

LEADERSHIP TEAM AGENDA

Tuesday, January 11, 2005

8:30 am – Noon

Goodson Training Room

Public Works, Delta

1. **Call Meeting to Order** - Anna Morrison, Chair
2. **Approve Minutes**
 - November 9, 2004, Leadership Team Meeting, 9:00 a.m.
3. **Financial Forecast/Mid-Year Correction** - Dave Garnick, Sr. Mgmt Analyst
 - Review Benefit Rates
 - Review FinPlan
 - Discuss Mid-Year Correction (no material)
 - Review Revenue Reallocation
4. **FY 05-06 Budget Direction** - Dave Garnick
5. **Review FY 05-06 Budget Calendar** - Dave Garnick
6. **Proposed High Level Outcomes** - Jim Gangle, Tax Assessor
7. **Proposed Short-Term Strategic Objectives (1-3 Years)** - Bill Van Vactor, County Administrator
 - List of Management Team Recommendations
 - Draft Strategic Objective Activity Sheets
8. **Next Leadership Team Meeting: Friday, February 25, 2005, 8:30-4:30, Goodson Training Room, Public Works, Delta**

Action Items:

- Approve Strategic Objectives
 - Approve High Level Outcomes
 - Prioritize Direct Services
 - Reality Check – do service priorities match Strategic Objectives and High Level Outcomes
9. **Adjourn**

**BOARD OF COMMISSIONERS
LEADERSHIP TEAM MEETING**

November 9, 2004

9:00 a.m.

Goodson Room, Delta Highway, Public Works

DRAFT

Present: Dave Garnick, Bill Van Vactor, Bobby Green, Sr., Lisa Smith, Warren Wong, Ollie Snowden, Don Hampton, Bill Dwyer, Anna Morrison, Dave Crowell, Jim Gangle, David Suchart, Chuck Forster, Terry Wilson, Tony Black, Rob Rockstroh, Alicia Hays, Jan Clements, Kate O'Donnell, Francisca Johnson, Alex Gardner and Recording Secretary Melissa Zimmer.

1. Call Meeting to Order: Bobby Green, Sr., Chair
2. Approval of Minutes: July 27, 2004, Leadership Team Meeting, 9:00 a.m.

MOTION: to approve the Leadership Team Meeting of July 27, 2004.

Morrison MOVED, Rockstroh SECONDED.

VOTE: Unanimous.

3. Financial Forecast Update and Discussion:

Garnick discussed the Fin Forecast. He commented that they ended last year financially better than anticipated. He said they brought in an additional \$3 million above what they had budgeted for. He stated they underspent \$2.7 million for wages and \$1.1 million for personal services.

Garnick noted there was \$309,000 more in the general fund. He noted wages were down but the cost for benefits was higher. He added that PERS is going up 20% and they will have to make a rate adjustment.

Garnick indicated the retiree medical was being phased in at 5% by 05/06. He noted the previous actual assumption had a more modest growth. He noted last year grew by 22.37% and they are projecting from 14% to 20% for next year and 17.5% for the year after.

Garnick noted the benefit line was growing the most. He said in the fiscal transactions, the money for the Sheriff and the remodel was up \$2 million extra going into the reserves to carry forward. He recommended a status quo budget for 06/07. He thought they should work on a Public Safety Service District for the November 2006 election so money would be available in 2007.

Snowden asked what happened to Moody's requirement of a ten percent reserve.

Garnick responded that they achieved it last year and this year they didn't build in the assumptions. Garnick indicated they never made a final decision on that and hadn't heard anything from Moody's.

Green asked what the downside of this approach would be throughout the organization if they want to stay the course.

Rockstroh responded that it would take longer to hire employees who are highly qualified.

Clements noted they borrowed \$968,000 from the Community Corrections Committee fund to keep open 48 beds. He added they didn't need to take money from the general fund discretionary funds.

Van Vactor indicated County Administration reduced time for Melinda Kletzok. He noted they have had a hard time keeping the Management Analyst position filled. He noted the jails were down by 119 beds and they were not prosecuting many crimes due to the absence of jail beds. He commented that Lane County has high property crimes and the impact at this current budget level had a lot to do with it.

Smith commented they are in a perpetual state of crisis. She noted the County funding issues with the state and feds make more dangerous kids in the community and they are just waiting for things to happen. She stated they had been relying on outside funds with long-term strategies.

Dwyer noted Lane County has 200 fewer employees than 20 years ago but those employees are now serving 35,000 more people. He said they have to figure out what to do. He commented that by doing more with less at this point in time, they can't continue to maintain a good job. He said they are doing things they can control.

4. Service Stabilization Task Force Report Discussion

Green noted that page 12 was the essence of the work they did. He indicated one of the recommendations was to determine outcome priorities so the Board could have outcomes and not outputs. He said if they take that recommendation it could be a different situation that they have to maintain so they could do their jobs. He added where there are no personnel or funding they tend to get complaints.

Kate O' Donnell recommended the Board put together another task force for revenue. She commented that the County needs more revenue and there wasn't time to study those issues. She noted in the Strategic Plan the County has goals but they are not prioritized. They put together a chart on page 6 (Copy in file). She said the task force agreed on priorities, outcome goals and measures. She said the ones that ranked first and second were public safety and social services. She also said they discussed cultural and recreation services that were not on the list. She indicated they weren't able to come to consensus to add that as a goal.

O'Donnell said there needed to be communication. She said if they prioritize they would have a good sense of how to communicate with the public. She said the recommendation is to put another task force together to study revenue. She said the County will have 32,000 residents within ten years and they won't be able to maintain services. She said they have to determine what the meaning of general-purpose government is and what it should look like.

Green commented that Lane County would be a general-purpose government. He said they need revenue to help them continue. In noted the spread sheet with the assumptions and projections, it gives them time to accomplish some things the task force had articulated. He said they should review the mission statement to see if they are moving in the right direction.

Gary Steiner, Stabilization Task Force, thought they could come up with some savings. He commented that people don't like taxes but if it could be proved that money is well spent, it would be a big selling point,

O'Donnell commented cooperation between jurisdictions is lacking and the public is frustrated with that. She thought if they came up with IGA's with health insurance they could show people they were willing to cooperate.

Dwyer indicated in the Strategic Plan that communication is not up at the top. He said it was critical that communication is where everything begins. He said they need to keep up the communication when they are doing the budget.

Morrison commented how much they can get done will be paramount. She noted the number 2 recommendation on page 12 is in benefits. She added until they can agree on what they are going to do, the County will continue to have the same problems. With regard to Strategic Planning, it stated that Lane County was a general-purpose government. She wondered how long it would be that they would be able to continue that. She thought they should step back and not be a general-purpose government and provide in-depth services that the public wants. She has concerns they won't be able to do that.

Dwyer stated he was not for reducing benefits. He wanted to control costs but they need to find a better way of increased services at lesser costs. He said they need to ask the people that question possibly through a charter amendment.

