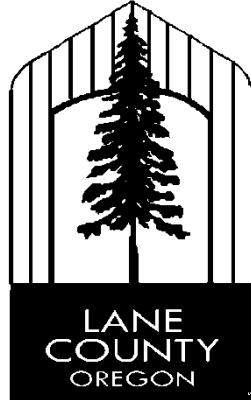


LANE COUNTY

# ADOPTED BUDGET

FISCAL YEAR 2020 - 2021





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# Lane County BUDGET COMMITTEE

Approved May 21, 2020

Adopted June 16, 2020

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**County of Lane  
Oregon**

For the Fiscal Year Beginning

**July 1, 2019**

*Christopher P. Morrill*

Executive Director

# Readers Guide to the Budget Document

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

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

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

The **Overview** section begins with a broad description of the history, location, and economic conditions of Lane County. This is followed by an Introduction to County Government, with a short description of each department, followed by a Lane County Organizational Chart. This chart represents the County as of July 1, 2020, and provides a graphical representation of the departments and their reporting relationships to the County Administrator, the County Commissioners and the Lane County Citizens. This section also explains Oregon Local Budget Law and includes the Annual Budget Development Process Chart, followed by the Budget Schedule which outlines the specific dates for activities required for budget adoption. The section concludes with a description of the opportunities for citizen involvement.

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

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

The **General Fund** section provides additional information and analysis with regard to the General Fund (the County's primary operating fund) and the services the fund supports. This section also includes revenue and expenditure trend information specific to the General Fund and the information on the 5-year General Fund Forecast, which the County uses to plan for and develop budget direction each year.

The **Capital** section provides an overview of the County's budget for capital outlay and capital projects for FY 20-21 through FY 24-25. A discussion on the impact that may occur on operating budgets resulting from capital projects is also included. Additional capital project details can be found in the County's separate Capital Improvement Plan document available at [www.lanecounty.org](http://www.lanecounty.org), Government -> Budget and Finance -> Capital Projects.

The **Non-Departmental** section of the document contains information on the unallocated (non-departmental) budget expenditures and requirements within the County's budget. The receipt of property taxes, video lottery payments, transient room tax collection, timber payments and other countywide revenues as well as payment of debt payments and management of countywide internal services funds related to benefits and risk management are all included within this section.

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

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

The **Appendices** contain the following:

- Net Operating Budget
- 2018-2019 Property Tax Rate and Value Information for Oregon Counties
- Comparative Summary of FTE by Service Category and Historical Changes in FTE
- Comparison of Resources & Requirements by Fund for all County Funds
- General Fund Resource & Requirement line item Detail
- All Funds Resource & Requirement line item Detail
- Position Salary Ranges effective July 1, 2020
- Legal forms
  - Notice of Budget Committee Meeting
  - Notice of Budget Hearing
  - LB-50 Form
  - Budget Adoption Board Order

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

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# Budget Message

2020 -2021



## Respond, Recover and Rebuild

April 2020

Dear Budget Committee Members:

The *strategic focus* and *financial discipline* that Lane County has exhibited over the past several years has resulted in structurally balanced budgets, increased reserves, enhanced stability and greater responsiveness to community needs. This progress has been made, not with layoffs or cuts in services, but rather with thoughtful and diligent management of resources and debt, including controlling expenses such as pension and health insurance costs.

The unprecedented global pandemic of 2020 reminds us why our focus and discipline is so important. We have and will continue to call upon the stability created over the past several years to respond, recover and rebuild. Lane County has long faced scarcity of resources, due to a unique combination of having the seventh lowest county property tax rate in the state and a steep, 90 percent decline in federal timber revenue. This scarcity of resources, paired with an abundance of talent, has created a resiliency that pervades in the culture of our organization. We remain committed to a singular purpose: to improve lives. We carry out our work by exhibiting passion to serve our community, drive to connect with others and focus on solutions to challenges.

It remains unclear the full extent of the effect that COVID-19 will have on our local communities, our state, our nation and our world. There is no question that few, if any, single events in recent memory have had such a swift and vast impact. The widespread social and economic impacts, as well as the scale of deaths, has touched everyone in our country in some way.

*“The unprecedented global pandemic of 2020 reminds us why our strategic focus and financial discipline is so important.”*

States and local communities that acted quickly and coordinated emergency response effectively have fared better than those that have not. While the first confirmed COVID-19 case in Oregon didn't happen until February 28 and the first confirmed case in Lane County didn't happen until March 17, Lane County began preparation and response efforts early:

- January 22: one day after the first case of coronavirus was confirmed in the United States, Lane County held its first Coronavirus coordination meeting with the Oregon Health Authority
- January 27: Lane County conducted its first coronavirus partner coordination meeting with PeaceHealth and the University of Oregon
- February 6: Lane County activated an Incident Command System structure to coordinate emergency response efforts. Public health officials conducted a neighborhood association presentation about COVID-19
- March 2: Lane County opened a Joint Information Center and held its first daily press conference
- March 3: Lane County held its first daily health care provider and partner coordination call
- March 9: Lane County held its first internal COVID-19 planning meeting with managers
- March 10: Lane County opened a non-emergency call center for the public to contact with questions
- March 17: the first positive COVID-19 case in Lane County was reported
- March 20: Lane County announced the creation of a \$400,000 small business loan program. The funding was committed to small businesses in need within the first day.



## Budget Message

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- March 23: Lane County opened the Personal Protective Equipment donation center at our Public Works Warehouse
- March 24: Lane County opened a respite shelter for unhoused residents at the Lane County Fairgrounds, including hygiene stations, mobile food service, sleeping areas and medical services
- March 30: Lane County opened a respite shelter for unhoused residents at the Memorial Building, including hygiene stations, mobile food service, sleeping areas and medical services
- April 16: Lane County closed on the purchase of the former VA clinic at 100 River Avenue for use as a COVID-19 recovery site for at-risk populations

The early, swift and coordinated response by highly skilled and dedicated Lane County officials and partners has so far been effective at keeping our community safe and healthy. As of April 20, 2020, Lane County has 48 positive COVID-19 tests, including one suspected COVID-19 death. The projected peak in Lane County is not expected to exhaust local health care capacity, which is a very positive indicator of the local response efforts to date.

As an employer, Lane County moved quickly to set up approximately 900 of its employees to work remotely within a matter of days. This rapid change would have been considered nearly impossible during normal times. The rest of the workforce has been able to safely continue working on site with various public health recommended measures, including physical distancing, regular hand washing, homemade masks and enhanced sanitation of high touch surfaces.

*“Lane County is actively preparing for the local economic recovery and support for vulnerable populations that will be critical to rebuilding our local community in the aftermath of this public health crisis”*

Just as we were prepared to respond to the local public health emergency created by COVID-19, Lane County is actively preparing for the local economic recovery and support for vulnerable populations that will be critical to rebuilding our local community in the aftermath of this public health crisis. We are also monitoring impacts on County resources, particularly Behavioral Health, Parks, Lane Events Center, Roads,

and Parole and Probation. We are also developing workforce re-entry plans for our employees to ensure a smooth transition back to on-site work in the future. Our workforce has and will continue to demonstrate passion to serve, drive to connect and focus on solutions as we work to improve lives in Lane County.

### Stepping Up to Fund Solutions to Homelessness

For the fourth year in a row, the Fiscal Year 2020-21 (FY 20-21) Proposed Budget is structurally balanced in its primary operating funds, including the General Fund, without the use of reserves and includes no layoffs nor reductions in services. We are actively monitoring several funds, including Behavioral Health, Parole and Probation, Parks, Lane Events Center, Roads and others.

In the past few years, our structurally balanced budgets and increased reserves have allowed additional General Fund investments in several strategic priorities. We have invested General Fund resources in enhanced mental health services in the Jail, a \$2 million Housing Improvement Program (HIP), a \$1 million investment in a behavioral crisis center, several new Permanent Supportive Housing projects, the purchase of a new office for Parole and Probation, investment in new space for Developmental Disabilities, and the recent purchase of the former VA clinic for emergency public health response and possible future shelter needs.

The FY 20-21 Proposed Budget includes \$1.3 million in General Funds to operate a new shelter and navigation center, as well as additional housing and shelter recommendations such as rapid resolution/rehousing/tenant supports. The proposed shelter and navigation center is a low barrier public shelter for unhoused residents that will provide shelter and supportive services that connect individuals to

# Budget Message

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permanent housing. The additional funding for operating the shelter and navigation center follows Lane County's recent purchase of the former VA clinic for approximately \$1.8 million.

The shelter and navigation center operational funding was identified as part of our priority-based budgeting process to fulfill the commitment from the Board of Commissioners to implement the recommendations of the Shelter Feasibility Study. The Study is a roadmap to end homelessness with specific investments in shelter, housing and supportive services. The Study was approved by the Board and Eugene City Council in May 2019. The proposed \$1.3 million represents Lane County's commitment to open and operate the facility. Homelessness is a community crisis and Lane County cannot solve this crisis alone. Therefore, fully funding the operation of the shelter and navigation center will require additional community partners to step up and provide matching funds.

*“The proposed \$1.3 million represents Lane County’s commitment to open and operate the facility”*

Pursuant to ORS 294.391, this document represents the FY 20-21 budget message and transmittal of the Proposed budget. The Proposed FY 20-21 budget for all funds totals \$774,027,525 which is a \$6,378,174 or 0.82 percent decrease from the current fiscal year. The Proposed General Fund budget is \$116,932,710 which is a \$3,231,516 or 2.68 percent decrease from current fiscal year. We have received the Distinguished Budget Presentation Award from the Government Finance Officers Association, which is the highest award possible for governmental budgeting, for the fifteenth time. This continued recognition, along with Lane County's low debt burden, removal from the Secretary of State's watch list, six consecutive successful audits of the use of Public Safety Levy resources, and receipt of the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting received for FY 18-19 for the sixteenth year in a row, are all reflections of how the limited taxpayer resources we collect are being managed responsibly. In recognition of the sound financial management, Lane County's bond rating was increased to Aa1 in 2019, the second increase in two years. This rating is the second highest issued by Moody's Investor Services and the highest rating in Lane County's history.

## Local Services

**Assessment and Taxation** (A&T) maintains a stable budget for FY 20-21, but the department continues to face workload challenges due to low staffing levels relative to other assessment offices around the state. State funding from the County Assessment Function Funding Assistance (CAFFA) grant has continued to decline and is now at a 16 percent expense reimbursement rate – a significant decline from the 35-40 percent originally intended to fund counties when implemented in 1989. The reclassification of the senior office assistants to assessment and taxation specialists has helped with recruitment efforts. Assessment and Taxation also reclassified an existing position to create a new management analyst position which will be responsible for serving as a technical resource, preparing analytical reports, assisting with fit gap analysis, and helping with the software system replacement project.

Reappraisal of properties has continued over the past year including residential properties in Springfield and Thurston neighborhoods, and multifamily properties in Eugene in order to ensure that taxable properties are correctly placed on the tax roll.

The FY 20-21 Proposed Budget includes a limited duration addition of 1.0 FTE for a Deputy Assessor beginning January 2021. The current Assessor plans to retire at the end of the current term, and a Deputy Assessor position will greatly assist with Assessment & Taxation's transition to a new Assessor. Having this position on staff while seasoned resources are available will ensure continuity of services to Lane County and the taxing districts served. The limited duration position will end in early 2023.

## Budget Message

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*County Administration* continues to focus on long-term financial stability, repairing critical services to make our community safer, healthier and more vibrant, and continuing to invest in a high performing local workforce. County Administration staff have been actively supporting our local public health response to the COVID-19 global pandemic, including public information, logistics support and economic recovery.

