

# 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 6.6% from 2012 to 2017, Lane County's growth was slower at 4.6% 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 2017 has reached 370,600, 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 - 2017 Annual Population Report)

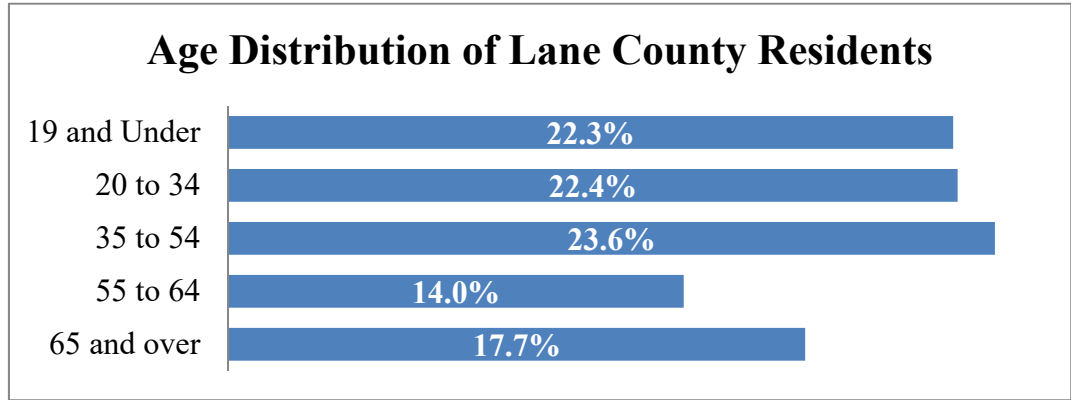
According to the U.S. Census Bureau's 2017 American Community Survey, Lane County's residents identify their nationalities as 87.7% White; 2.6% Asian; 1.1% American Indian/Alaskan Native; 1.1% Black or African American; and 0.2% Native Hawaiian or Other Pacific Islander. 5.0% of residents identify themselves 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 <sup>th</sup> Grade	2.6%	3.8%	5.4%
9 <sup>th</sup> to 12 <sup>th</sup> 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.

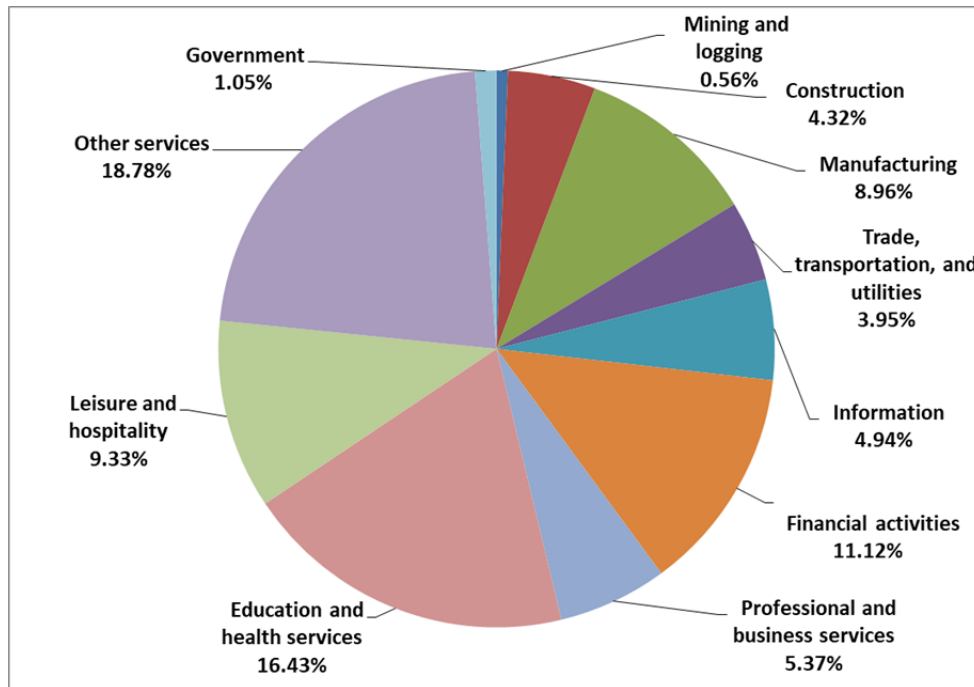
While lumber and wood products remain the largest single component of the manufacturing industry in Lane County, it saw a 35% decline in employment between 2001 and 2010 mainly due to changes in federal logging practices.