Clements commented if they want to remain competitive and attract good quality people, they need to look at the total compensation. He said they should be pushing the state and federal government as the needs are interjurisdictional and they should look at it more globally.

Green commented they have to convince the general public to use this as a tool to go forward.

5. Budget Process Debrief

a. Budget Committee Recommendations

Garnick reported in June 2004 they went through a budget debrief to see how people thought they were doing. He said they had a new process to bring new members and commissioners up to speed. He noted the citizen members of the Budget Committee commented they wanted to be involved earlier in the process. He said the committee thought the budget document was improved. He noted an area of disagreement was the question and answer section. He added fewer people were participating in that portion. He said the committee suggested if a new person wants information from a particular department that they contact that department directly.

Garnick indicated that the committee thought that public comment should be limited and carefully managed. He added they discussed the severity of the crisis should determine the length and amount of meetings. He said the department directors would offer different options of presentations.

With regard to money for the public, Dwyer said they needed to be honest with the agencies and not let them give a big presentation.

With regard to deliberations, Garnick noted the committee thought there wasn't enough time to make a decision. He said they wanted a minimum of two to three days. He added if they do what the department directors are recommending (more time to discuss and less presentation time), they could build more time into the process to put in more deliberations.

With regard to setting priorities, Garnick said their recommendation is to follow the process of developing priorities up front and list what the impacts are and their outcomes. He added they said that communication was critical. He said they want to know how the Strategic Plan was followed, as it wasn't uniformly applied. He said the committee wants more direction from Leadership Team on how the funds should be spent.

b. Dept. Director's Recommendations

Gangle noted they had an ad hoc committee. He said they went through the debrief notes that the Budget Committee put together. He noted in October 2003 the department directors went through a process to identify what hadn't worked in the previous years' budget process. He added there were recommendations that came out of that and the Strategic Plan. He said they came up with five sections.

Gangle indicated the first section was a rework of the budget priorities. He said they didn't think it was effective enough and they came up with service priorities. He added these would be based on policy choices made by the Board of Commissioners. He commented they couldn't foresee every set of circumstances that could fit into a priority. He stated the services they identified were immediate response to life, health, safety matters and services that provide prevention services, mandated and lengthy core strategies.

With regard to service level, Gangle came up with desirable, basic, and minimal and the consensus was that all of the services in the county were at the minimal level.

Section 2

Gangle noted what they thought would be important was an annual review of revenue sources and to look at Lane County's situation and decide that if the situation is bad enough they should look at the County or legislatively change how revenue sources could be used.

Gangle explained that change in revenue occurs throughout the year and if grants go away that information should be relayed to budget staff. He said their proposal is to go back for budget priorities to public safety, public services and general government. He added they want the county administrator and budget manager to participate in those sections and each group will use the budget priorities in Section 1 as a process to go through. He noted at the conclusion the three areas will come together with a final recommendation.

6. Initial Budget Direction for FY 05-06

With regard to page 4, service information sheets, Gangle said they were resurrecting them to try to strike a balance with the amount of work it takes to put them together with the complexity of the department.

Gangle noted the current year budgets would be updated and adjusted for the proposed year. He said their recommendation is in Section 3 that will have the department directors look closely on the support service departments and the budget process. He said they proposed that the department directors would review the support services supplied to the County at the beginning of the budget process and make a recommendation for what they think is appropriate. He noted on the nights the departments are making presentations they don't have public comment. He said they came up with two options. He said one option would be a standard presentation for all departments and option 2 would be a shorter version. He said they were looking for a work plan instead of a higher level of goals and objectives that have been identified.

Van Vactor recalled two years ago when the department had general fund in their budget they summarized all of the service information sheets and they agreed on a ranking and

that is the way they prepared in the proposed budget. He asked if the Board and the Budget Committee want to be there to choose the ranking. He thought if they participated they would have a greater buy-in for the budget.

Green asked if the Budget Committee should be part of the process of the service information sheets.

Dwyer said he had no preference.

Crowell said he would be happy to be present, but the first year he thought the committee should listen and not inhibit the discussion.

Johnson thought it was important that they be there but didn't want to make that a budget committee piece. She thought they should designate someone from the Budget Commission to participate.

Clements supported a public meeting so as many people are as willing attend as a learning process and be involved. He wanted interactive questions and answers to happen sooner than later.

Arnold commented that certain things are being aligned with priorities. He said if the Board sets priorities, then the discussion will move in that direction. He added that last time they didn't know what the priorities were but this time they were using different tools.

O'Donnell stated when looking to budgeting outcomes when pursuing the status quo, she asked how the discussion would take place when they are trying to set criteria. She suggested before any priorities are made to poll the public to see where the public is around which services are desired or what outcomes are achieved.

Clements commented the true way to reallocate is a zero based budget

Steiner said these meetings should be open and published. He said it would create the credibility that Lane County needs. He said they need to have a work session and be as up front as possible.

Green said everyone seems to support a meeting that is open and advertised. He thought prior to that meeting they should have an activity to bring them focused on the purpose of the meeting. He suggested a bowling activity with everyone paying their own expenses.

Van Vactor noted Option 1 for the presentation would be 50 minutes and Option 2 would be 90 minutes.

Crowell commented the more the Budget Committee is involved up front, the less time they have to spend on the back end. He recommended Option 1.

Green stated they would go with Option 1 and they could always extend the time as the Budget Committee requests.

Van Vactor suggested having something about outcomes.

Clements said they need to resolve the issue about revising the Strategic Plan before they decide what department strategies for allocating resources within the plan are.

Rockstroh claimed it was still hard to use the Strategic Plan to allocate things.

Green said they could try it and if they find it doesn't work, they could go back to how they used to have the presentations.

Garnick reiterated they will do a support service review and they will review the discretionary review between now and January 11. He added the department directors need to develop core strategies and that will lead into what the service priorities are. He noted on January 11 he will make an update on the Fin Plan and could get the actual budget parameters.

7. Other Business: Next Leadership Team Meeting: Jan. 11, 2005, 9-Noon. FinPlan Update, Mid-Year Budget Correction, Set FY 05-06 Budget Parameters
8. Adjourn

Green recessed the meeting at 11:30 a.m.