Continued tracking and reporting on the countywide strategic planning efforts for the newly revised Lane County Strategic Plan remains a focus. This includes establishing criteria and tools for implementing our new Strategic Lenses: financial stewardship, equity and collective impact.

Equity 2.0 is our plan to re-focus our efforts to increase equity among all of our employees and to create equity in our community and in the services we provide. Through our membership with the Government Alliance on Race and Equity, eight Lane County employees participated in a northwest cohort, lasting 9 months and bringing a wealth of knowledge to our organization.

The FY 20-21 Administration budget shows increased expenses from current year in order to prepare for and conduct the required redistricting process which happens every 10 years, following the U.S. Census. The Administration Office also continues to lead initiatives on affordable housing and coordinates the Countywide Capital Improvement Plan document creation within the Budget Office.

Economic Development has continued funding high priority community and economic development efforts in rural communities, including improved broadband access and community revitalization efforts. In FY 20-21 the Economic Development office will coordinate with public and private sector partners to recover and rebuild our local economy from the impacts of COVID-19, as well as continue providing support and leadership on various countywide efforts, including the Farmers Market, Market District and parking solutions.

To support local economic recovery and rebuilding, the FY 20-21 Proposed Budget includes funding for expanding our partnerships with the Oregon Manufacturing Extension Partnership through investment in a Commercial Weatherization Fund; Bring Recycling through an investment in the Commercial Sustainability and Efficiency Fund; and Elevate Lane County through an investment in the Rural Career Technical Education Program.

Parole & Probation (P&P) is focused on the development of the new office location, which is currently in the final architectural phase of construction. The Division has far exceeded capacity in its current main office and had to place probation officers in satellite offices in various buildings to provide workspace for current staff. P&P will move into a renovated facility located at 2699 Roosevelt Boulevard, which is part of a property purchased by the County's General Fund in January 2020. Construction is set to begin in January 2021 and conclude summer 2021. Operating expenses are expected to increase as a result of this renovation and subsequent move to a larger facility.

All probation officer positions in P&P are currently filled, for the first time in several years. There are approximately 3,000 clients (2,800 felony and 200 misdemeanor) on community supervision and the Division has successfully utilized evidence based practices to effectively reduce recidivism and restore those impacted by crime improving the quality of life for all in Lane County.

A 2018 Actual Cost Study (ACS), identified the need for \$25 million more in statewide funding, based on the actual daily cost of community supervision. Unfortunately, the increase recommended in the ACS was not funded in the last legislative session and while the Legislature agreed to review this need in the short session, the funding was not made available. This leaves community corrections funding short for FY 20-21.

## Budget Message

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The Operations Division consists of the County Clerk, Financial Services and Facilities. The County Clerk includes the programs of Elections, Deeds & Records, Archives, and the Board of Property Tax Appeals. Elections provides accurate, efficient, and timely customer service to the citizens of Lane County while complying with federal, state, and local laws for conducting elections and processing voter registrations. COVID-19 has resulted in challenges regarding the delivery of absentee ballots to countries where national mail service has been shut down. As a result of COVID-19, Elections has restructured the way in which staff will work together to process ballots and provide customer service during the May 2020 election.

Financial Services secured an unmodified opinion in the independent auditor's annual financial audit stating that the audited financial statements present fairly, in all material respects, the financial position, results of operations, and cash flows of the County in conformity with generally accepted accounting principles. The FY 20-21 Budget contains a 1.0 FTE Accounting Analyst position to respond to backlog of projects, new GASB 87 requirements, and efficient request responses. This addition will restore the position reclassified to support the Payroll program in FY 19-20.

Procurement's strategic priority to actively encourage participation by minority and woman-owned businesses (as well as other underutilized businesses) links to the County's Strategic Plan priority of Vibrant Communities. The key activity area to enhance equity and access in service delivery and representation in governance has been a major focus over the past year with the intent to strengthen the businesses within the various communities through education and outreach, and to add value to the communities that call Lane County home.

The Facilities program is moving back to County Administration after being managed by the Department of Public Works since FY 15-16. This move will provide additional opportunities for collaboration with the County's Capital Improvement Program which was one of the recommendations of the 2019 Facilities Assessment conducted by FM Insight Consulting, an independent consultant hired by the County as part of our focus on reviewing internal services. The current year budget restores a manager position, previously eliminated in FY 12-13 due to budget reductions. The new Capital & Facilities Manager will oversee both the Facilities and the Capital Projects program. In the FY 20-21 budget, we are also adding one (1) senior Program Specialist position as well as two (2) custodians and one (1) maintenance specialist within Facilities in order to increase the emphasis on preventative maintenance, emergency and corrective repairs.

**County Counsel** continues to focus on streamlining Workers' Compensation claims to improve customer service and limit liability and costs to the County. In line with the goal of providing department support through proactive advice, the County Counsel worked to enhance the training program entitled Managing Within the Law, which is designed to educate supervisors and managers for risk mitigation in employment claims, and provided seventeen hours of training to both County employees and affiliated organizations.

County Counsel also successfully provided legal support throughout the County's collective bargaining processes including participating in the interest-based bargaining process with Local 626, created Lane Code solutions to improve road safety including controls over tree cutting next to roadways and remediation of dangerous conditions and assisted with exemptions and bidding documents for Lane Events Center and Parks projects. The coming year's projects will include modernizing access to the Lane Code and Lane Manual policies with user friendly options for ease of public access.

**District Attorney's Office** Criminal Prosecution Division reviewed over 6,800 referrals from law enforcement agencies and hired a dedicated DUII investigator that serves warrants and assists the seven assigned prosecutors with the major vehicle crash related assault cases and DUII cases. While the addition of a fifth attorney to the major crimes team a couple of years ago has helped to address the

## Budget Message

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increase in violent crime, it came at the expense of the Chief Deputy position. Additionally, new State legislation was passed in early 2019 which requires that all Grand Jury proceedings be recorded. A paralegal position to provide this newly mandated service was added to the FY 19-20 budget with one-time revenue while the County continues to explore whether the State will provide funding for this new ongoing expenditure. The FY 20-21 budget contains a one-time transfer of discretionary general fund to cover the cost of 1.0 FTE prosecutor due to reduction of available grant funds from the State. The hope is that the grant funds will become available prior to July 1, 2020 and the backfill of discretionary general fund will be unnecessary.

In FY 19-20 the Family Law Division handled more than 4,100 cases and collected approximately \$20 million in child support for Lane County children and families, despite the Division undergoing extensive training for a new State software system.

In FY 20-21 the District Attorney's Office will merge the former Death Investigations Division and the Victim Services Division with Prosecution Clerical Support to create a new Support Services Division. The Death Investigations program continues to perform investigations of approximately 1200 unattended or non-natural deaths in Lane County annually; however, the permanent closure of the previously used body transportation company has forced a shift to using more costly on-call funeral homes for this service. Victim Services provided services to over 2,000 petitioners seeking protective orders and 2,300 crime victims in Lane County in FY 19-20. These impressive numbers are due in large part to the approximately 4,400 hours of work provided by volunteers.

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

**Lane County Office of Emergency Management's** purpose is to ensure that the County is prepared to respond to emergencies. The Office reports to the County Administrator, 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 the effects of disasters.

***“During FY 19-20, as the COVID-19 virus spread globally, Lane County was prepared to respond to this communicable disease locally”***

During FY 19-20, as the COVID-19 virus spread globally, Lane County was prepared to respond to this communicable disease locally. In fact, in January 2020, Lane County began coordinating with the Oregon Health Authority, PeaceHealth and the University of Oregon to prepare for the local impacts.

Lane County Public Health is utilizing information from the World Health Organization, Centers for Disease Control, and Oregon Health Authority to make the most accurate and up-to-date recommendations for personal protective equipment, caring for/isolating those suspect cases who could or do have the potential to spread the virus. The Lane County Emergency Operation Center has been activated to support the efforts of Lane County Public Health to scale up resources and support, as the international concern over this virus increases.

**Health and Human Services (H&HS)** provides system oversight and direct services for clinical and community health, behavioral health (mental health and substance abuse), developmental disabilities, youth services, and basic needs/social services.

Administration is adding an Accounting Analyst position to support the growing financial management needs of the Department.

## Budget Message

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Behavioral Health concluded the five-year Transformation Project in January 2020, which included significant increases in client access to treatment and services. The Medication Assisted Treatment Program purchased a new building that will greatly increase access to residents seeking treatment for opioid addiction and expand both methadone and buprenorphine treatment to enhance access to care in our community. The building remodel is expected to be completed in 2020.

In FY 19-20, Behavioral Health also implemented a Plan Do Study Act (PDSA) process to improve access to care for the Children and Adolescent Program, developed compliance dashboards to improve clinical documentation, and developed a new Crisis Prevention and Response protocol.

One of the largest strains on resources for the Behavioral Health division is the need for our forensic services in the community. Behavioral Health is mandated by the State of Oregon to provide services for specific community members involved in the criminal justice system who are unfit to stand trial due to mental illness, those mandated into supervision by the Psychiatric Security Review Board; those reintegrating into the community from the State Hospital; and diverting some community members with criminal offenses from jail into behavioral health services. Much of this work is unbillable to insurance providers, yet is required by the State. This leaves a large amount of FTE funded by other programs within Behavioral Health. Behavioral Health will be looking at funding options for this unfunded State mandate.

During the current fiscal year, a significant statewide gap has been identified in adequate funding for the intersection of behavioral health and public safety services. The Proposed budget reflects an increase of \$950K in state funding we are expecting to receive, based on a percentage of statewide funding. This is contingent on legislative approval and as such was delayed earlier in the year due to the session ending early, and is anticipated to come through allocation by the Emergency Board or a special session. This money would fund mandated services provided by the CMHP that offer little to no reimbursement from insurance payers and is a necessary support for community safety.

The Proposed budget reflects a \$6M transfer from LaneCare reserves to Lane County Behavioral Health to support expenses associated with critical operations incurred over the last two fiscal years. This is a one-time transfer that will allow LCBH to maintain current service levels and ensure the long term financial success of the organization, and the current Proposed budget reflects a structurally balanced budget moving forward.

Community Health Centers provided 82,297 services to 32,156 patients in 2019. This is a 10 percent increase in patients served and a 7 percent increase in encounters. The Division also successfully implemented an innovative pilot program to integrate oral health care with primary care services. The program targeted two groups at high risk for compromised oral health – adult patients with diabetes, and children under 12 years of age. The Division will see a wide range of activities related to the planned opening a new clinic in Cottage Grove in the spring of 2021, expansion of integration of preventive dental services into primary care, an increased focus on identifying social determinants of health, and in expanding services such as case management to better address these needs in FY 20-21. The FY 20-21 Proposed Budget includes an addition of one Accounting Clerk 2 to address the increased billing needs with the addition of a primary care clinic and planned expansion of the Medication Assisted Treatment services.

Developmental Disabilities Services (DDS) served over 2,600 individuals in Lane County with intellectual and developmental disabilities in FY 19-20. An increase in state funding provided the ability to hire an additional 12.5 FTE to support timely and quality services to a vulnerable population. The Division has improved the client experience of the Oregon Needs Assessment by working through the division level Trauma Informed Care Committee to evaluate and design improved processes and tools. Review and enhancement of the DDS emergency response and business continuity plans to ensure the

## Budget Message

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most vulnerable individuals are consistently identified and supported during an emergency was also accomplished over the past year.

Planning is underway for a new DDS building to meet the increasing service demands and improve equity and access for clients. The building will make use of the site where the Armory currently stands on the same campus as Lane County Behavioral Health and Youth Services. The building is projected to be about 24,400 square feet and cost \$14.7 million and will be funded jointly with County Discretionary General Fund, existing DDS reserves from State funding and future Fees and State funding. The projected completion date for the new building is mid-year 2022.