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 51.2% and Veneta has grown 73.2%. Wesfir has seen a decrease in population of 8.9% 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 – February 2019



Source: Oregon Employment Department– February 2019

### Change in Lane County Total Nonfarm Employment Feb 2018 – Feb 2019

Type of Employment	Feb-19	Feb-18	# Change Previous Year	% Change Previous Year
Total nonfarm employment	161,900	160,900	1,000	0.62%
Mining and logging	900	900	0	0.00%
Construction	7,000	6,900	100	1.45%
Manufacturing	14,500	14,000	500	3.57%
Trade, transportation, and utilities	6,400	6,300	100	1.59%
Information	8,000	8,000	0	0.00%
Financial activities	18,000	18,300	-300	-1.64%
Professional and business services	8,700	8,800	-100	-1.14%
Education and health services	26,600	25,900	700	2.70%
Leisure and hospitality	15,100	14,800	300	2.03%
Other services	30,400	30,100	300	1.00%
Government	1,700	1,700	0	0.00%

Source: Oregon Employment Department – Feb 2019

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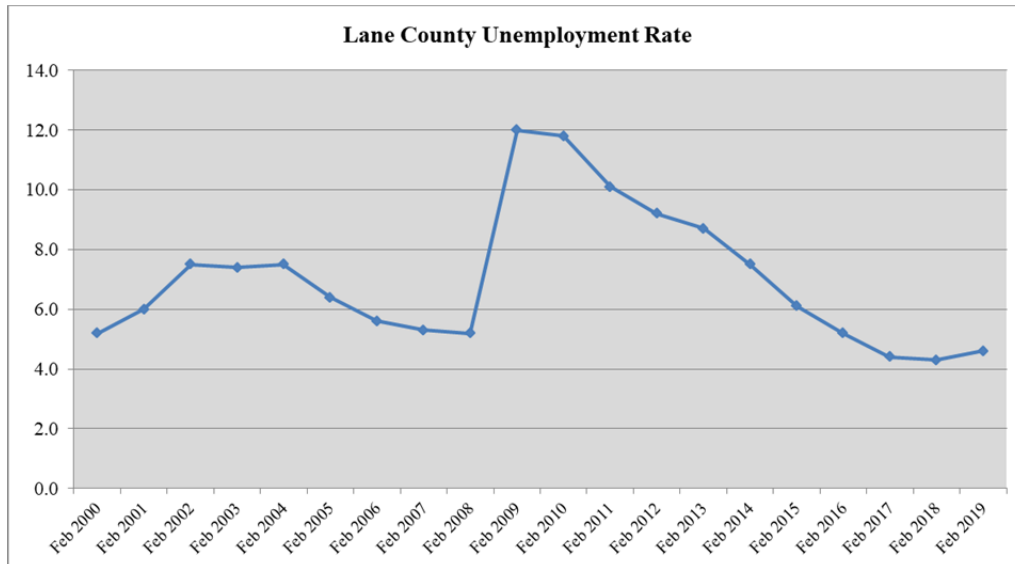
### Top 10 Employers in Lane County in 2018

Rank	Name	Industry	# of Employees
1	PeaceHealth Corp	Healthcare	6,257
2	University of Oregon	Education	5,417
3	Eugene 4J School District	Education	2,515
4	City of Eugene	Government	1,828
5	US Government	Government	1,769
6	Lane Community College	Education	1,632
7	Lane County Government	Government	1,616
8	Springfield School District	Education	1,379
9	Mckenzie-Willamette Med Ctr	Healthcare	988
10	Royal Caribbean	Travel	800

Source: Eugene Chamber of Commerce, August 2018

The seasonally adjusted unemployment rate in Lane County for February 2019 was 4.6%, which is a slight increase from the 4.3% rate as of February 2018; in addition, this rate was down from 11.8% as of February of 2010. Oregon’s rate was 4.4% as of February 2019, which was higher than the United States unemployment rate of 3.8%.