Melissa Zimmer
Recording Secretary

Lane County Benefit Rates

Benefit Type	SBFS* Categ.	FY 03-04 Revised			FY 04-05 Final			FY 05-06 Estimate			FY 06-07 Prelim. Estimate			Change from FY 04-05 to 05-06
Statutory Benefits		Permanent	Temporary	Change	Permanent	Temporary	Change	Permanent	Temporary	Change	Permanent	Temporary	Change	
FICA (Social Security)	Statutory	6.20%	6.20%	0.00%	6.20%	6.20%	0.00%	6.20%	6.20%	0.00%	6.20%	6.20%	0.00%	
Medicare	Statutory	1.45%	1.45%	0.00%	1.45%	1.45%	0.00%	1.45%	1.45%	0.00%	1.45%	1.45%	0.00%	
Unemployment	Statutory	1.00%	1.00%	38.89%	1.50%	1.50%	50.00%	1.50%	1.50%	0.00%	1.50%	1.50%	0.00%	
Workers Comp.	Statutory	0.45%	0.45%	18.42%	0.45%	0.45%	0.00%	0.50%	0.50%	11.11%	0.50%	0.50%	0.00%	Per Karen Artiaco
Long-Term Disability	Disabl	0.87%	0.00%	10.13%	0.87%	0.00%	0.00%	1.00%	0.00%	14.94%	1.00%	0.00%	0.00%	Per Karen Artiaco
Retirement (PERS)	Pension	16.37%	0.00%	24.20%	15.89%	0.00%	-2.93%	20.72%	0.00%	30.40%	20.85%	0.00%	0.63%	PERS Bd 4.7%, 0.13% Bond
Deferred Comp	Pension	0.00%	0.00%	0.00%	0.21%	0.00%	100.00%	0.21%	0.00%	0.00%	0.21%	0.00%	0.00%	1% Non-Rep/626; 0.5% Adm Pro
Retiree Medical	Health	3.00%	0.00%	127.27%	4.00%	0.00%	33.33%	5.00%	0.00%	25.00%	6.00%	0.00%	20.00%	Phase-in continues into 06-07
Total		29.34%	9.10%	0.00%	30.57%	9.60%	4.19%	36.58%	9.65%	19.66%	37.71%	9.65%	3.09%	
Full Time EE (.75-1.0 FTE)														
Negotiated Benefits		Yearly	Monthly	Change	Yearly	Monthly	Change	Yearly	Monthly	Change	Yearly	Monthly	Change	
Health	Health	\$ 8,028.00	\$ 669.00	7.50%	10,035.00	836.25	25.00%	11,791.13	982.59	17.50%	13,854.57	1,154.55	17.50%	KA estimate
Dental	Health	1,054.80	87.90	-4.82%	1,133.70	94.48	7.48%	1,332.10	111.01	17.50%	1,565.21	130.43	17.50%	KA estimate
Vision	Health	168.00	14.00	-3.78%	210.00	17.50	25.00%	246.75	20.56	17.50%	289.93	24.16	17.50%	KA estimate
Case Management	Health	0.00	0.00	-100.00%	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	0.00%	
Employee Assistance	Health	33.00	2.75	0.00%	33.00	2.75	0.00%	33.00	2.75	0.00%	33.00	2.75	0.00%	
Integrated Behav. Health	Health	30.00	2.50	0.00%	30.00	2.50	0.00%	30.00	2.50	0.00%	30.00	2.50	0.00%	
Short-Term Disability	Disabl	21.00	1.75	10.53%	21.00	1.75	0.00%	24.00	2.00	14.29%	24.00	2.00	0.00%	KA estimate
Flexible Spending	Other	8.00	0.67	0.00%	8.56	0.71	7.00%	9.00	0.75	5.15%	9.00	0.75	0.00%	KA estimate
Life / ADD**	Life	170.00	14.17	0.00%	170.00	14.17	0.00%	187.00	15.58	10.00%	187.00	15.58	0.00%	KA estimate
Total		\$9,512.80	\$792.73	5.33%	\$11,641.26	\$970.11	22.37%	\$13,652.97	\$1,137.75	17.28%	\$15,992.72	\$1,332.73	17.14%	
Increase from Prior Year		\$481.40	\$40.12	NA	\$2,128.46	\$177.37	NA	\$2,011.71	\$167.64	NA	\$2,339.75	\$194.98	NA	
Part Time EE (.50-.74 FTE)														
Negotiated Benefits		Yearly	Monthly	Change	Yearly	Monthly	Change	Yearly	Monthly	Change	Yearly	Monthly	Change	
Non-Rep. Admin-Pro. 626, LCPAA														
Health	Health	\$ 3,854.76	\$ 321.23	-48.38%	4,818.45	401.54	25.00%	5,661.68	471.81	17.50%	6,652.47	554.37	17.50%	KA estimate
Dental	Health	503.16	41.93	-54.60%	540.80	45.07	7.48%	635.42	52.95	17.50%	746.61	62.22	17.50%	KA estimate
Vision	Health	84.00	7.00	-51.89%	105.00	8.75	25.00%	123.36	10.28	17.49%	144.93	12.08	17.49%	KA estimate
Case Management	Health	0.00	0.00	-100.00%	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	0.00%	
Employee Assistance	Health	33.00	2.75	0.00%	33.00	2.75	0.00%	33.00	2.75	0.00%	33.00	2.75	0.00%	
Integrated Behav. Health	Health	30.00	2.50	0.00%	30.00	2.50	0.00%	30.00	2.50	0.00%	30.00	2.50	0.00%	
Short-Term Disability	Disabl	21.00	1.75	10.53%	21.00	1.75	0.00%	24.00	2.00	14.29%	24.00	2.00	0.00%	KA estimate
Flexible Spending	Other	8.00	0.67	0.00%	8.56	0.72	7.00%	9.00	0.75	5.15%	9.00	0.75	0.00%	KA estimate
Life / ADD	Life	0.00	0.00	-100.00%	85.00	0.00	0.00%	93.50	7.79	10.00%	93.50	7.79	0.00%	
Total		\$4,533.92	\$377.83	-53.92%	\$5,641.81	\$470.15	24.44%	\$6,609.96	\$550.83	17.16%	\$7,733.51	\$644.46	17.00%	
Increase from Prior Year		(\$5,304.32)	(\$442.03)	NA	\$1,107.89	\$92.32	NA	\$968.16	\$80.68	NA	\$1,123.55	\$93.63	NA	

PERS Benefit Rate Recap

FY 04-05 Employer Rate	6.09%	Current Rate	16.37%
PERS Bond Payment	5.62%	Lipscomb Settlement	-0.63%
Reform Litigation Reserve	4.66%	Bond Adjustment	0.15%
Current Budgeted Rate	16.37%	Rev'd CY Rate	15.89%

PERS Bond Rate Recap

Original Bond Rate	5.62%
FY 04-05 Adjust.	0.15%
FY 05-06 Adjust.	0.13%
FY 05-06 Rate Est.	5.90%