Human Services administers a range of programs that support vulnerable people in need in our communities. FY 19-20 saw the start of implementation of the Technical Assistance Collaborative (TAC) Shelter Feasibility Study and Systems Analysis. Expanded temporary shelter capacity and access center services for homeless persons has resulted in 256 Dawn to Dawn Shelter beds, 18 families in short-term housing and 24 transitional housing beds for youth. Resource development for service funding was completed for the 51-unit MLK Commons Housing First building in collaboration with Homes for Good, which is currently under construction and anticipated to open in 2020.

The Division also implemented a Federal Substance Abuse and Mental Health Services Administration five year grant in support of the Frequent User Services Engagement community collaborative project targeting integrated behavioral health services and housing for the top 100 users of health care and public safety services. The Dovetail program also completed its third year integrating services provided by H&HS Divisions to achieve better outcomes for chronic clients and implemented the expansion of STEP Employment and Housing program for homeless and unstably housed who receive SNAP. The Veterans program completed the expansion of service capacity with Measure 96 funding from the State of Oregon and added capacity to provide services in Florence two days a week.

The FY 20-21 Proposed Budget includes approximately \$1.3 million in additional discretionary general fund to support Lane County's portion of the cost to operate a new low barrier shelter and navigation center, as well as additional housing and shelter recommendations such as rapid resolution/rehousing/tenant supports. In May, 2019, the Board of Commissioners and Eugene City Council approved the Shelter Feasibility Study and committed to working together to fund and implement its recommendations. For several months, Lane County and City of Eugene staff worked together to identify potential sites for a shelter and navigation center, and engage community and neighborhood stakeholders. In April 2020, Lane County purchased the former VA clinic at 100 River Avenue for COVID-19 emergency response, as well as potential use as a future shelter and navigation center. Additional funding from partner agencies will be required to fully fund the operations and open the facility in late 2020.

LaneCare (formerly Trillium Behavioral Health) was redesigned in FY 19-20 to encompass the complexity of the changes in how the Coordinated Care Organizations (CCO) would be reallocated throughout Oregon and refocus services (Behavioral Health, Social Determinants of Health) starting in 2020. Staff grew by 7.0 FTE in order to meet the demands of the health plan. The major focus has been with the Oregon Health Authority's determination that 2020 would see two CCOs established in Lane County. LaneCare has been focused on creating relationships with both CCOs and creation of two separate and embedded teams to work with and be physically located within the CCOs, as well as redesigning the internal LaneCare structure to maintain CCO confidentiality and specificity.

## Budget Message

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In July 2019, Lane County Public Health was awarded accreditation by the national Public Health Accreditation Board. Initial accreditation assesses a health department's capacity to carry out the ten Essential Public Health Services; manage an effective health department; and, maintain strong and effective communications with its governing entity.

***“In July 2019, Lane County Public Health was awarded accreditation by the national Public Health Accreditation Board.”***

Public Health is developing a new strategic plan that will incorporate the strategic lenses adopted by the County in the most recent revision of the County's strategic plan. Regarding Financial Stewardship, Public Health has undertaken an internal initiative to educate staff about the budgeting process and to make fiscal management of programs more transparent. Regarding Equity, Public Health is expanding outreach to rural areas of Lane County, participating in the Government Alliance on Race and Equity (GARE), and using the Bay Area Regional Health Inequities Initiative (BARHII) framework to assess the Department's performance and identify opportunities to address health inequities in Lane County. Finally, regarding Collective Impact, Public Health continues to be a core member of the Live Healthy Lane Coalition which is currently developing the next county-wide Community Health Improvement Plan (CHIP). Collective Impact has been the guiding principle behind the CHIP and animates all planning and implementation activities, with the goal of further expanding cross-sector partnerships in the next iteration.

Communicable Disease has expanded community-based services to include two full-time Disease Intervention Specialists who work to prevent the spread of infectious disease by identifying and notifying those who may have been exposed to disease and ensuring that those who are infected receive appropriate treatment and other health and social services. Prevention staff worked with Intergovernmental Relations to develop a bill to make Naloxone available in pharmacies in Oregon. Senate Bill 910 was signed by Governor Brown in June 2019. Environmental Health staff and LRAPA won a \$4.9 million EPA grant to improve Oakridge air quality over the next five years.

It is difficult at this point to anticipate the full impact of COVID-19 on services and budgets in Public Health; however, our emergency response has already required suspension of non-essential activities and reassignment of staff. Even in a best case scenario, regular services will not be resumed fully for several months. In the meantime, whatever effort is needed will be directed toward mitigating the effects of COVID-19 on populations at greatest risk and responding to provider and community requests for support.

Youth Services increased diversion services by implementing the Impacts of Crime class for youth who receive a first time property or behavioral misdemeanor referral (centered on an evidence based curriculum by The Change Companies) and implemented a separate portion of the class for parents/guardians to attend that is facilitated by our Bilingual Mental Health Specialists. The Division also expanded least restrictive alternatives to confinement and increasing trauma informed services by providing available beds in our non-secure residential building for youth brought to detention on 1) non-detainable charges, or 2) detainable charges with a risk score that indicates release when there are no community release resources. Seventy-five youth have accessed this service since December 2018.

Following the Lane County Circuit Court's February 2020 Supplemental Local Rules, Restorative Services implemented mandatory mediation for parents of minor children who are separating or divorcing. Since implementation, the number of scheduled mediation appointments has more than doubled. The increased mediation appointments resulted in the onboarding of a Temporary Family Mediator.

In our continued efforts toward quality improvement and strengthening our services, we have hired a researcher from the University of Oregon to examine current trends related to racial equity outcomes in our



## Budget Message

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current practices. This research, scheduled for completion in spring 2020, will enable us to identify existing racial and ethnic disparities in order to examine how to best reduce such disparities in our system.

**Human Resources** (HR) continues to advance strategic planning initiatives by focusing on employee engagement, wellness, equity and inclusion. We continue to invest in the highly successful Emerging Leaders program which prepares employees for successful careers at the County through instruction in leadership, coaching, management policies and strategy. In addition, recognizing the vital role of the supervisor/employee relationship in driving employee engagement and successful results, we rolled out required leadership training for all supervisors and managers along with an annual continuing education requirement. We also continue to invest in other training and development opportunities in line with the increased efforts to invest in employees.

Human Resources successfully negotiated the first employee contract here at Lane County through Interest Based Bargaining with the 626 Bargaining Unit. We are looking forward to expanding that model with other unions in the future. We are also currently in training with AFSCME for Joint Labor Management Committee provided by the State Mediation Conciliation Service.

Health and wellness initiatives were broadened with the expansion of employee participation in the County-sponsored Live Well Center which now boasts 60 percent participation by employees. In large part due to efforts like these, Lane County is recognized as one of the healthiest employers in Oregon and is included in the list of 100 healthiest employers in the US.

Human Resources will continue its work on the pay equity project in FY 20-21.

**Public Works** continues to leverage its resources in new and innovative ways. Since the adoption of House Bill 2017, which substantially increased transportation funding for infrastructure maintenance services in the community, Public Works has been able to shift its Capital Improvement Program focus. The funding provided by the Bill has brought additional resources for infrastructure safety, bridges and structure improvements and capacity enhancement projects. Additionally, focus of department efforts are driven by the implementation of the Transportation Safety Action Plan, investment in safety improvements recommended by the Road and Bridge Capital Improvement Plan, increased chip seal and other road surface maintenance improvements, and ensuring the safety and reliability of Lane County's bridges for decades to come. As part of the continued focus on internal services and expenses, review and implementation of the Fleet services audit completed in FY18-19, brings exciting new opportunities for improvements in operational efficiencies.

The Roads and Bridges Division, responsible for 1,472 miles of roadways and 429 bridges, completed a County-wide road condition assessment in FY18-19, revealing that Lane County is rated the top in road condition status in Oregon. Safety continues to be the highest priority to the Division, and partnerships with the County's Fatal Crash Investigation and Systematic Engineering and Implementation teams promise to lead to enhancements in best practices for maintenance, remediation and construction in the future.

The Lane County Animal Services Division currently has just 1.5 FTE Animal Welfare Officers to serve all of Lane County. The FY 20-21 Proposed Budget includes an additional .50 FTE, which will enhance services provided by the Division by bringing the total full-time officer positions to 2.0 FTE. This enhancement will allow us to provide continuous coverage and succession planning as needed for the future of the program.

The Parks Division has been impacted most significantly by COVID-19 due to reductions in Transient Room Taxes, Car Rental Taxes and fees for service. Parks has responded by not filling seasonal positions

## Budget Message

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and making other adjustments. Due to these and other factors, the Parks Division represents the only fund in Lane County that is not structurally balanced. Additional corrective actions will be required.

Parks remains committed to providing opportunities for healthy activities for Lane County residents and visitors by fostering existing and new collaborative partnerships. Parks is also working to leverage investments to avoid higher deferred maintenance and develop a preventative maintenance schedule. To support these goals, Parks is implementing recommendations from the newly adopted Parks Master Plan which is anticipated to help maximize strategic investments in revenue and enhancing services to better serve the identified needs of our visitors through the year 2038. An initial step in the plan will include a Facility Condition Assessment, planned to be performed in FY 20-21 to create a Facility Condition Index for Park assets and develop a capital asset strategy to prioritize various replacement and remediation efforts. The plan also includes recommendations for accounting procedures and community collaboration. To support those areas, a senior Accounting Clerk and Natural Areas Coordinator were funded by Transient Room Tax and Car Rental Tax in FY 19-20. The positions are helping streamline cash handling procedures and better leverage our volunteer resources. The FY 20-21 Proposed Budget includes \$200,000 in Video Lottery and Transient Room Tax funds to repair the Stewart Covered Bridge which is no longer an operational roadway and therefore not eligible for Road Fund support.

The Lane Events Center (LEC) Division is also significantly impacted by COVID-19 due to reduced revenue from Transient Room Taxes and fees for service. The LEC fund remains balanced at this time. LEC has completed a facilities condition assessment in FY 17-18 which identified \$27 million in repair and maintenance needs. Based on the assessment, LEC is developing a long-term plan to repair and maintain facilities. In FY 20-21 a Facility Assessment and Market Analysis to develop a new Business Plan will include options for replacing or renovating existing structures to maximize flexibility and revenue potential. Creation of a new Marketing Plan in conjunction with the Business Plan will increase opportunities for new events and support the visitor and convention industry.

Waste Management continues to look to the FY 18-19 Solid Waste Master Plan to guide regional waste management activities through 2025. A key goal for the Division continues to be the reduction of long-term waste generation and to increase the amount of materials diverted through waste separation, prevention and recycling efforts. To this end, Lane County achieved a 53 percent recovery rate (total amount of material recycled out of total waste generated). This achievement gave Lane County the highest recovery rate in the State for the third straight year.

*Sheriff's Office* continues to maximize services provided by the voter-approved Public Safety Levy by developing and maintaining partnerships with internal and external stakeholders, as well as community partners. This includes adding WellPath mental health staff to meet immediate needs of inmates with mental illness by expanding mental health assistance for up to 240 inmates needing services. There is continued efficient utilization of existing levy funding to maintain 367 local offender beds, while maximizing services provided with levy dollars and continuing the discussion with the community on service levels to determine the services the community values the most.

Facilities used by the Lane County's Sheriff's Office are continuing to age and resulting in multiple safety issues. The Patrol and Administration divisions are currently located in the Lane County Courthouse which was not designed for the secure movement of inmates transported to the courthouse daily by the Sheriff's office transport section. Deputies routinely move multiple in-custody inmates with a variety of criminal charges through public spaces.