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 13.2% 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)

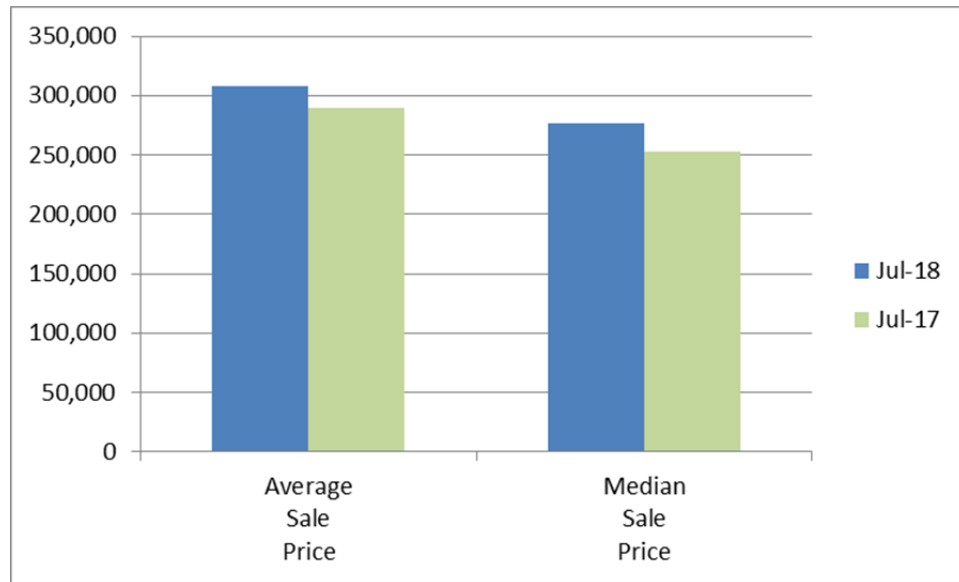
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## Housing Costs

The Lane County housing market showed a decrease in new listings, while total market time remained unchanged from February 2018 to February 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 sharply 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.)

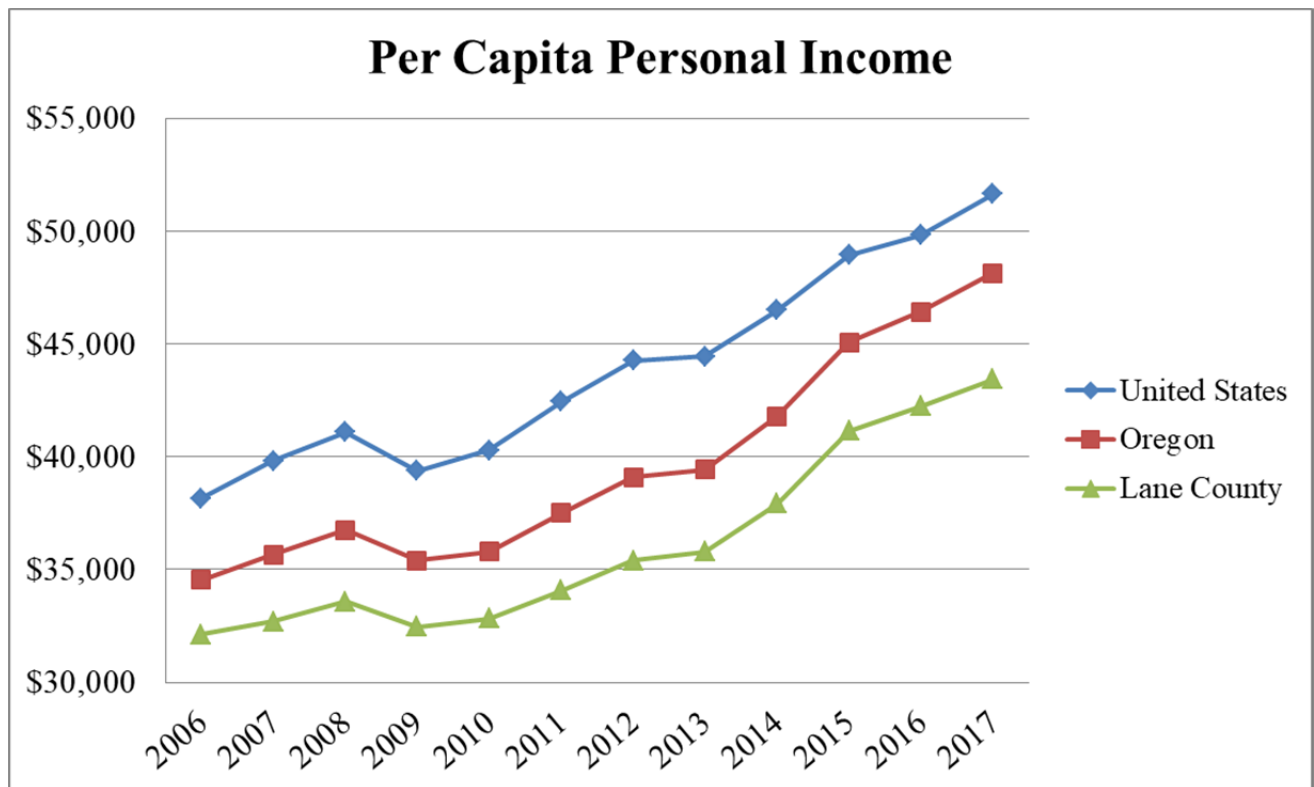
### **Per Capita Income, Poverty Rates, and Working Dynamics**