PERS Bond Rate Recap

FY 05-06 Rate Est.	5.90%
FY 06-07 Adjust.	0.13%
FY 06-07 Rate Est.	6.03%

LANE COUNTY, OREGON
FY 2004-2005

FIVE YEAR
GENERAL FUND FORECAST

LEADERSHIP TEAM
NOV. 9, 2004 UPDATE

Federal Safety Net Payments (P.L. 106-393) Six Year Guarantee													
ALL DEPARTMENTS ENTIRE GENERAL FUND	FY 02-03 Actual	FY 03-04 Budget	FY 03-04 Actual	\$ Diff. Fr FY04 Bgt	% Diff. Fr FY04 Bgt	FY 04-05 Projected	\$ Diff. Fr FY04 Act	FY 05-06 Projected	FY 06-07 Projected	FY 07-08 Projected	FY 08-09 Projected	FY 09-10 Projected	5-Yr Avg Growth Assumptions thru 0910
RESOURCES													
Taxes & Assessments	24,150,299	25,130,320	25,190,571	60,251	0.24%	26,198,194	1,007,623	26,381,577	27,556,704	28,220,821	28,900,942	29,597,455	Assumes Fed Guarantee Renewal
New Revenue	0	0	0	0	0.00%	0	0	0	0	0	0	0	2.47% Average, begin slow growth
Licenses & Permits	1,756,900	1,700,362	1,885,470	185,108	10.89%	1,942,034	56,564	2,004,285	2,060,304	2,122,113	2,185,776	2,251,350	3.00% Keep up with inflation
Fines, Forf, & Penalties	2,931,249	3,209,981	3,170,394	(39,587)	-1.23%	3,298,793	128,399	3,330,745	3,567,975	3,710,694	3,859,122	4,013,486	4.00% Increased Traf Team activity
Property & Rentals	1,076,786	1,089,680	1,094,053	4,373	0.40%	1,111,527	17,474	1,149,891	1,147,462	1,165,862	1,184,558	1,203,553	1.60% 5-year average
Federal Revenues	23,831,421	24,391,943	24,686,889	294,946	1.21%	25,180,627	493,738	25,694,219	26,197,924	26,721,883	27,256,320	27,801,447	2.00% Act renewed
State Grant Revenues	9,117,976	8,219,776	8,400,487	180,711	2.20%	10,764,830	2,364,343	10,491,330	10,872,478	11,089,928	11,311,726	11,537,961	1.40% Declines, then slow growth
Other State Revenues	4,294,896	3,914,069	4,268,635	354,566	9.06%	4,219,504	(49,131)	4,149,330	4,212,648	4,254,774	4,297,322	4,340,295	0.57% Declines, then slow growth
Local Revenues	2,079,257	2,477,213	2,632,974	155,761	6.29%	2,698,798	65,824	2,738,248	2,835,425	2,906,311	2,978,968	3,053,443	2.50% 1/2 last 5-year avg
Fees & Charges	12,662,101	12,432,730	13,451,184	1,018,454	8.19%	5,350,069	(8,101,115)	5,674,974	6,011,338	6,372,018	6,754,339	7,159,599	-7.25% Drop from moving IS to Fd 654
Administrative Charges	8,300,028	9,181,390	9,176,283	(5,107)	-0.06%	9,451,571	275,288	9,725,159	10,027,172	10,528,531	11,054,957	11,607,705	4.20% Based upon current trends
Interest Earnings	347,145	130,000	605,752	475,752	365.96%	636,040	30,288	637,824	681,198	698,228	715,684	733,576	2.90% Staying low, then slight recovery
Fiscal Transactions	7,832,830	8,669,509	9,052,875	383,366	4.42%	13,072,975	4,020,100	13,216,249	10,814,587	7,748,046	7,824,076	8,080,595	-8.33% ~74% cash; rest. is transfers
TOTAL RESOURCES	98,380,888	100,546,973	103,615,567	3,068,594	3.05%	103,924,962	309,395	105,748,597	105,985,215	105,539,208	108,323,792	111,380,466	2.90% Average Growth
EXPENDITURES													
Permanent Wage Costs	39,102,876	40,979,998	38,274,842	(2,705,156)	-6.60%	38,104,708	(170,134)	39,049,715	40,018,137	40,744,584	38,973,030	38,994,528	2.48% 2% Annual COLA + Merits
Extra Help	785,616	802,641	1,014,079	211,438	26.34%	856,260	(157,819)	864,823	873,471	876,400	825,323	813,564	1.00% Controllable, Minimal Growth
Employee Benefits	15,529,473	19,104,842	17,405,595	(1,699,247)	-8.89%	20,088,305	2,682,710	20,382,459	26,036,675	28,409,704	29,358,042	31,967,547	9.85% 17.5% Hlth, PERS +4.8% Wages 05
Risk Management Benefits	195,340	244,422	244,422	0	0.00%	229,355	(15,067)	238,942	238,621	241,604	227,202	225,001	2.00% Inflation
Pers. Svcs Adjustments	0	(158,212)	0	158,212	-100.00%	42,037	42,037	0	0	0	0	0	0.00% Applied 500K Ben. Savings in '04
Personnel Services Total	55,613,305	60,973,691	56,938,938	(4,034,753)	-6.62%	59,320,665	2,381,727	60,982,948	67,166,904	70,272,291	69,383,597	72,000,640	2.70% Average Growth from 03-04
Total FTE		799.00				720.00		720.00	716.74	684.81	673.67	659.96	1.368 FTE in FY 79-80
Materials & Services	28,816,701	29,044,577	27,915,077	(1,129,500)	-3.89%	27,088,203	(826,874)	27,711,232	28,237,745	28,842,567	29,083,815	29,700,834	2.34% Inflation + fixed cost growth
Capital Expenses	206,308	386,533	1,195,628	809,095	209.32%	38,000	(1,157,628)	0	0	0	0	0	0.00% 1-Time items
Fiscal Transactions	6,780,866	6,791,429	6,742,012	(49,417)	-0.73%	8,255,190	1,513,178	7,063,917	7,267,546	7,478,634	7,697,487	7,924,423	-0.55% HHS, Traf Team, Debt Svc
Reserves & Contingencies	0	3,350,743	0	(3,350,743)	-100.00%	7,441,769	7,441,769	3,751,211	3,759,483	3,743,872	3,841,333	3,948,316	3.50% of Total Revs (Prud. Reserve)
TOTAL EXPENDITURES	91,417,180	100,546,973	92,791,655	(7,755,318)	-7.71%	102,143,827	9,352,172	102,509,309	106,431,678	110,337,365	110,006,232	113,574,214	2.16% Average Growth After Cuts
Reductions to Balance						0		0	(446,463)	(4,798,157)	(1,682,441)	(2,193,748)	-1.70% Average Percent Reduction
Additional Reduction						0		0	0	0	0	0	
Estimated FTE Cut						0.00		0.00	(3.26)	(31.93)	(11.15)	(13.71)	
ADJUSTED TOTAL	91,417,180	100,546,973	92,791,655	(7,755,318)	-7.71%	102,143,827	9,352,172	102,509,309	105,985,215	105,539,208	108,323,792	111,380,466	
Less 2% Lapse	3,572,366	2,925,594	4,404,575	1,478,981	50.55%	1,728,177	(2,676,398)	1,633,984	1,899,164	1,886,334	1,935,699	1,990,155	2.00% Min. Lapse = 1/2 last 5 year avg.
Plus Additional Savings	0	0	0	0	0	0	0	0	0	0	0	0	
Less Contingency/Reserves	3,391,341	3,350,743	3,350,743	0	0.00%	7,441,769	4,091,026	3,751,211	3,759,483	3,743,872	3,841,333	3,948,316	
PROJ. YEAR-END EXPENSE	6,963,707	94,270,636	92,791,655	(1,478,981)	-1.57%	92,973,881	7,937,544	96,924,214	100,326,569	99,909,002	102,546,760	105,441,995	
Lapse and Reserves	6,963,707	6,276,337	7,755,318	1,478,981	23.56%	9,169,946	1,414,628	5,585,095	5,658,646	5,630,206	5,777,032	5,938,471	
Plus Additional Cash	0	0	3,068,594	3,068,594	100.00%	1,781,135	(1,287,459)	3,239,588	0	0	0	0	
ENDING FUND BALANCE	6,963,707	6,276,337	10,823,912	4,547,575	72.46%	10,951,082	127,170	8,824,683	5,658,646	5,630,206	5,777,032	5,938,471	
Percent of Total Revenue	7.1%	6.2%	10.4%			10.5%		8.3%	5.3%	5.3%	5.3%	5.3%	