Currently, Main Office Patrol is staffed with 25 deputy sheriffs, which allows enough staff to provide 24 hour response to emergency calls for service without dropping below minimum staffing levels (three deputies and a sergeant for dayshift and swing shift, and two deputies and a sergeant for graveyard). However, a 2013 study conducted by the Police Executive Research Forum (PERF), warned that staffing

## Budget Message

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levels need to be increased to at least 30 patrol deputies (with an additional sergeant and detective) to maintain current service levels without risking high staff burnout and turnover rates. Restoring patrol to 30 deputies would bring patrol up to approximately 68 percent of the 2003 level and 31 percent of the 1979 level. An additional detective would restore the Criminal Investigation Section to 5 detectives, approximately 20% of the 1979 staffing level, but sufficient to investigate most child sexual assaults and other Measure 11 violent felonies in unincorporated Lane County. Restoring the Police Services Division of the Sheriff's Office to Phase 2 of the Lane County Public Safety Repair Plan will not measurably increase patrol or investigative service levels, but would allow the Sheriff's Office stability without risking high degrees of staff burnout and turnover rates. Senior patrol qualified deputy sheriffs have left the Sheriff's Office for other agencies over the course of the last few years.

The Sheriff's Office is unable to be the primary investigating agency of fatal crashes on County roads where criminal prosecution is likely to occur due to lack of trained staff and necessary equipment. The Sheriff's Office has identified two deputies who have received crash investigation training, however, finding funding for the necessary equipment remains a challenge.

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

Technology Services is entering year 3 of its 3-year strategic plan with the strategic priorities of Communication, Customer Service, Infrastructure and Innovation. Woven into these priorities are four themes: Security, Office 365, Data Analytics and COVID-19 impacts. The Security theme focusses on completion of the Windows 10 upgrade and cyber security awareness training for users and standard privilege access on workstations. Office 365 efforts are focused on leveraging value provided by cloud and other services already part of our existing Office 365 subscription. Data Analytics is the focus on growth in data integration and availability of analytics to front line staff. The impacts of COVID-19 workforce changes, including unprecedented remote work capabilities, has called our attention to the rapidly changing needs of technology for Lane County. To date, Lane County has approximately 900 employees set up to work remotely.

A few major accomplishments in FY 19-20 included the move to a new VOIP based telephone system, which was implemented in late 2019. One FTE position was added to the budget to support this new function Countywide. The upgrade of the County's financial system, PeopleSoft, is also on track to be completed by end of the current year. The creation of a Tableau Users Group and hosting of training opportunities has increased collaboration and access to data analytics tools for County departments.

There are two (2) Information Technology Specialist positions being added to Technology Services in FY 20-21 to provide support for the PC replacement program, service desk duties and field services work to County departments. The addition of the positions is needed due to the growth in Countywide FTE in recent years which has resulted in a shortage of technology staff to provide the level of customer service required to maintain efficient operations.

### **Conclusion**

For the fourth year in a row, the Fiscal Year 2020-21 Proposed Budget is structurally balanced in its primary operating funds, including the General Fund, without the use of reserves and includes no layoffs nor reductions in services. The FY 20-21 Proposed Budget includes \$1.3 million in additional funding to open and operate a new shelter and navigation center, as well as additional renter and housing supports.

## Budget Message

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The *strategic focus* and *financial discipline* that Lane County has exhibited over the past several years has resulted in structurally balanced budgets, increased reserves, enhanced stability and greater responsiveness to community needs. This progress has been made with thoughtful and diligent management of resources and debt, including controlling expenses such as pension and health insurance costs.

***“We have and will continue to call upon the stability created over the past several years to respond, recover and rebuild.”***

The unprecedented global pandemic of 2020 reminds us why our focus and discipline is so important. We have and will continue to call upon the stability created over the past several years to respond, recover and rebuild. Lane County has long faced scarcity of resources, due to a unique combination of having the seventh lowest county property tax rate in the state and a steep, 90 percent decline in federal timber revenue over the past two decades.

This scarcity of resources, paired with an abundance of talent, has created a resiliency that pervades in the culture of our organization. We remain committed to a singular purpose: to improve lives. We carry out our work by exhibiting passion to serve our community, drive to connect with others and focus on solutions to challenges.



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Steve Mokrohisky  
County Administrator

## Budget Message

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# Overview

## Lane County, Oregon

### Historical and Geographic Information

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

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

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



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

Lane County has 12 incorporated cities which include Coburg, Cottage Grove, Creswell, Dunes City, Eugene, Florence, Junction City, Lowell, Oakridge, Springfield, Veneta, and Westfir. Eugene, which is the county seat, is the largest city with a population of 171,210 and Westfir is the smallest with a population of 265. While Oregon as a whole has grown 10.6% from 2010 to 2019, Lane County's growth was slower at 7.7% for the same period. (Source: Portland State University, Population Research Center – 2019 Annual Population Report)

### Population Demographics

Although 90 percent of Lane County is forestland, Lane County's population as of 2019 has reached 378,880, 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 - 2019 Annual Population Report, US Census Bureau – 2019 Metropolitan Statistical Area Population Estimates)

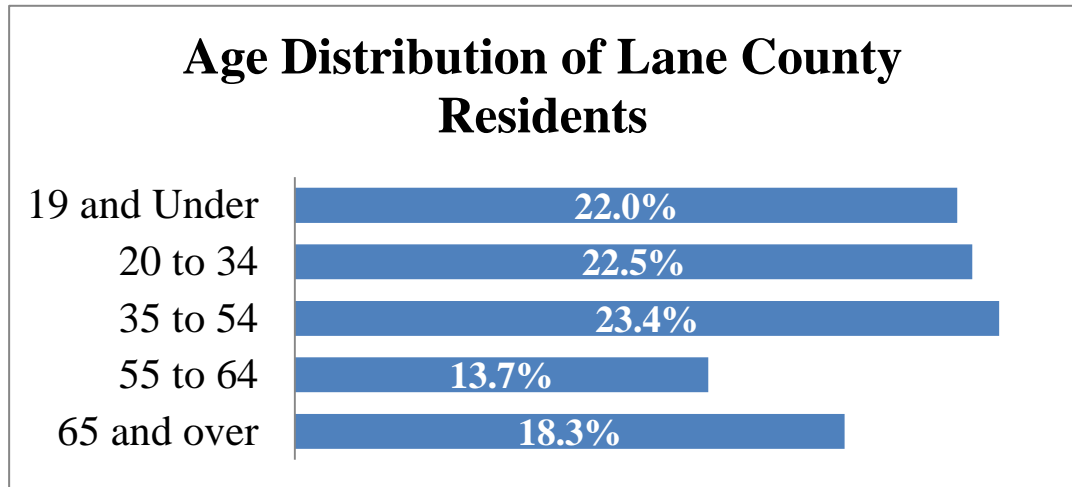
According to the U.S. Census Bureau's 2019 American Community Survey, Lane County's residents identify their nationalities as 85.4% White; 2.8% Asian; 1.1% American Indian/Alaskan Native; 0.9% Black or African American; and 0.4% Native Hawaiian or Other Pacific Islander. 5.7% of residents identify themselves as two or more races. 9.1% of the population identifies themselves as Hispanic or

## Overview

Latino, which can be of any race. 91.5% of households speak English only. Of the remaining 8.5%, 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 58.9% of the households in Lane County with 43.8% of those families being married couples.

The median age for Lane County residents is 39.4 years with 22% of the total population being under the age of 19 and 18.3 % of the total population being 65 years of age and over.



Source: U.S. Census Bureau, 2019 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%	3.7%	5.3%
9 <sup>th</sup> to 12 <sup>th</sup> Grade, No Diploma	6.0%	5.9%	7.1%
High School Graduate	23.5%	23.0%	27.1%
Some College & Associate's Degree	38.3%	34.5%	29.0%
Bachelor's Degree	18.0%	20.5%	19.4%
Graduate or Professional Degree	11.6%	12.4%	12.1%

Source: U.S. Census Bureau's, 2018 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 2019, the University of Oregon

## Overview

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had 22,615 total students enrolled consisting of 18,903 undergraduate students and 3,712 graduate students.

### **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.

### **Bushnell University (formerly 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, 2020, the name officially changed to Bushnell University. Bushnell'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, Bushnell University has 805 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 92 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.

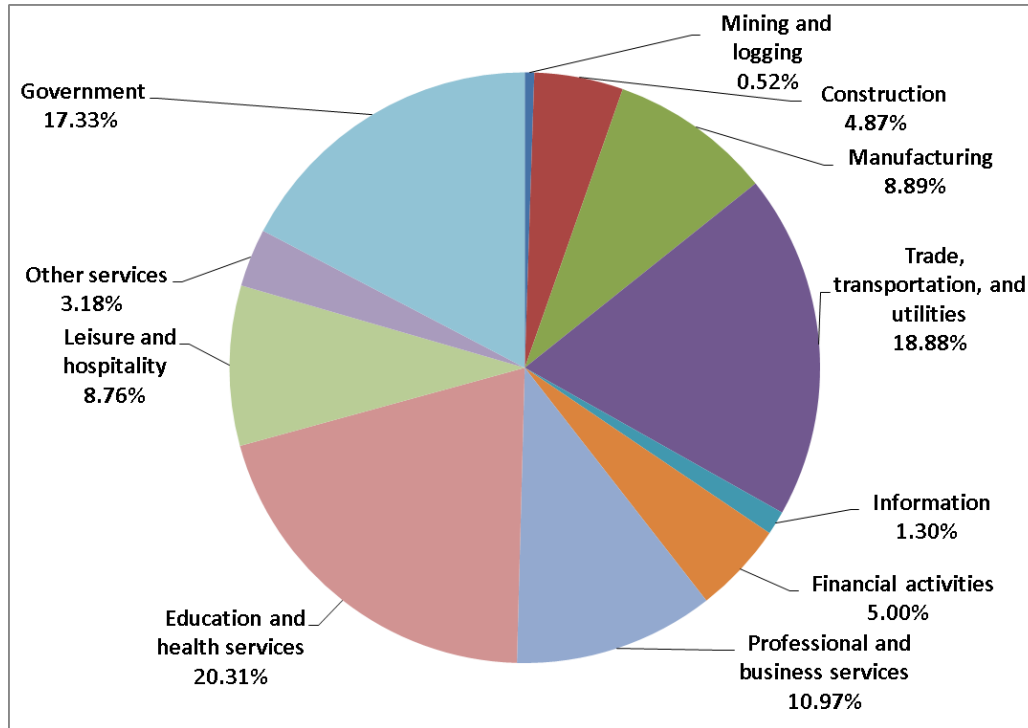
The cities of Creswell and Veneta have both experienced the highest rate of growth since the year 2000. Creswell has grown 54% and Veneta has grown 73.8%. Wesfir has seen a decrease in population of 5.4%



## Overview

since the year 2000. (Source: Portland State University, Population Research Center – July 2019 Annual Population Report)

### Lane County Total Nonfarm Employment – June 2020



Source: Oregon Employment Department– June 2020

### Change in Lane County Total Nonfarm Employment June 2019 – June 2020

Type of Employment	Jun-20	Jun-19	# Change Previous Year	% Change Previous Year
Total nonfarm employment	154,100	164,800	-10,700	-6.49%
Mining and logging	800	900	-100	-11.11%
Construction	7,500	7,700	-200	-2.60%
Manufacturing	13,700	14,200	-500	-3.52%
Trade, transportation, and utilities	29,100	30,200	-1,100	-3.64%
Information	2,000	2,300	-300	-13.04%
Financial activities	7,700	8,200	-500	-6.10%
Professional and business services	16,900	18,000	-1100	-6.11%
Education and health services	31,300	28,700	2,600	9.06%
Leisure and hospitality	13,500	18,200	-4700	-25.82%
Other services	4,900	5,400	-500	-9.26%
Government	26,700	31,000	-4300	-13.87%