In 2017 Lane County had a per capita personal income (PCPI) of \$43,430, which was ranked 21<sup>st</sup> 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 2016, 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.

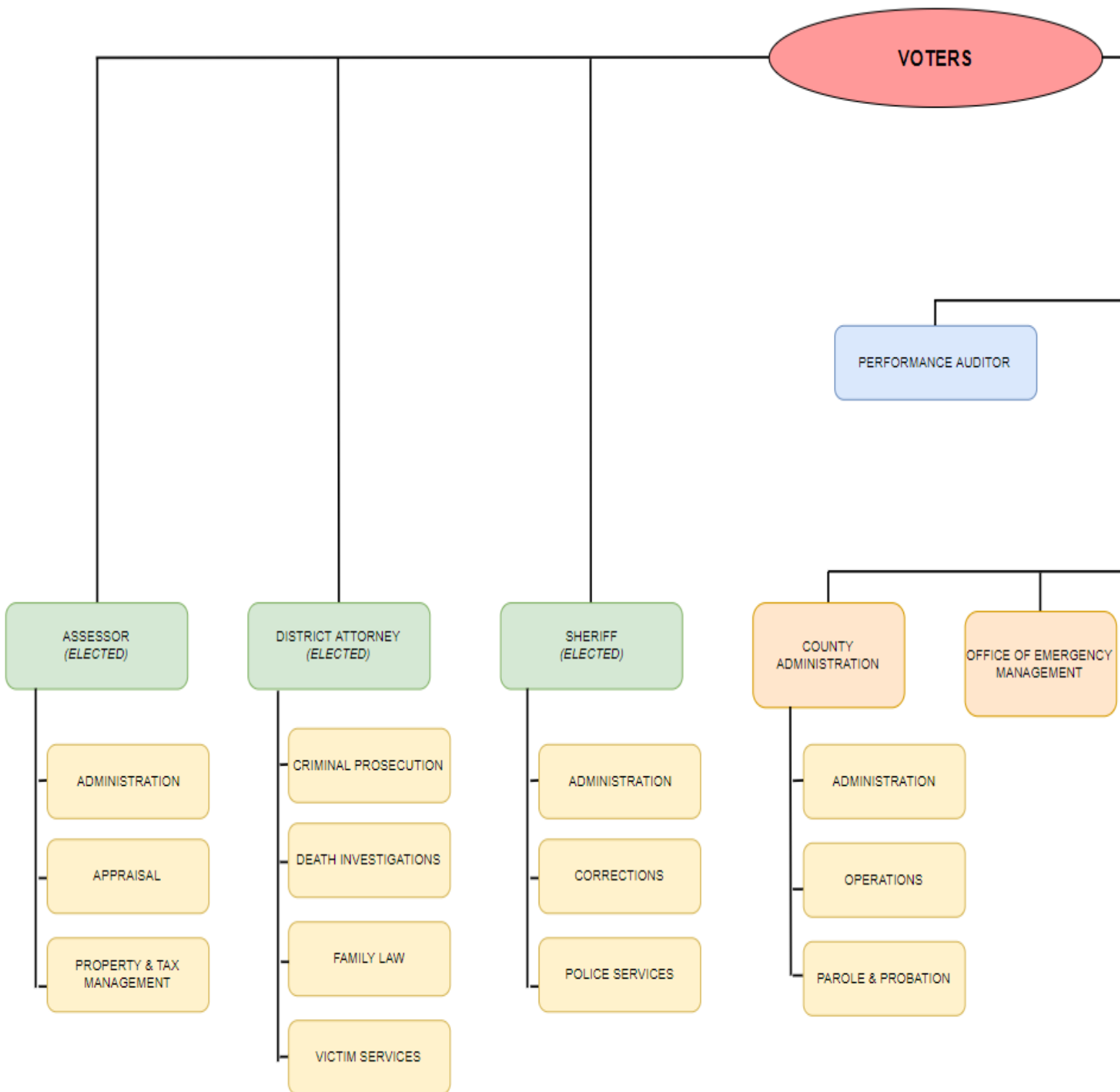


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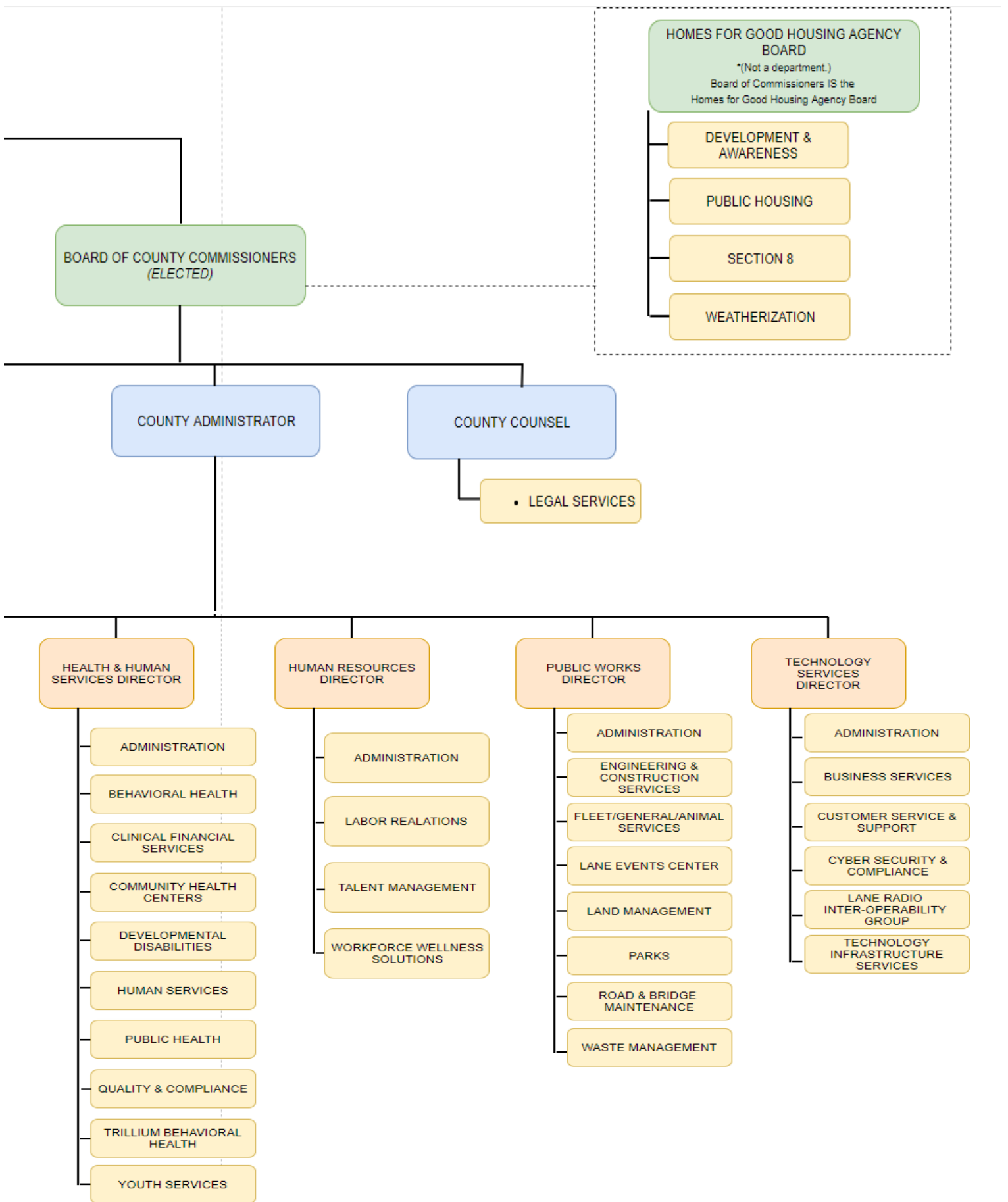
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### **Lane County Government**