Lane County
FY 05-06 Proposed Budget
Revenue Reallocation Review

GOAL: to identify additional resources that can be redirected for General Fund purposes.

Resource	Current Budget	Current Uses	Current Restrictions	Options for Reallocation	Amount Available for Reallocation
Transient Room Tax (TRT)	\$2,980,200	\$153K each to Hist. Mus., Rural Tour., & Tourism Grants \$1.07 mil. Tour. Mktg \$1.45 mil. Frbd Bond Debt, CIP & Oper Rsv	Preempted from Gen. Govt use by ORS 320.300	1. Increase tax 2. Swap w/TRT Eligible Parks for Car Rental Tax 3. Legis remedy	1. Yield = 30% of new amt. 2. Approx. \$108K 3. Unknown
Car Rental Tax (CRT)	\$1,105,000	\$230K Disc. Gen. Fd \$875K Park Operations	Lane Code 4.200-4.275 directs 76% to Parks and 24% to Gen. Fund	1. Change formula in Lane Code 2. Swap for TRT	1. 0 to \$875K 2. Up to \$108K
Video Lottery	\$945,000	\$518K to GF depts./Gen. Alloc.. \$427K Strategic Investment	Total frozen by '03 Legis. Must be Eco. Dev. related County Split by LM 4.100-4.110	Amend Lane Manual to adjust split and allowable uses	Up to \$427K for allowable uses
Title III Fed. Rev.	\$4,686,000	Various Projects, Primarily in Sheriff's Office	Fed. Act restricts to 6 allowable uses	All funds earmarked for GF spending except \$212K cash bal.	\$212K 1-time
Cmmty Corr Act (CCA) Grant-in-Aid funds	\$9,432,135	\$4.69 mil. for Sheriff's Ops \$4.74 mil. for HHS Post Prison Supv & Treatment	State formula based upon No. of felons supervised Allocation by SAT & PSCC to BCC	Can only redirect within public safety system	Up to \$4.74 million

Lane County

FY 05-06 Proposed Budget Direction

1. Status Quo Budget for the General Fund - same services as current year.
2. A Discretionary General Fund Target will be given to each department that provides a proportional share of the revenue increase forecast in the FinPlan, along with a share of any other revenue that might be redirected for General Fund purposes.
3. Any cost increases or revenue losses that result in an increase in Net Discretionary General Fund use in excess of the Target Allocation needs to be budgeted in a Reduction Package.
4. All other Funds and those programs within the General Fund that are entirely self-supporting (e.g. Children & Families, Land Management Division, and the Justice Courts) must live within available revenues.
5. Budgets can be adjusted for known or anticipated inflationary and merit pay increases to be detailed in the upcoming budget instructions.
6. No COLA will be budgeted within department budgets except for 626 and Admin Pro members who already have an approved contract for a 2% COLA in FY 05-06. Any other increases granted will come out of fund reserves.
7. No General Fund Add Packages will be entertained that add services or increase service levels unless totally self-funded on a sustainable basis.
8. The only General Fund increases that will be entertained are those that are as a direct result of the newly adopted and prioritized Strategic Objectives process.
9. Revised Service Information Sheets (SIS) will be used to document all General Fund direct services and their service levels. This includes those direct services supported by revenue that can be redirected to General Fund services. Dedicated grant and contract funding is excluded.
10. All Direct General Fund Services will then be prioritized, first by Service Category, then all together using the previously agreed upon Service Priorities Listing, Service and Service Level Definitions. This will be the basis for the Proposed Budget. This final list will be provided to the Budget Committee for their use during budget review and deliberations.

Budget Prep Calendar FY 2005 - 06

Updated:
05-Jan-05

January 2005						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat
						1
2	3 Mgmt Team - Special Mtg State of the County	4	5	6		8
9	10 Mgmt Team (Disc Rev Review)	11 Leadership Team, Budget Direction Fin. & Audit	12 CAO Prepare Budget Instructions	13	14	15
16	17 Martin Luther King Jr Holiday	18 Mgmt Team - Special Meeting Line Dept review Support Dept Svcs	19	20	21 BRASS Training New: 9:00-12:00 Refresh 1:00-4:00	22
23	24 Mgmt Team Budget Kickoff 9:00-12:00	25 <==== DOWN Budget Workshop 1:30-3:30	26 WEEK====>	27	28	29
30						

February 2005						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat
		1 Budget Workshop 1:30-3:30	2	3		5
6	7 Mgmt Team Public Svc Grp Svc List Review 1:00-4:30	8 Public Safety Grp List Review 8:30-12 Budget Wrkshop 1:30-3:30	9	10	11 CAO Text Review back to Depts	12
13		15 CAO Analysts Begin Financial Review Fin. & Audit	16	17		19
20	21 Presidents Day Holiday		23 WEEK====> Prioritize SIS Service Grp 8:30- 12:00 // Safety Grp 1:30-5:00	24	25 Public Safety & Services Combined Prioritize SIS 8:30- 5:00 w/BCC	26
27	28 United Front Week====>					

Budget Prep Calendar FY 2005 - 06

Updated:
05-Jan-05

March 2005						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat
		1 <=== DOWN	2 WEEK ==>	3	4 <== United Front	5
6	7 Mgmt Team CAO Review	8 CAO Review	9 CAO Review		11	12
13	14 Dept Budget Review w/County Administrator	15 Dept Budget Review w/County Administrator		17 Dept Budget Review w/County Administrator	18	19
20 Spring Break ==>	21 Mgmt Team Budget Doc Prep Begins ==>	22 <=== DOWN Finance & Audit		24	25	26 Spring Break <==
27	28	29	30	31		