Source: Oregon Employment Department – Jun 2020

## Overview

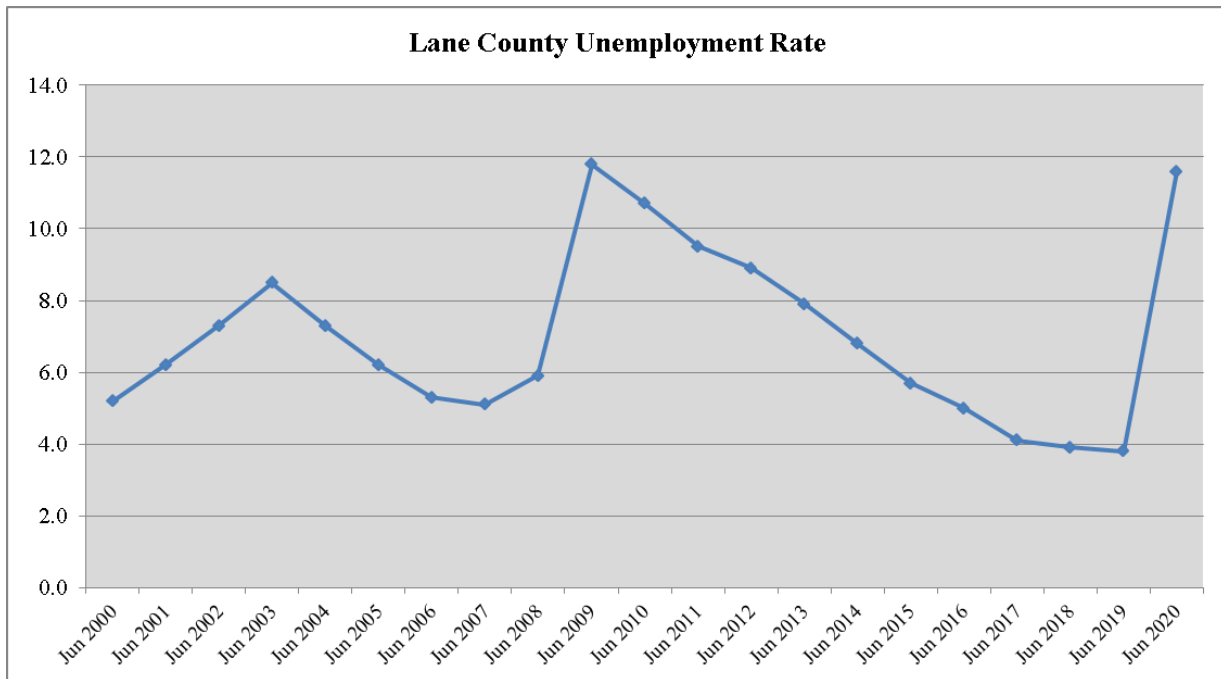
### Top 10 Employers in Lane County in 2019

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

Source: Eugene Chamber of Commerce

The seasonally adjusted unemployment rate in Lane County for June 2020 was 11.6%, which is a sharp increase from the 3.8% rate as of June 2019 (this increase was, of course, fueled largely by the COVID-19 pandemic); in addition, this rate was up from the 10.9% rate as of June of 2010. Oregon's rate was 11.6% as of June 2020, which was higher than the United States unemployment rate of 11.1%.

As the chart below illustrates, Lane County's economy had recovered from the severe recession that ended in late 2009 before the recent spike brought on by the COVID-19 pandemic. Prior to the pandemic, what had started in construction and manufacturing due to declining home values and restricted credit, spread to the local economy with employment losses in all sectors except health care. Lane County's unemployment rate peaked at 13% in May 2009, about the same as the recession in the early 1980s.



Source: Oregon Employment Department

## Overview

### 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 – 2019

Tax Payer Name	# of Parcels	Tax Amount	Assessed Amount	Market Amount	% of Total County Assessed Value
IP Eat Three LLC	23	4,015,655	312,766,166	315,147,676	1.28%
Century Link	191	2,485,433	161,519,999	161,520,000	1.54%
Valley River Center	11	2,155,817	118,350,061	147,269,871	1.82%
Comcast	7	1,923,750	110,027,000	110,027,000	1.75%
Verizon Communications	58	1,787,184	111,711,000	111,711,000	1.60%
Northwest Natural Gas Co	89	1,665,838	109,753,029	109,753,029	1.52%
Shepard Investment Group LLC	201	1,590,898	88,706,837	130,204,949	1.79%
McKenzie Willamette Regional Medical Ctr	2	1,498,720	81,074,603	121,281,402	1.85%
Weyerhaeuser NR Company	40	1,459,262	112,248,874	117,976,646	1.30%
BRFI Gateway LLC	7	1,443,024	78,541,377	108,628,984	1.84%

Source: Lane County Department of Assessment and Taxation, 2019 – 2020 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.

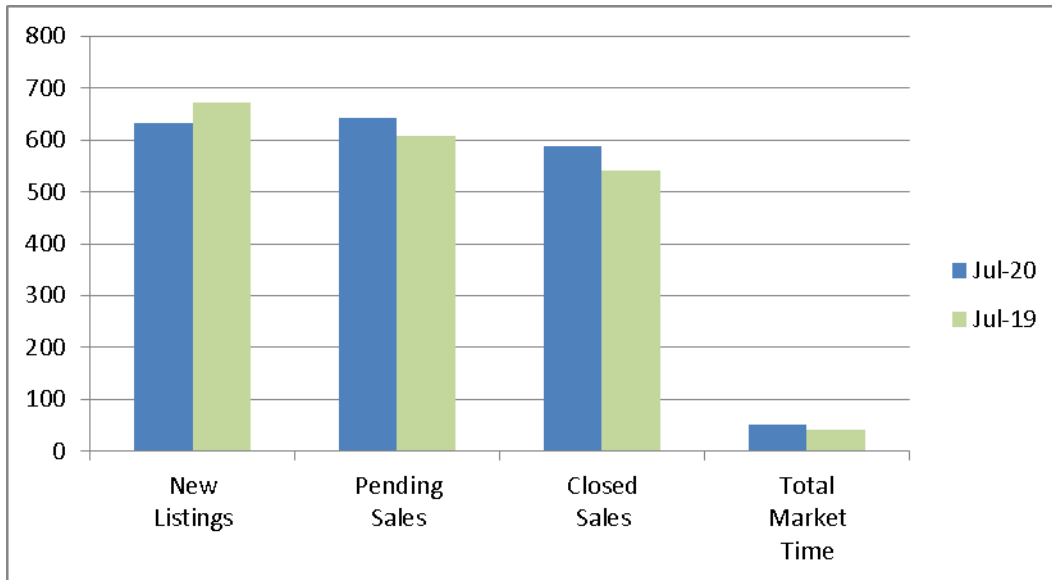
Prior to the decline in the timber industry, Lane County relied on timber harvest receipts and thereby did not seek a higher permanent tax rate. When the timber industry declined in the 1980's and a ballot measure froze permanent tax rates, Lane County began experiencing large revenue shortfalls that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

In 2019, visitors spent an estimated \$762 million in Lane County, total travel spending during the same period was \$1.02 billion. Employment related to tourism reached 11,030 in 2019, and room tax collections reached a new high of \$12.3 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 FY19 Annual Report). At the time of publication of this document, it is unknown the impact that the COVID-19 crisis has made on visitor spending in 2020, or the Transient Room Tax revenues visitor spending generates.

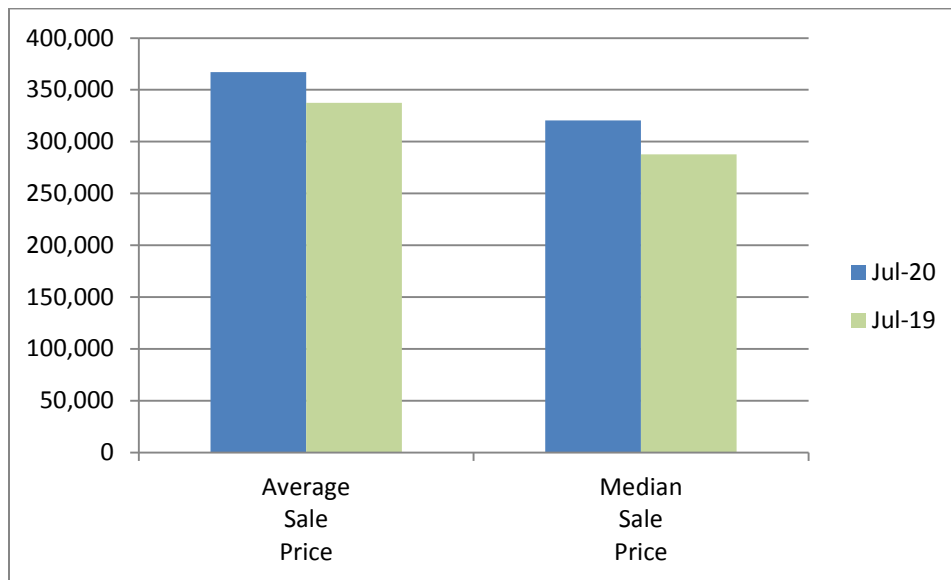
# Overview

## Housing Costs

The Lane County housing market showed a decrease in new listings and an increase in total market time from July 2019 to July 2020. There was an increase in pending and closed sales for the same period.



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



Housing statistics for Lane County display that approximately 58.7% of housing being owner-occupied units and 41.3% of renter-occupied units. Of the 88,435 owner-occupied housing units, the average household size is 2.44. Of the 62,345 renter-occupied units, the average household size is 2.33. The median monthly mortgage cost in 2018 was \$1,492 and the median monthly rental rate was \$954.

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Of occupied housing units, 2.2% has no telephone service available, 0.3% lack complete plumbing facilities, and 1.6% lack complete kitchen facilities. 72.8% of all homes are heated using electricity, 17.6% with natural gas, and 6.6% with wood. (Source: U.S. Census Bureau's American Community Survey, 2018 Housing Characteristics.)

