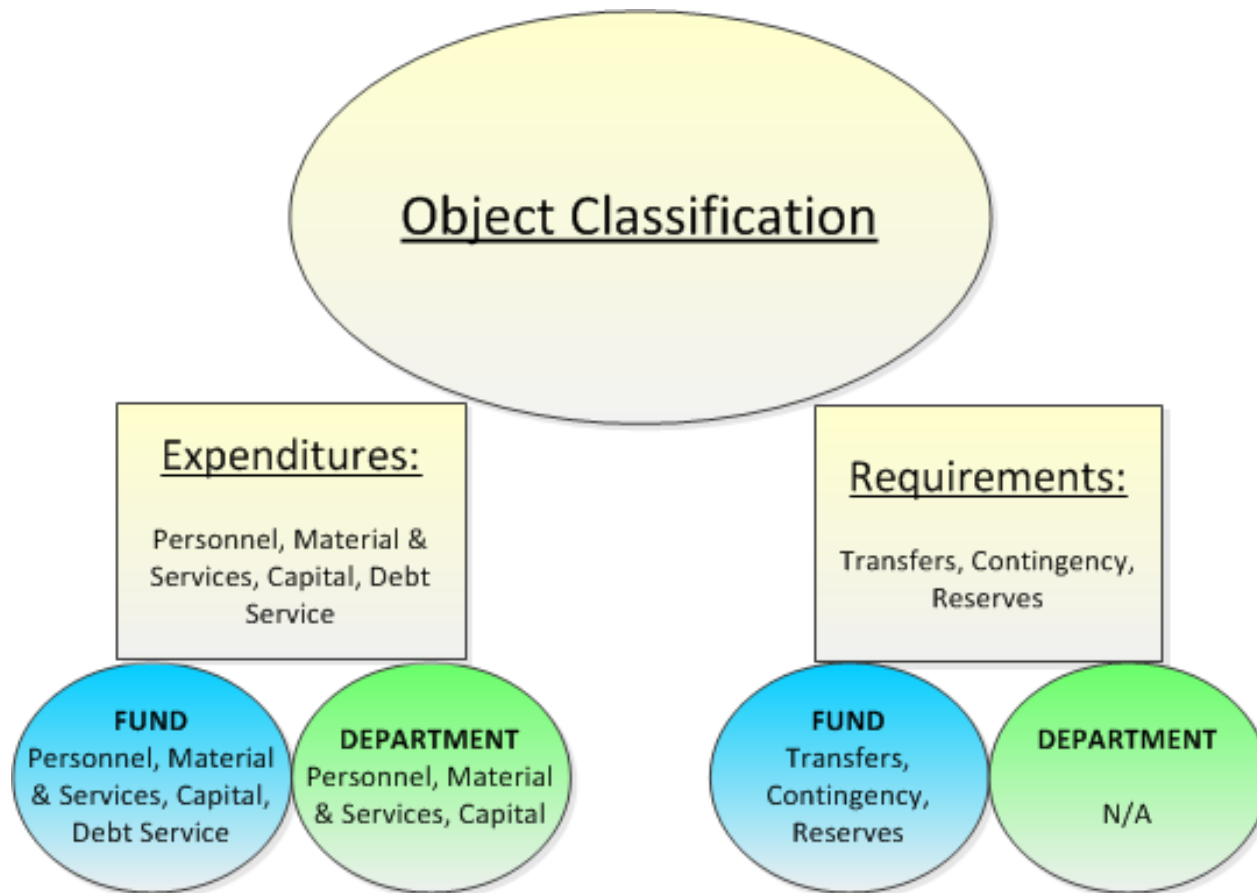
\$ 587,981,038



Budget Basics



Budget Basics



Department Expenditures = Personnel, Material & Services and Capital

Budget Basics

Revenue v. Resources

Revenue: Property tax and non-property tax. Money received from funding source (state, federal, grants, taxes) or services provided (fees, licenses, fines, etc.).

Resources: Includes Revenue PLUS any money carried forward (reserve) and transfers.

Requirements v. Expenditures

Expenditure: on-going costs required for operations including Personnel, Materials & Services, Capital Outlay, & Debt Service

Requirements: Includes Expenditures PLUS transfers, contingency/reserves, and unappropriated ending fund balance (UEFB).