April 2005						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat
					1	
	4 Mgmt Team		6 Meet w/Central Blue re: Printing Notice of Mtgs to Register Guard	7	8 Budget Doc Prep Ends <====	
10 Print Notice	11 Budget Doc to Printer	12	13 A&T Grant to Board	14	15	
17 Print Notice	18 Mgmt Team	19	20	21 Budget Committee Orientation Distribute Budget & Binders	22	
24	25	26 <==== DOWN Prepare Budget Presentations	27 WEEK ==> A&T Grant to ODR	28	29	30

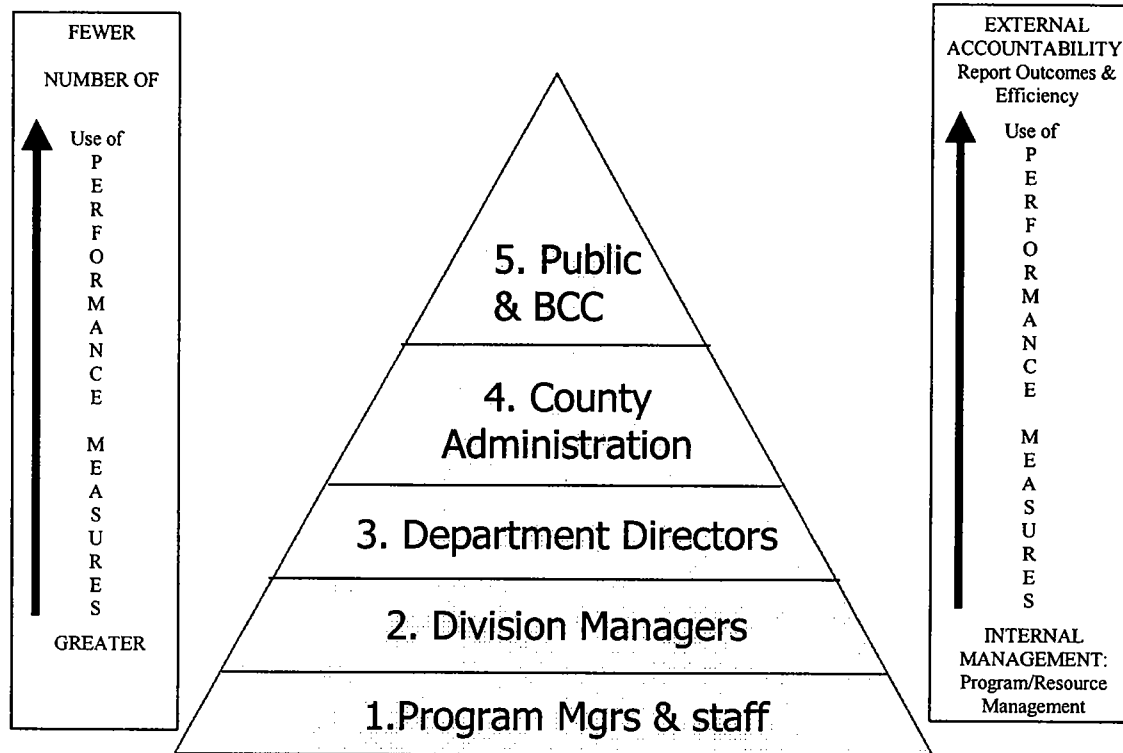
Budget Prep Calendar FY 2005 - 06

Updated:
05-Jan-05

<i>May 2005</i>						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat
	2 Mgmt Team	3 Budget Message, Financial Overview & Public Hearing	4	5 Budget Committee Meeting & Community Requests	6	
	9	10 Budget Worksession	11	12 Budget Worksession	13	
	16 Mgmt Team	17 Budget Committee Worksession	18	19 Budget Committee Worksession	20	
22	23	24 <===DOWN Budget Committee Deliberations Finance & Audit	25 WEEK ==>	26 Budget Committee Deliberations (if needed)	27	28
	30 Memorial Day Holiday	31				

<i>June 2005</i>						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat
			1	2 Prepare Notice & Financial Summary	3	
	6	7	8 Budget Sum to RG	9	10	
12 Budget Summary	13 Mgmt Team	14	15 Board Budget Work Session	16	17	
19	20	21	22 Board Budget Adoption	23	24	
26	27 Mgmt Team	28 Finance & Audit	29	30		

Lane County Performance Measurement Model



Level 1: Program Level

Program level managers and staff develop performance measures needed for day-to-day management of program operations, including management of resources, funds and personnel (inputs), and management of services and products produced to accomplish the program's purpose. Thus, the focus of these activities is internal management and accountability. It is assumed that a number of performance measures would be developed, information on activities collected and tracked, and outcomes reported.

Level 2: Division Level

Divisional level management is accountable for operations of departmental programs. Departments may or may not have divisions depending on the size of the department. While detailed information may be produced, it is assumed that less information will be needed than at the program level. By and large the focus is still on internal management and accountability with outcomes being reported up the organization.

Program and division reports may contain a wide variety of performance measures available both to inform and to assist in managerial oversight.

Level 3: Department Level

Department Directors are responsible for managing day-to-day operations and fewer outcomes are measured and reported at this level, and the focus is oriented further towards accountability. The Department Director uses performance measurement outcomes to monitor program or divisional activities, hold senior management staff accountable for their respective areas, and support decision-making and reporting.

Level 4: County Administrator

Outcomes from performance measures are summarized at a level which documents needs, and identifies performance targets to be achieved for each department, the budget and strategic objectives. Focus is on outcome results and meeting departmental and County wide strategic objectives.

Level 5: Board of County Commissioners and Public

At this level performance measures are summarized through outcomes which are kept to a minimum in order to provide high level updates about county services. The focus of use at this level is largely to keep the Board of County Commissioners, the public, the County Administrator, and the Department Directors informed to ensure that strategic objectives are achieved.

Since the outcomes reported to the public are those that best represent whether the mission of Lane County or its programs are being achieved, the outcomes reported are those that can best be used to hold Lane County, and its management and staff accountable. Inputs: Resources dedicated or consumed by a program. Examples include money (labor, benefits, supplies, equipment etc), and or staff and staff time.

An example of how these different performance measure levels are applied to a department can be found on the next page.