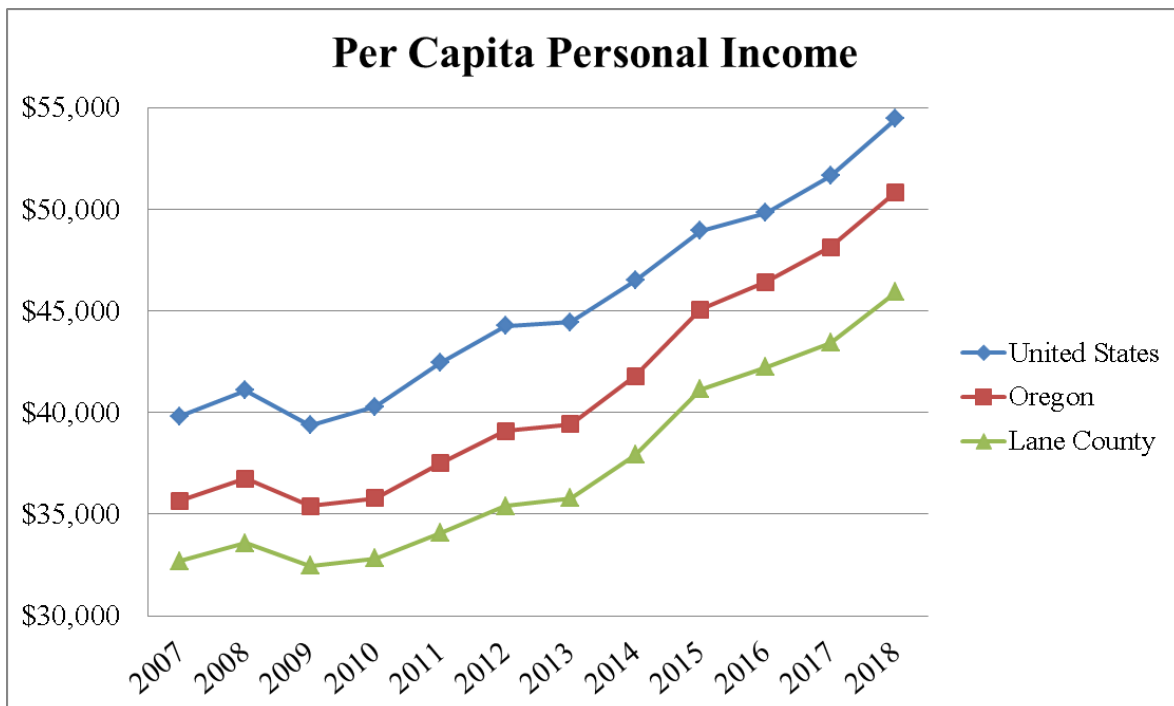
### **Per Capita Income, Poverty Rates, and Working Dynamics**

In 2018 Lane County had a per capita personal income (PCPI) of \$45,919, which was ranked 27<sup>th</sup> in the state. Oregon State's PCPI for 2018 is \$50,843. Over the past ten years, Lane County's PCPI annual growth rate averaged 4%, which is slightly lower than the State rate of 4.2%. (Source: U.S. Department of Commerce, 2018 Bureau of Economic Analysis)

In 2018, an estimated 18.5% of people within Lane County lived below the poverty level, which is higher than the state rate of 12.6%. (Source: Fact Finder, U.S. Census Bureau, 2018 American Community Survey)

Within Lane County during 2018, 59.5% of the population 16 years and over are in the labor force, which is lower than the state total of 62.6%. Of the Lane County labor force, 70.3% of all workers 16 years and over drive to work alone, with 22.6% who either carpool, take public transportation, walk, or use other means; in addition, 7% of all workers 16 years and over work from home. (Source: Fact Finder, U.S. Census Bureau, 2018 American Community Survey)

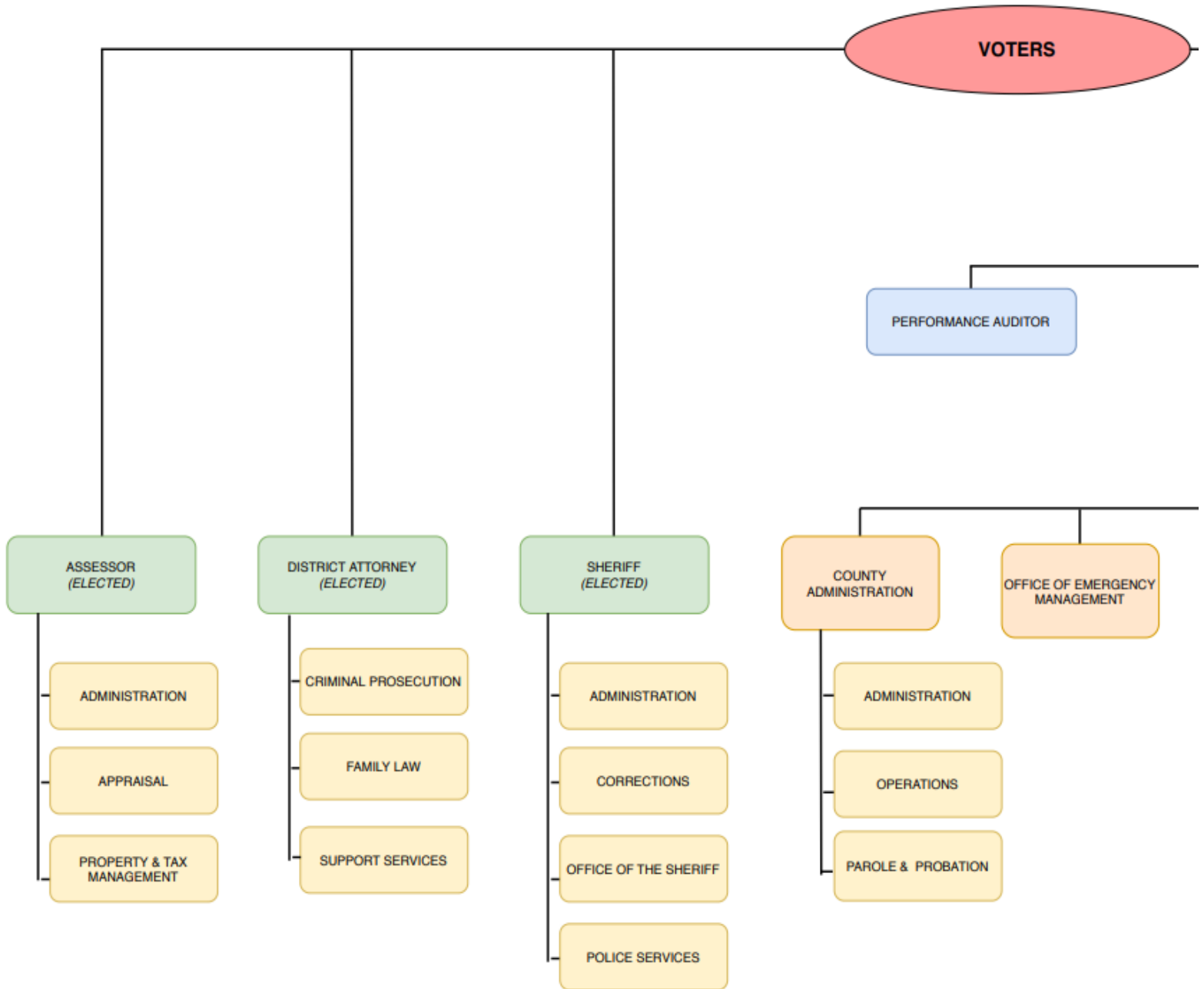
The per capita income for Lane County is lower than both the state & national averages as shown below:



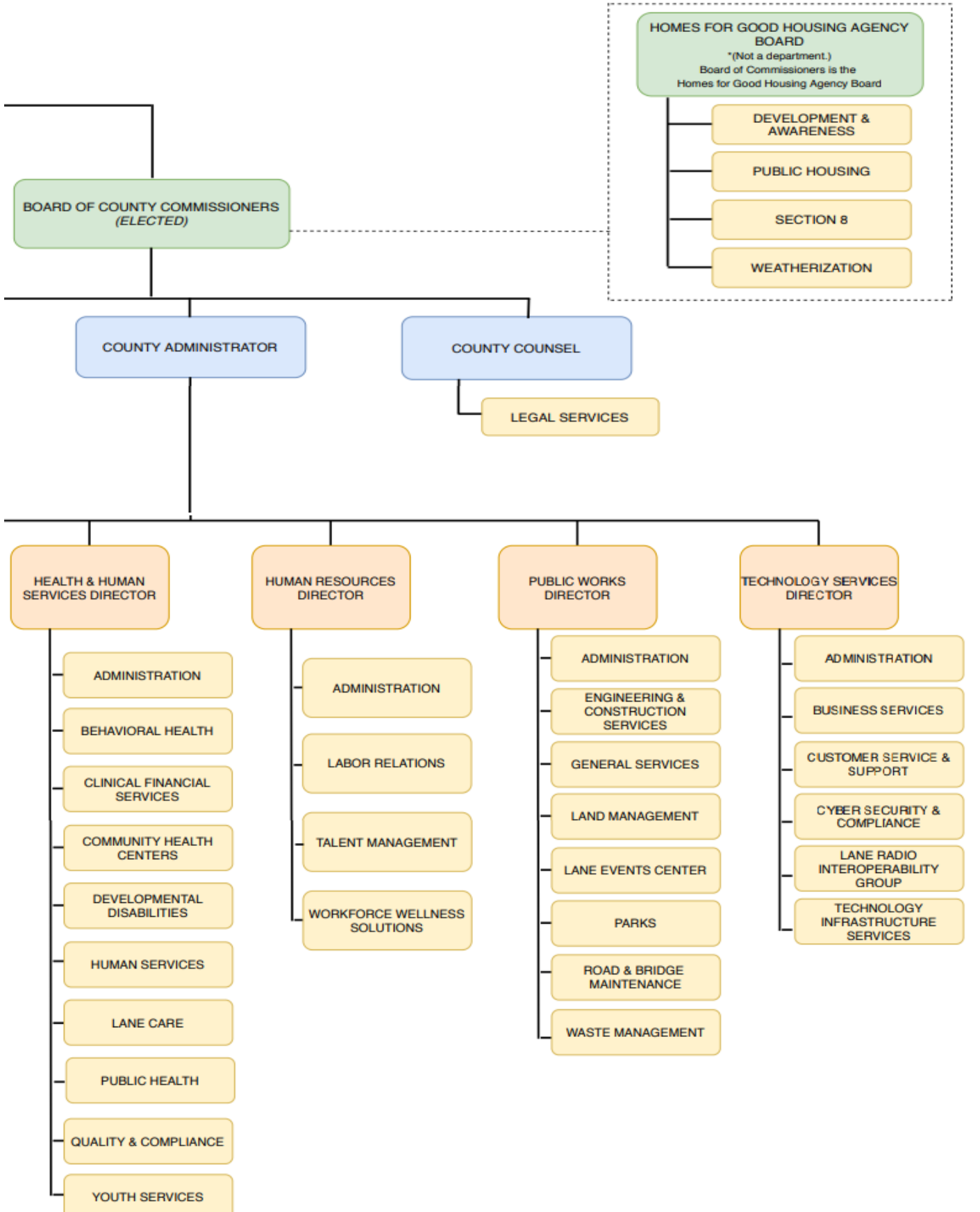
Source: U.S. Department of Commerce, 2018 Bureau of Economic Analysis.

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# Overview



# Overview





### **Lane County Government**

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

### **Departments**

There are three categories of the County Departments, including Public Services, Public Safety, and Support Services. These 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 (H&HS) is to promote and protect the health, safety and well-being of individuals, families and our communities. H&HS 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 H&HS budget is mostly categorically restricted dollars from the state and federal governments. The department's use of the General Fund allows for enhancement of services and leveraging of resources.

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

## Overview

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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 Capital Planning, Intergovernmental Relations, Public Information Office, Facilities, Finance, Budget & Financial Planning, 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 also manages the County's Risk Management Workers Compensation programs. 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, 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 personnel computers. Technical Operations provides information technology services to local government agencies in and near Lane County, including a data center, electronic mail, Internet access, LAN systems support, and operation of a regional network that interconnects local government organizations.

### Non-Department

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

### Lane County Committees and Other Advisory Bodies

At any given time, the Board of Commissioners is seeking applications from citizens interested in serving on various advisory committees, councils, boards, commissions, and community organizations. These committees serve in an advisory capacity to the Board of Commissioners and other community organizations on a wide variety of topics and issues. Vacancies are posted on the County's website with links to committee applications and can be found at:

<https://www.lanecounty.org/cms/one.aspx?pageId=4081105>

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

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

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

**Climate Action Advisory Committee:** Advises the Lane County Board of Commissioners on policy decisions regarding climate change. The CAC may provide input to the Board on agenda items or may propose new policy directives. The Committee is charged to assist the County in developing the County's Climate Action Plan (CAP) and implement actions to meet Greenhouse Gas (GHG) emissions targets.