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.

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## 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.

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**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.

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### **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](http://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.



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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:**

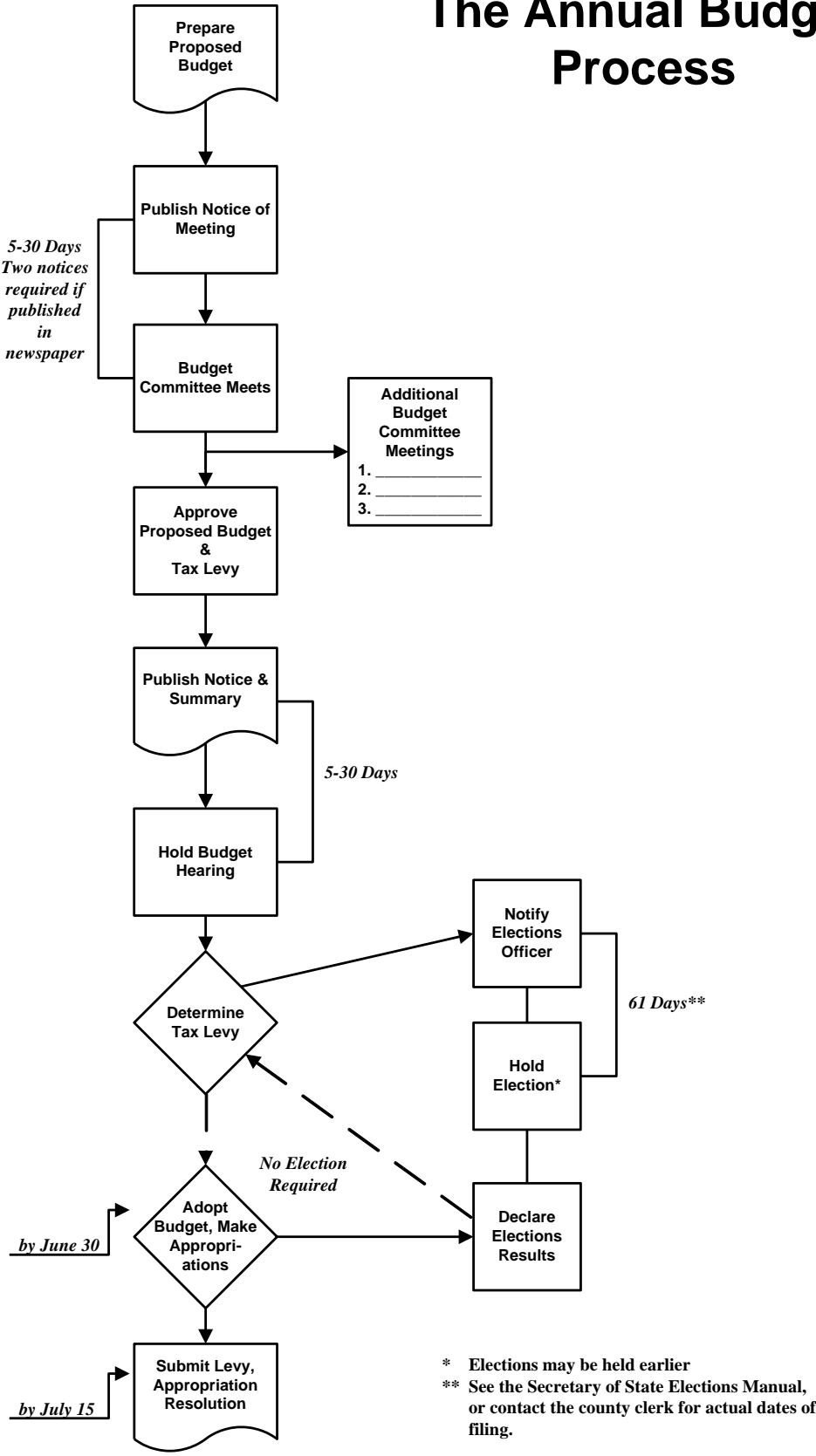
Each taxing district imposing a property tax levy must give notice of its property tax levy to the County Assessor by July 15.