LANE COUNTY
DEPARTMENT OF YOUTH SERVICES
PERFORMANCE MEASURES

<p style="text-align:center">(5) Public & BCC Department Measures - 3 Total (Department recidivism reduction, criminogenic reduction, and customer satisfaction, etc.)</p>
<p style="text-align:center">(4) County Administration Function Measures - 12 Total (Cost per department, Function level recidivism reduction, criminogenic reduction, and Customer satisfaction, etc.)</p>
<p style="text-align:center">(3) Department Directors Division Measures - 16 Total (Cost per division, Division recidivism reduction, criminogenic reduction, and customer satisfaction, etc.)</p>
<p style="text-align:center">(2) Division Managers Program Measures - 100 total (Cost per program, Program recidivism reduction, criminogenic reduction, and customer satisfaction, etc.)</p>
<p style="text-align:center">(1) Program Mgrs & staff Activity Measures - 380 total (Cost per activity, Percent case plans completed within time frame, etc.)</p>

Lane County High Level Strategic Outcomes

(5) Public and Board of County Commissioners

Outcomes at this level measure Lane County's performance in the eyes of the Public and the Board of County Commissioners. The performance is measured against the mission, vision, and guiding principles of Lane County. Outcomes at this level answer the question *"So, what has Lane County accomplished in the eyes of its citizens and the Board of County Commissioners?"*

At this level, performance measures are summarized and are kept to a minimum, in order to provide high level updates about county services. The focus of use at this level is largely to keep the Board of County Commissioners, the public, the County Administrator, and the Department Directors informed to ensure that Lane County's Mission is achieved.

- **Lane County's Mission from the Lane County Strategic Plan**

The mission of Lane County Government is to provide high-quality, local government services in a fair, open, and economical manner to best meet the needs and expectations of our citizens and our guests.

Mission High Level Strategic Outcome:

Percentage of citizens rating Lane County fair or better in relation to the services provided. *The best overall measurement for public opinion for the mission above would be a customer satisfaction survey on an annual basis. The public is the best overall judge of how we are doing. The survey and reporting tools would need to be developed.*

- **Lane County's Goals (from Lane County Strategic Plan 2001-2005)
and High-Level Outcomes**

The Lane County Strategic Plan identifies eight goals. Proposed outcomes are identified for each goal on the next page. A copy of the Service Stabilization Task Force's recommendations are also attached as Table 1.

Lane County Goals	High-Level Outcomes
Work for a strong regional economy to expand the number of family-wage jobs available in Lane County	Increased percentage of family wage jobs in Lane County
Provide opportunities for citizen participation in decision-making, voting, volunteerism and civic and community involvement	Increase public education by surveying citizens on their awareness and understanding of the issues and services of Lane County
Ensure the provision of <i>basic</i> social support in the areas of health care, disease prevention, protection, poverty reduction and independent living	Improved index of health care measures for Lane County
Ensure the <i>public's safety</i> with regard to adult and juvenile crime, emergency preparedness and regional cooperative policing through law enforcement, intervention, prosecution, incarceration, and parole and probation, while protecting individual's constitutional rights	% Change in recidivism for adults in Lane County (annual) * % Change in recidivism for juveniles in Lane County (annual)
Contribute to appropriate community development in the areas of transportation and telecommunication infrastructure, housing, growth management, land use and parks	Percent of road miles with a pavement rating of fair or better **
Maintain a <i>healthy environment</i> with regard to air quality, water quality, waste management, land use and parks	Percent of waste shed (recycling) recovery rate ***
<i>Protect the public's assets</i> by maintaining, replacing or upgrading the county's investments in systems and capital infrastructure	Increased awareness of infrastructure through information compiled in GASB 34 ****
Provide <i>efficient and effective financial and administrative support</i> and systems to direct-service departments	Percent of departments meeting their outcomes for Performance Measurements

*Additional High-Level Outcomes suggested by the Sheriff's Office:

- Number of violent and property crimes reported/1000 population
- % change in injury/fatal motor vehicle collisions
- % of unincorporated residents rating Lane County as a safe place to live
- Number of methamphetamine labs seized and cleaned up/year

Additional High-Level Outcomes suggested by the Public Works:

** Acres of County Parks open space within 20 miles of cities.

*** % of compliance actions closed in a year; % of visitors rating County parks good to excellent.

**** % of County bridges in fair or better condition.

Table 1
Prioritized Goals and Outcomes Recommended by the Service Stabilization Task Force

LC Goal Statement	Outcome Goal	Outcome Measure	Rank
Ensure the public's safety with regard to adult and juvenile crime, emergency preparedness and regional cooperative policing through law enforcement, intervention, prosecution, incarceration, and parole and probation, while protecting individual's constitutional rights.	Decrease violent crime and property crime	Decreased recidivism rate Reduced preventable injury and loss Increased emergency response	
Ensure the provision of basic social support in the areas of health care, disease prevention, protection, poverty reduction and independent living.	Improve condition of vulnerable children and adults Improve health of Lane County residents	Increased % living above poverty line Increased % living in permanent, safe home or community setting Increased % who make progress toward self-sufficiency Improved access to care Improved self-assessment on health Improved index of epidemiological measures	
Maintain a healthy environment with regard to air quality, water quality, waste management, land use and parks.	Improve quality of natural resources	Improved % of days with healthy air Improved % of water bodies/sources that meet quality standards Reduced rate of land converted to urban area Increased participation in cultural programs Increased participation in recreational programs Increased availability and access	
Contribute to appropriate community development in areas of transportation and telecommunications infrastructure, housing, growth management, and land development.	Improve the mobility of people, goods, information, energy	Sufficient capacity to meet demand Minimized delay and downtime Fair and reasonable pricing	
Work for a strong regional economy to expand the number of family wage jobs available in Lane County.	Improve quality and productivity of workforce Improve economic vitality of business and individuals	Increased possession of skills and abilities required by employees Increased employment rate Increased earnings levels Increase % of people employed Increased % of family living wage jobs Increased % of profitable business	
Protect the public's assets by maintaining, replacing or upgrading the County's investments in systems and capital infrastructure.	Improve the public's assets	Increased quality of infrastructure Increased quality of systems	
Provide Opportunities for citizen participation in decision-making, voting, volunteerism and civic and community involvement.	Increase opportunities for citizen participation in civic affairs	Increase participation in decision-making Increased voter registration and turnout Increased part. in volunteer ops, civic, community involvement	

Lane County Strategic Objectives

(As developed by the Department Director Subgroup January 4, 2005)

Strategic Objective 1

Ensure the continuity of high quality Lane County government services by enhancing revenues and containing costs

Strategic Objective 2

Engage and educate citizens about Lane County government services

Strategic Objective 3

Safeguard delivery of public health services by construction of a new Public Health Building

Strategic Objective 4

Ensure that Lane County's workforce is responsive and able to meet the service needs of its citizens

Strategic Objective 5

Incorporate the results of performance measurements into all county decision-making processes