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

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

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

**Facilities Committee:** The function of this committee is to provide recommendations to the Board regarding County owned facilities issues in the following areas: The Capital Improvement Program (CIP) for County facilities, real property acquisitions and sales, Facilities Maintenance and Custodial Services, construction and remodel activities, and use of County facilities.

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

**Farm Review Board:** Advises the County Assessor with respect to the use of comparable sales figures in assessing agricultural land; also advises the County Assessor as to whether figures or factors are property under ORS 308A.092. The advisory board meets only once annually, usually in April or May. Two members are appointed by the Board of Commissioners, two are appointed by the County Assessor and the fifth member is chosen by the other four members. ORS 308A.095

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

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

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

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

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

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

**Metropolitan Wastewater Management Commission:** Operates and maintains the regional sewerage facilities, and adopts financing plans and operational budgets. Membership consists of one elected official

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each from Lane County, the City of Eugene and the City of Springfield, plus two lay citizens appointed by the City of Eugene, one by Lane County and one by the City of Springfield.

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

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

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

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

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

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

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

### **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.



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### **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. 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.

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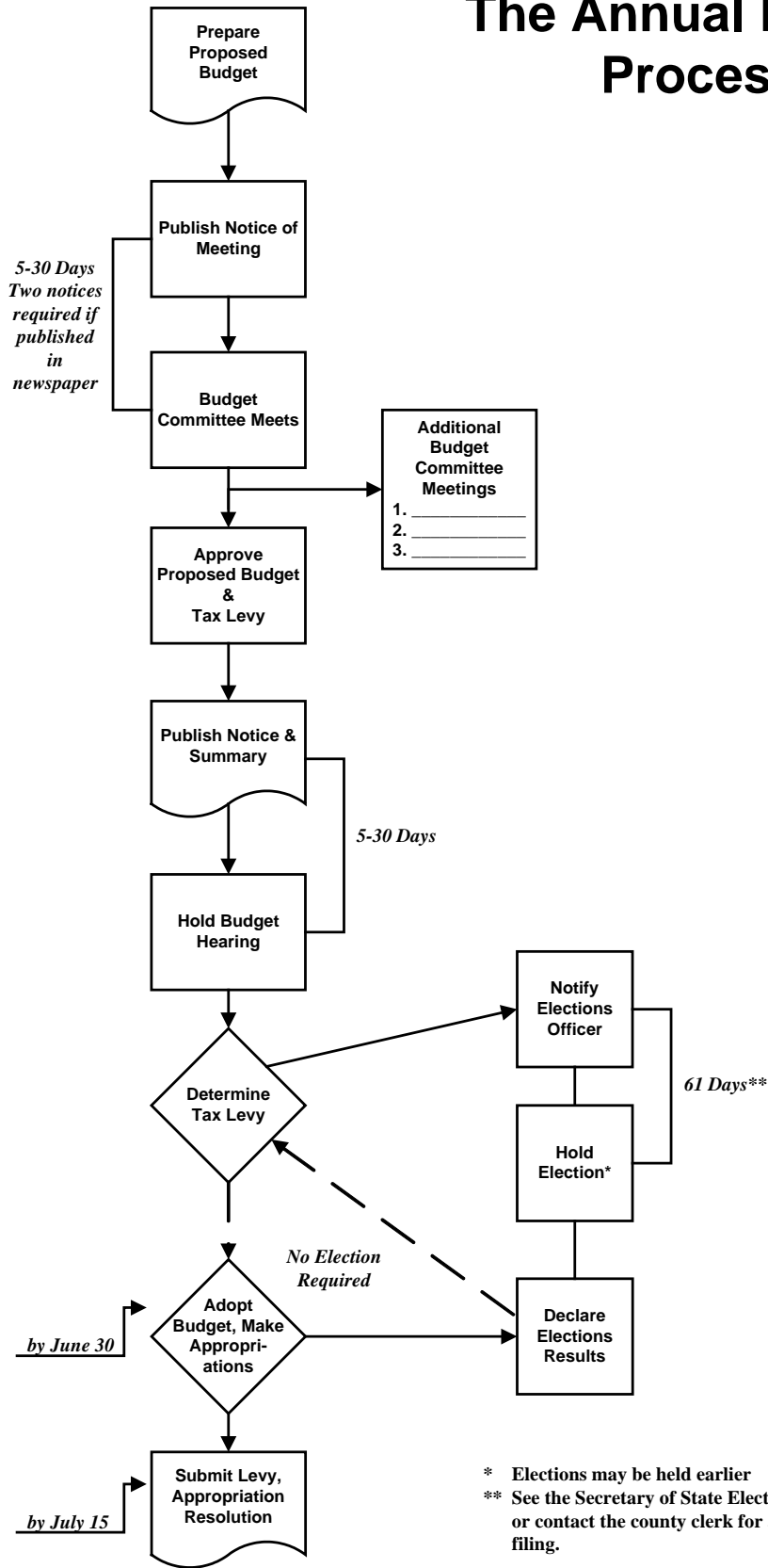
### **Community Funding Request Process**

Community Funding Request Forms were made available in January of 2020 and were due back to the County Administration Office on March 4, 2020 for consideration in the FY 20-21 Budget.

For the FY 20-21 budget process seven community funding requests were received, and one of those requests was approved for funding by the Budget Committee.

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.

# The Annual Budget Process



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### **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 13,2020</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 18,2020</i>	Departments complete data entry and submit Budget	Department Request Budget
<i>Wednesday, March 4,2020</i>	Departments complete Service Option Sheets for all services receiving General Fund	Service Option Sheets
<i>Wednesday, March 11 – Wednesday, March 25, 2020</i>	County Administrator and budget staff review departmental budgets and hold departmental reviews.	Preliminary budget decisions
<i>Thursday, March 26 – Thursday, April 16, 2020</i>	Final preparation of Proposed Budget by budget staff	Proposed Budget
<i>Friday April 17,2020</i>	Send Proposed Budget document to printer.	--
<i>Friday, April 24, 2020</i>	Notice of Budget Committee meeting published via website.	Posted on Lane County public meeting notice calendar. Legal Advertisement
<i>Tuesday, May 5,2020</i>	Budget Committee receives County Administrator’s budget message and holds public hearing on Proposed Budget.	Budget Message; Proposed Budget; Public Hearing
<i>Thursday, May 7, Tuesday, May 12, Wednesday, May 13, Thursday, May 14, 2020</i>	Budget work sessions. Departments present their budgets and highlight services changes.	Budget Committee Work sessions
<i>Friday May15, 2020</i>	Departments begin to compile listing of projects to be included in the final Capital Improvement Plan (CIP)	CIP forms distributed
<i>Thursday, May 21,2020</i>	Budget Committee public comment, final discussion, deliberations, and approval of budget. The public is welcome to attend.	Approved Budget
<i>Wednesday, June 3, 2020</i>	Publish Budget Summary and Notice of Public Hearing on Approved Budget in accordance with ORS.	Legal Advertisement
<i>Tuesday, June 9, 2020</i>	Public Hearing on Approved Budget	Public Hearing

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<b><u>Date</u></b>	<b><u>Description of the Event</u></b>	<b><u>Product/Outcome</u></b>
<i>Tuesday, June 16, 2020</i>	Board of County Commissioners adopts budget, makes appropriations and levies taxes.	Adopted Budget
<i>Friday, June 19, 2020</i>	CIP forms completed and final listing of projects is compiled.	CIP forms
<i>Monday, July 6, 2020</i>	CIP document is completed and sent to the Facilities Committee for review.	CIP Document
<i>Tuesday, July 21, 2020</i>	Board of County Commissioners approves Capital Improvement Plan.	CIP Approved

## Overview

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### **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 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)

### **Lane County Diversity and Equity**

Equity is when everyone has access to the opportunities necessary to satisfy essential needs, advance their well-being, and achieve their full potential; people have access to the information and support that they need – regardless of age, education, race, ethnicity, gender, gender identity, sexual orientation, language, income, physical limitations, or geographic barriers – to achieve health, safety, education, and economic stability.

In 2019, Lane County updated its strategic plan to include equity as a lens that will help to ensure that we have a thoughtful, consistent and intentional process for evaluating strategies before implementation.

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.

On June 7, 2020, the Lane County Board of County Commissioners unanimously approved Board Order 20-06-09-06 which included the following commitments:

1. To work with community members and staff to acknowledge and address the root causes of inequities in Lane County services and outcomes.
2. To work with community members and staff to invent or find antiracist policies that can eliminate the racial inequities that exist.
3. To use an antiracist and racial equity lens to assess current and future policies and programs.
4. To communicate with the community, including county employees about the root causes of racial inequities as well as the corrective action that has been or will be taken.
5. When policies fail, Lane County will wholeheartedly and enthusiastically start over and seek out new and more effective antiracist policies until they work.

### **Community Engagement**

The Lane County racial equity core team will work in partnership with the Equity and Access Advisory Board to host virtual community listening sessions focused on racial equity in Lane County policies, programs, services, and outcomes.

The Lane County Equity and Access Advisory Board were created in early 2017 and have been meeting for just over four years. This board is made up of members of the communities across Lane County. The Board advises the County Administrator.

The Equity and Access Advisory Board meets monthly and has decided to align its work in 2020-2021 with the County strategic plan and align with the three priorities identified in the Equity 2.0 process:

- Normalize racial equity through training and communication
- Organize through strengthening the equity program
- Operationalize racial equity through the creation and implementation of an equity decision making tool

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 2019 included: “Bridging Health and Poverty in Lane County”, “Zip Code Matters”, and “Sex, Health, and Equity”.

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## Overview

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In January 2020, the Equity and Access Coordinator, in partnership with Lane County Public Health, hosted a focus group in South Lane to better understand how Spanish speaking members of the community needed and wanted to be informed about County services.

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.*
- 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.”>

Lane County hosts one Networking event each year, on the first Friday in August. In August of 2019, 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.



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## Overview

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### 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 ourselves. This past year, we had one equity summit in the spring.

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.

In the fall of 2019, the Lane County Leadership Summit was focused on Equity and Leadership. We brought in trainers from the Government Alliance on Race and Equity to conduct training called “The Role of Government in Addressing Race and Equity”.

### 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. E2 coordinates the Diversity Sack Lunches, Equity Summits, identifies projects, provides input on County initiatives and is a place where racial equity discussions happen. In the spring of 2019, the group decided to create subcommittees focused on: data, shared competencies, the creation of an equity lens, and a racial equity core team. The E2 committee will meet every other month and the subcommittees will meet as often as every other week in order to get the work of E2 moving.

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 diversity related movie and hosting a discussion, addressing current trends or topics, organizing ways departments can appreciate the diversity within their own teams.

### 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 meets the employees’ needs. Our Health and Human Services department and District Attorney’s Office has had this annual requirement for several years.

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.

In 2019, six employees from across the County were trained to conduct Equity 101 trainings and those trainings were offered four times, which allowed a greater number of county employees to attend this training that used to be offered only once each year, as a summit.

## Overview

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In addition to the Equity 101 facilitation, the eight members of the GARE cohort were trained to provide “the role of government in advancing racial equity” training and will offer it to county staff during the next fiscal year.

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

From June 2019-February 2020, eight staff from departments across the County participated in a learning cohort through GARE. Topics covered in the cohort included: Racial Equity in Data, Normalizing the Conversation about Racial Equity, training participants to provide “The Role of Government in Advancing Racial Equity” training, implementing a racial equity decision making tool, and more. This group is part of the racial equity cohort and continues to meet to talk about successes and challenges regarding advancing racial equity in Lane County.