### **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 the budget in the fund being adjusted and meet all other Oregon Budget Law requirements. These amendments happen periodically throughout the year, often as a result to changes in grant funding.

# The Annual Budget Process



## Overview

### **Budget Preparation Schedule**

<b><u>Date</u></b>	<b><u>Description of the Event</u></b>	<b><u>Product/Outcome</u></b>
<i>Monday, January 14</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</i>	Departments complete data entry and submit Budget	Department Request Budget
<i>Wednesday, March 6</i>	Departments complete Service Option Sheets for all services receiving General Fund	Service Option Sheets
<i>Thursday, March 14 – Friday, March 22</i>	County Administrator and budget staff review departmental budgets and hold departmental reviews.	Preliminary budget decisions
<i>Monday, March 25 – Friday, April 12</i>	Final preparation of Proposed Budget by budget staff	Proposed Budget
<i>Monday April 15</i>	Send Proposed Budget document to printer.	--
<i>Friday, April 26</i>	Notice of Budget Committee meeting published via website.	Posted on Lane County public meeting notice calendar.
<i>Friday, April 26</i>	Notice of Budget Committee meeting on Proposed Budget published in accordance with ORS 294.401.	Legal Advertisement
<i>Thursday, May 2</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</i>	Budget work sessions. Departments present their budgets and highlight services changes.	Budget Committee Work sessions
<i>Thursday, May 16</i>	Budget Committee public comment, final discussion, deliberations, and approval of budget. The public is welcome to attend.	Approved Budget
<i>Wednesday, June 5</i>	Publish Budget Summary and Notice of Public Hearing on Approved Budget in accordance with ORS.	Legal Advertisement
<i>Tuesday, June 11</i>	Board of County Commissioners holds public hearing, adopts budget, makes appropriations and levies taxes.	Adopted Budget

## Overview

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### **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](http://www.lanecounty.org/budget) to obtain more information on submitting a community funding request in the future.

### **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 31<sup>st</sup> 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](http://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](http://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

## Overview

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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 8<sup>th</sup> Avenue, Eugene, OR 97401  
Phone: 541-682-4203  
Fax: 541-682-4616  
Email: [lcbupl@co.lane.or.us](mailto:lcbupl@co.lane.or.us)  
[www.lanecounty.org/budget](http://www.lanecounty.org/budget)

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### **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.*

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## Overview

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- 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 Spring 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 can happen.

## Overview

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Department Diversity Committees: Several Departments and Divisions have Equity Committees that support their team(s). These committees provide support for planning their group'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, 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 as well as 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 2018 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.

Efforts are underway to train trainers and implement an Equity 101 course which will enable Lane County to offer more training in house.



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### **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.

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.

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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.

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,

## Overview

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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.)

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