Strategic Objective 6

Support countywide economic diversification

LANE COUNTY STRATEGIC OBJECTIVE

STRATEGIC OBJECTIVE 1

ENSURE THE CONTINUITY OF HIGH QUALITY LANE COUNTY GOVERNMENT SERVICES BY ENHANCING REVENUES AND CONTAINING COSTS

ACTIVITY	RESPONSIBLE PARTY	WHEN
Leadership Team prioritizes list of services and service levels to be provided by county government		2/24/05
Revise employee health care benefits programs to reduce the cost increase to no more than 10% per year. Strategies may include offering a cafeteria plan, allowing Canadian drugs, expanding wellness programs, increasing employee cost participation, reducing the percentage of spouses using county coverage, etc.*		Start 6/15/05
Increase operational reserve to 10% of total General Fund revenue to sustain service levels during short term revenue declines*		7/1/06
Commissioners approve a financing plan to achieve and sustain approved services and service levels		9/15/06
Congress reauthorizes the Secure Rural Schools and Community Self-Determination Act*		10/1/06
Voters approve a Public Safety District for Lane County*		11/15/06
Utility, telecommunications, and/or amusement taxes are approved		11/15/06 or by 2007
OUTPUT		
Existing revenues are stabilized and enhanced		
Review and revise business practices to contain operational costs, both internally and intergovernmental		
HIGH LEVEL STRATEGIC OUTCOME		
Percentage of citizens rating Lane County fair or better in relation to the services provided		

*Specific actions discuss at the 12/13/04 Department Directors' meeting.

LANE COUNTY STRATEGIC OBJECTIVE

STRATEGIC OBJECTIVE 2

ENGAGE AND EDUCATE CITIZENS ABOUT LANE COUNTY GOVERNMENT SERVICES

ACTIVITY	RESPONSIBLE PARTY	WHEN
Establish measurable objectives for the public information plan		4/15/05
Create opportunities for ongoing high value citizen communication to the county*		6/15/05
Research citizen service priorities, understanding and image of Lane County Government*		12/15/05
Develop specific strategies to achieve the goals based, in part, on the results of the citizen research		4/15/06
Select two strategies for external communication for implementation and evaluation		7/15/06
Select two strategies for internal communication with employees for implementation and evaluation		7/15/06
Implement an electronic county government newsletter to citizens*		6/15/05
Implement on-line benefit management and compensation*		1/15/06
Expand development of GIS and improve public access to the information*		1/15/06
Provide training to employees and the public on E-government*		6/15/06
Construct a public access portal to allow public and business access to county information*		6/15/06
Provide accelerated access to Lane County services government		
Develop, fund and implement proactive communication between Lane County government, its management, employees and the public about services		
OUTPUT		
Specific strategies to educate and engage Lane County employees are developed an implemented*		
HIGH LEVEL STRATEGIC OUTCOME		
Percentage of citizens rating Lane County fair or better in relation to the services provided		

* Specific actions discussed at the 12/13/04 Department Directors' meeting.

LANE COUNTY STRATEGIC OBJECTIVE

STRATEGIC OBJECTIVE 3

SAFEGUARD DELIVERY OF PUBLIC HEALTH SERVICES BY CONSTRUCTION OF A NEW PUBLIC HEALTH BUILDING

ACTIVITY	RESPONSIBLE PARTY	WHEN
Develop conceptual financing plan and present to Facilities Committee*		2/01/05
Develop site criteria		3/01/05
Initiate grant and foundation applications*		4/15/05
Develop a short list of sites		1/15/06
Approve financing plan		3/15/06
Select final site and acquire		5/15/06
Select design/construction service providers		12/15/06
Approval final design/start permit application process*		4/15/07
Break ground*		11/15/07
OUTPUT		
New Public Health Building, construction started by December 31, 2007		
HIGH LEVEL STRATEGIC OUTCOME		
Improved index of health care measures for Lane County		

* Specific actions discussed at the 12/13/04 Department Directors meeting

LANE COUNTY STRATEGIC OBJECTIVE

STRATEGIC OBJECTIVE 4

ENSURE THAT LANE COUNTY'S WORKFORCE IS RESPONSIVE
AND ABLE TO MEET THE SERVICE NEEDS OF ITS CITIZENS

ACTIVITY	RESPONSIBLE PARTY	WHEN
Engage unions to establish a goal and strategies to accomplish the goal		6/15/05
Survey comparable organizations to compare salary and benefit levels		6/15/05
Evaluate and revise recruitment methods		9/15/05
Survey existing employees, recent departures, and applicants that rejected an employment offer, to gain information		12/15/05
Develop career ladders for selected positions and classifications*		12/15/05
Develop/implement an improved training plan for selected classifications/positions/individuals*		12/15/05
Evaluate impact of a benefit reduction paired with a salary increase		12/15/05
Establish goals and performance measures for the workforce enhancement plan*		3/15/05
Initiate succession planning for targeted positions*		6/15/05
Begin a mentoring program for selected positions/individuals*		9/15/05
Establish formal career paths for selected positions/classifications*		12/15/05
Revise/Develop/implement a plan to increase diversity for selected classifications/positions*		2/15/06
Review and possibly restructure incentives/practices		
Provide opportunities and encourage continual learning to enhance skills and knowledge of employees so they are prepared to meet future service needs		
OUTPUT		
Successful recruitment of a highly qualified and diverse workforce		
Retention of excellent employees		
HIGH LEVEL STRATEGIC OUTCOME		
Percentage of citizens rating Lane County fair or better in relation to the services provided		

* Specific actions discussed at the 12/13/04 Department Directors' meeting.

LANE COUNTY STRATEGIC OBJECTIVE

STRATEGIC OBJECTIVE 5

INCORPORATE THE RESULTS OF PERFORMANCE MEASUREMENTS
INTO ALL COUNTY DECISION-MAKING PROCESSES

ACTIVITY	RESPONSIBLE PARTY	WHEN
Provide training to employees on the use of objectives and desired results in day-to-day decision-making		6/15/05
Set strategic objectives for the county and for each department*		6/15/05
For each strategic objective establish performance measures*		6/15/05
Connect budget allocation decisions to objectives and results		6/15/06
Incorporate department results into evaluation and compensation decisions and future budget decisions		6/15/06
Measure and collect outcome results		
OUTPUT		
Progress is made towards the goals of the Lane County Strategic Plan		
HIGH LEVEL STRATEGIC OUTCOME		
Percentage of departments meeting their outcomes for Performance Measures		

* Specific actions discussed at the 12/13/04 Department Directors' meeting

DUPLICATE

LANE COUNTY STRATEGIC OBJECTIVE

STRATEGIC OBJECTIVE 6

SUPPORT COUNTYWIDE ECONOMIC DEVELOPMENT

ACTIVITY	RESPONSIBLE PARTY	WHEN
Board of Commissioners identify industry clusters upon which the County will focus		3/1/05
Create an administrative structure to develop and implement a plan and facilitate partnerships for implementation		6/15/05
Develop goals for economic improvement with a focus upon businesses that conform to the county's environmental and social values, and provide the greatest economic return		
OUTPUT		
Increased family wage jobs		
HIGH LEVEL STRATEGIC OUTCOME		
Increased percentage of family wage jobs in Lane County		

*Specific actions discussed at the 12/13/04 Department Directors' meeting.

UPLIFT