Budget Basics

Balanced budget as required by Budget Law:
Resources = Requirements

Structurally Balanced Budget:
Ongoing Revenue = Ongoing Expenditures

General Fund

General Operating Fund of the County

Services provided include:

Public Safety (Sheriff, District Attorney, Youth Services, Justice Courts), assessment & taxation, elections, public health, animal services, property management, finance, facilities, county administration and county counsel.

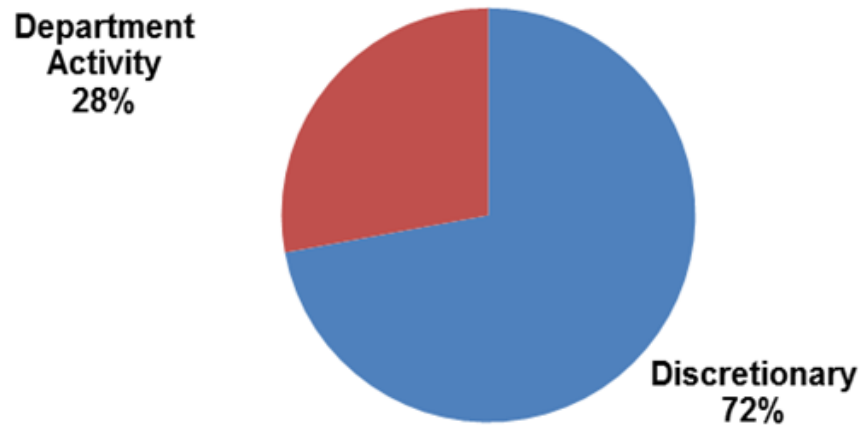
Between 30-35% of County FTE is paid for by the General Fund





General Fund

General Fund Resources - Discretionary v. Department Activity



Discretionary General Fund = Revenue not dedicated for a specific purpose. Lane County accounts for Department Activity revenue separately.

Service Option Sheets

Service Option Sheets (SOS) prepared for all General Fund services. Provide information on service, mandates and impact on leverage and how discretionary general fund relates to other funding. Every discretionary general fund dollar is accounted for on the SOS.

Lane County - Service Option Sheet - FY 20-21 Department Request						
SOS C4: Equity & Access		Service Category: General Government				
Dept:	County Administration	Mandate	None	Related		
Contact:	Mo Young x3725	Leverage	None	Some		
<table border="1"> <tr> <td>SHALL</td> <td>HIGH</td> </tr> </table>					SHALL	HIGH
SHALL	HIGH					
Executive Summary						
Provide administrative and staffing support for the Equity 2.0 strategies at Lane County. Actively promote equity & access both inside the organization and within the community through the support of the community based Lane County Equity and Access Advisory Board as well as the internal Equity and Education Committee.						
Service Descriptions						
Department Request Budget Total	Revenue	Expense Total	General Fund	FTE		
	\$0	\$152,520	\$152,520	1.00		
<p>Provide administrative and staffing support for the Equity 2.0 strategies (normalize racial equity through training and communication; organize racial equity through the strengthening of the equity program throughout the organization; operationalize racial equity through the creation and implementation of an equity lens) of the equity and access initiative at Lane County. Actively promote equity & access both inside the organization and within the community through the support of the community based Lane County Equity and Access Advisory Board, the internal Equity and Education Committee, Employee Resource Groups, and through participation in the Lane Equity Coalition, the Equity and Community Consortium and maintaining relationships with agencies across the state and region doing this work. .</p> <p>This includes 1.0 FTE, funding for materials and supplies related to supporting the Lane County Equity and Access Advisory Board, membership in the Government Alliance on Race and Equity as well as active participation in community milestone events and celebrations.</p>						
State/Federal Mandate						
None						
Leverage Details						
The General Fund portion of this program leverages the following:						
\$0	back to the Discretionary General Fund					
\$0	into other non Discretionary County Funds					
\$0	directly to community members (child support payments)					
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.						



Performance Measures

Performance Measure – A quantification that provides objective evidence of the degree to which a performance result is occurring over time.

Brief History of Performance Measures at Lane County:

2000-2011: Adopted Strategic Plan in 2000. Countywide Performance Measures soon followed. Extensive and updated regularly. Dedicated staff in County Administration to coordinate; Software to track and report.

FY 12-13: After year of budget reductions culminated with large General Fund reductions and reorganizations in FY 12-13. Coordinated reporting on Performance Measures ended due to reduction in staffing levels in most departments and reporting in Budget Document ended.

FY 15-16 - FY 20-21: New Strategic Plan Adopted. Performance Measures returned in limited capacity in FY 15-16 Adopted Budget document. (*One exception in FY 19-20*)



Performance Measures

2018-2021 Lane County Strategic Plan Overview

Revised: 12/17/2019



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





Purpose: To improve lives

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

Lenses: Financial Stewardship | Equity | Collective Impact

CURRENT Status:

FY 21-22
Performance
Measures will
return to
Proposed Budget
Document. 2-3
per Department
with more
possible

	Strategic Priority	Key Strategic Initiative	Measures
	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.	<ul style="list-style-type: none"> Affordable Housing & Homelessness Behavioral & Community Health Public Safety Funding & Service Delivery Incarceration & Recidivism Transportation Safety 	<ul style="list-style-type: none"> Proportion of cost burdened low-income households Availability of supported housing units Number of Tier 2 and 3 Primary Care Patient Centered Medical Homes (PCPCH) Recidivism rate(s) Diversion program graduates Crashes and fatalities by mode Percent of families with incomes below the living wage Total employment in targeted industry sectors Material diverted from waste stream Minority business outreach
	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.	<ul style="list-style-type: none"> Resilient, Diverse, & Sustainable Economy The Natural Environment Equity 	
	Focus on strategic infrastructure maintenance and investments that have the highest return for safety, vibrant communities, and long term environmental benefit.	<ul style="list-style-type: none"> Transportation Options and Efficiencies Facility Maintenance & Management New Facility Development 	<ul style="list-style-type: none"> Condition of capital assets Space utilization
	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	<ul style="list-style-type: none"> Fiscal Resilience & Operational Effectiveness Workplace Culture and Workforce Health Enhanced Partnerships 	<ul style="list-style-type: none"> General Fund reserves County bond rating Employee engagement, satisfaction and wellness Employee retention rate

Motto: Lane County Proud

www.lanecounty.org/strategicplan





Other Resources

Other Documents:

www.LaneCounty.gov

-> *Government* -> *Strategic Planning*
Lane County Strategic Plan

www.LaneCounty.gov/finance

Comprehensive Annual Financial Report (CAFR)
Local Option Levy Audit Reports
Expenditure & Revenue Transparency Report
Annual Investment Report
Debt Affordability Report
Audit Results

www.LaneCounty.gov

-> *Government* -> *Budget & Financial* -> *Capital Projects*
County 5-year Capital Improvement Plans



Budget Dashboards

<https://public.tableau.com/profile/joseph.szelesta#!/vizhome/BudgetDashboards-FY20-21Adopted/Dept-AllAccountsDashboard>

PROPOSED BUDGET DASHBOARD

☒ Dept- All Accounts Dashboard ☐ Fund Dashboard ☐ Division Dashboard

Select a Department

Public Works

Department Budget Summary:

[Public Works](#)

Total Employees (FTE): 352.9

TOTAL EXPENDITURES: \$107,221,263

TOTAL RESOURCES: \$103,268,463



Acct Type	Acct SubType	Parent Acct Name
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Central Budget Office Staff

Central Budget Office – 4.0 FTE

Budget & Financial Planning Manager (*Christine Moody*)

2 – Management Analysts (*Joe Szelesta and Jill Allen*)

1 – Sr. Program Specialist (*Tawnya Ellis*)

- Budget Development & Monitoring – includes annual budget prep, supplemental budgets and board/orders resolutions
- Ensure compliance with Local Budget Law
- Financial Analysis support for Administrator & Commissioners
- Policy review and recommendation
- Review of County contracts & Board of Commissioner Agenda Items
- Coordination of County's 5 year Capital Improvement Plan
- Functional Administration of Budget Development Software
- Creation of Budget Dashboards (Tableau)
- Support staff to Budget Committee



What's Next??

Last Week of April (dated TBD) – Receipt of Proposed Budget Document, SOS, Community Funding Requests, additional materials.

May 4, 2021 – 5:30 pm

Budget Message Delivered, Public Hearing

May 5, 6, 11, 13 – afternoons

Department/Service/Initiatives Presentations

May 20, 2021 – 5:30 pm

Public Comments, Deliberation &
Budget Approval by Budget Committee

June 15, 2021 – Board of Commissioners Public Hearing on Approved Budget

June 22, 2021 – Board of Commissioners Adopt FY 21-22 Budget