### **Employee Resource Groups**

In January 2020, two Employee Resource Groups had their first meeting – one for staff of color and one for staff who is part of the LGBTQIA+ community. Employee resource groups are a way to reduce isolation and increase connection within the organization. Although the COVID-19 quarantine has put future meetings on hold, these groups will pick up when it’s safe to go back to work.

### **Lane County Department/Division Activities/Events and Training**

**Public Works** - The last half of 2019 saw Public Works continue to focus on communicating diversity-related information, as well as providing respectful workplace and diversity training for both new and current employees. One on-going project involves ensuring that field employees have ready access to meaningful training options. In January 2020, for the first time in its twenty year history, the Public Works Diversity Committee (PWDC) changed its name to reflect a broader Department focus on equity and inclusion. The new Inclusion, Diversity, Equity and Access (IDEA) Team then held its first retreat in February. Sub-committees were formed with goals and objectives in the areas of a) Mentoring; b) Recruitment and Outreach; c) Interview Bias; and d) Helping Managers to Support a Healthy Workplace Climate.

**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 fosters 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 80 bilingual positions across the department. Each division in H&HS also contributes specific work towards equity and diversity. In Public Health, staff supports the Regional Health Equity Coalition and other work through the Lane County Community Health Improvement Plan’s priority on Health Equity. 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. Several of the H&HS Divisions also hold contracts with Centro Latino Americano to provide services to the Latino community. These contracts 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 two Diversity Movie Watch & Discuss lunches – Mad Hot Ballroom (August 2019) & The Visitor (November 2019). The District Attorney’s Office has a representative on the County’s E2 Committee, and news & information from that committee is shared with all department staff.

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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 speakers from Temple Beth Israel and Jewish Federation of Lane County.

The Office of **County Counsel** 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 program that provides training for new supervisors. County Counsel assists Human Resources investigation and response to complaints of policy violations and recommends discipline when appropriate. The Administrative Support Technician will apply to be an Equity Facilitator for the County when that opportunity is presented. County Counsel provides legal advice and identifies opportunities for increasing diversity and inclusion in procurement and contracting directed toward underutilized or disadvantaged individuals and small businesses. 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 A&T staff to attend Lane County Equity Summits and monthly diversity sack lunches. An A&T employee is a member of the Lane County GARE Cohort and will continue that work into the future. A&T has an active Diversity Committee who facilitated a countywide viewing of the film "I Am Not Your Negro" and sack lunch training on the use of the ACT (Affirm, Counter, Transform) tool for addressing bias and/or inequities. A&T has also begun partnering and knowledge sharing with the Technology Services Diversity Committee.

**County Administration** has continued to focus on promoting racial equity and access within the organization and throughout the county through the Equity and Access Coordinator position as well as partnerships between County Departments. Two staff participated in a nine month learning cohort through the Government Alliance on Race and Equity. Staff coordinated the Equity 2.0 initiative which brought departments across the county to agreement on what our racial equity focus areas would be: normalize through training and communication, organize through strengthening the equity program, and operationalize through the creation of an equity decision making tool. These focus areas were embedded into the County Strategic Plan. In addition, equity was added as one of three lenses that the County will use to plan its work. Four staff participated in the E2 county-wide committee and the department hosts two of the Monthly Diversity Sack lunches each year. Staff continues to provide support to the Equity and Access Advisory Board. Parole and Probation continues to increase its skills in effectively working with specialized populations.

**Human Resources** Chief Human Resources Officer actively participated in several equity projects this past fiscal year. This included involvement on a project team for a strategic initiative to develop Employee Resource Groups, as well as being a cohort member for the Government Alliance on Race and Equity (GARE) which provided 9 months of training on racial equity and applications of equity analysis for local government.

Talent Acquisition screened 7,631 applications in 2019, the most applications received in one year to date. 24% of those applicants identified as a race other than white, up from just 15% in 2014. Talent Acquisition posted 397 job openings on our career site, and 399 individuals were hired from those postings. Talent Acquisition facilitated 22 application workshops throughout Lane County at organizations like: Crow High School, Siletz Tribe, and Sponsors. In 2019, Lane County hosted seven interns through the Centralized Internship Program, inviting underrepresented groups in Lane County an opportunity to gain experience in the government sector. Of those seven interns, two were hired into temporary positions with hours beyond their initial internship.

## Overview

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Talent Acquisition participated in five Elevate Lane County and #WorkReady programs highlighting employment opportunities within the government sector to high school and middle school aged students throughout Lane County. One of those events was a Tech Tour, and Technology Services hosted 40+ students on site for a tour, lunch, and presentations from division managers. The event was a huge success. Talent Acquisition also participated in five local job fairs, one of which was specifically for Veterans, and another held in a rural area, Florence. Talent Acquisition also participated in other local career related events like Career Day and mock interview day at local schools and universities: the University of Oregon, Crow High School, and South Eugene High, Pioneer Pacific College, and Northwest Christian University.

Lane County hosted the third annual University of Oregon Public Policy, Planning, & Management program County Day. The event was established for students to get an inside look at the operations of local government, and 17 University of Oregon students came on site to hear presentations from various departments and their leaders. Talent Acquisition also participated in numerous community engagement activities in addition to workforce events and job fairs; we completed 24 informational interviews, partnered with local organizations supporting individuals with diverse abilities, like Oregon Commission for the Blind, Oregon Supported Living Program, Full Access, and The Arc of Lane County.

Talent Acquisition participated in community panels and boards regarding recruitment and retention, including: Lane Workforce Partnership, Equity Community Consortium, the Department of Human Services, and Opening Doors: Connecting Career & Employment Opportunities for Immigrants of Lane County. These partnerships allow the County to recruit individuals from across industries and experience levels.

And for current employees, Talent Acquisition hosted three internal applications and interviewing workshops so employees interested in promoting within the organization could brush up on their skills.

Lane County's Talent Development managed a monthly Diversity Sack Lunch speaker series, assisted with two Equity Summits, Equity 101 classes, managed a DVD film library, and created an Equity Facilitator program. Talent Development 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 2019 calendar year, employees completed 12,060 hours of Diversity training and 89% of regular status employees met or exceeded the 3-hour requirement, up 4,247 hours from 2018.

## Overview

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## **Financial Policies**

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### **Balanced Budget**

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

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

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

### **Financial and Budget Management**

#### *4.005 Purpose*

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

#### *4.010 Policies*

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

##### 1) Budget and Management Policies

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

## Financial Policies

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### 2) Revenue Policies

- (a) One-time revenues will be used for one-time expenditures or projects and will not be used for recurring operating purposes unless specifically approved by the Board of Commissioners through the budget process.
- (b) Prior to initiation of new projects, services, grants, or capital improvement projects, financial impact analyses will be completed and considered. The analysis will identify the short term and long-range effects of new initiation on the County, including any commitment for additional County resources.
- (c) The County will strive to diversify revenues and to develop sustainable revenue sources in order to maintain services during economic downturns and/or fluctuations of any existing revenue source.
- (d) Charges for service will be reviewed annually and set by the Board of Commissioners upon recommendation from the County's Finance & Audit Committee. Analysis will take into account beneficiaries of the service, amounts charged by other agencies for similar services, the actual direct and indirect cost of providing the services, and statutory limits. Generally fees will be set to recover the cost of providing the service. The Lane County Finance and Audit Committee's website retains fee adjustments it can be accessed at:  
[https://lanecounty.org/government/county\\_departments/county\\_administration/administration/advisory\\_committees\\_and\\_boards/Finance%20and%20Audit](https://lanecounty.org/government/county_departments/county_administration/administration/advisory_committees_and_boards/Finance%20and%20Audit)
- (e) The County may sell or lease services that were developed to meet a County need, but the sale or lease will be secondary to the original purpose for developing the service.

### 3) Expenditure Control/Cost Recovery Policies

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

## Financial Policies

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- (i) General funds will not be moved to another fund for future carryover, except for approved equipment replacement payments as set by budget direction during the annual budget process or in a supplemental budget transfer appropriation.
- 4) Reserve Policies:
- (a) General Fund. Lane County will establish and strive to maintain a minimum 20% reserve of anticipated operating revenues, to ensure adequate cash flow, a strong standing with bond rating agencies, and protection of service levels to the community in the event of unforeseen events, revenue volatility, or economic downturns. This reserve is in addition to contingency amounts. The reserve will have two components:
    - (i) Emergency Reserve.
      - (1) Purpose. The first 17% of the reserve will be designated an emergency reserve and will be maintained to ensure adequate cash flow and a strong bond rating.
      - (2) Conditions for Use. The emergency reserve will be available for appropriation ordered by the Board for expenditure necessary to respond to a threat of public health or safety that involves one or more of the following: a severe revenue shortage threatening critical services; an involuntary conversion or destruction of Lane County property, a civil disturbance, a natural disaster, or other public calamity.
    - (ii) Service Stabilization Reserve.
      - (1) Purpose. The additional reserve beyond the emergency reserve amount will be designated a service stabilization reserve, which will provide the potential to achieve or maintain a very strong bond rating.
      - (2) Funding. Priority will be given to fund this component of the reserve when the County receives one-time discretionary general fund revenue or excess year-end lapse funds resulting from lower-than-budgeted expenditures.
      - (3) Conditions for Use. The reserve will be available for appropriation to reduce the impact of revenue fluctuations and drops in revenue growth due to economic downturns when continuation of existing service levels to the community are threatened. The following trends will guide the use of the service stabilization reserve.
        - (A) Overall General Fund operating revenue growth below 2.5% annually;
        - (B) Current Year Property Tax revenue growth below 2.5% annually;
        - (C) Local housing prices more than 10% below any time in prior 24 months;
        - (D) The Year-over-year Eugene/Springfield MSA unemployment rate more than two percentage points higher than any time in the prior 12 months, or an overall unemployment rate in excess of 7%.
    - (iii) Replacement of Reserve. In the event the total reserve falls below the 20% minimum amount, replenishment will begin as soon as feasible, preferably within the fiscal year following use, with full replenishment occurring within five fiscal years.
    - (iv) Additional Reserves. In the event the total reserve exceeds 25% of operating revenues, within a specific Board of Commissioner plan to do so, the Budget Officer will provide recommendation to the Board on the reserve. If a recommendation for expenditure is presented, priority will be given to one-time expenditures that result in future operating cost reductions or prepayment of debt obligations.



## Financial Policies

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- (b) Road Fund. Lane County will establish and strive to maintain a minimum 40% reserve based of anticipated operating revenues, to ensure adequate cash flow, protection of service levels to the community in the event of unforeseen events, revenue volatility or economic downturns and maintain Road Fund assets. This reserve is in addition to contingency amounts. The reserve will have three components:
- (i) Emergency Reserve.
    - (1) Purpose. The first 17% of the reserve will be designated an emergency reserve and will be maintained to ensure cash flow.
    - (2) Conditions for Use. The emergency reserve will be available for appropriations ordered by the Board for expenditures necessary to respond to a threat to public health or safety that involves one or more of the following: a severe revenue shortage threatening critical services, an involuntary conversion or destruction of Lane County Road Fund assets, or an unexpected asset failure.
  - (ii) Catastrophic Reserve.
    - (1) Purpose. The next 15% of the reserve will be designated as a catastrophic road fund reserve. It will provide the ability to prepare and complete repairs to a road fund asset failure due to an extreme event.
    - (2) Conditions for Use. The catastrophic reserve will be available for appropriations ordered by the Board for expenditures necessary to respond to a Lane County Road Fund asset failure that involves one or more of the following: an involuntary conversion or destruction of Road Fund assets, a civil disturbance, a natural disaster, or other public calamity.
  - (iii) Service and Asset Stabilization Reserve.
    - (1) Purpose. The additional reserve beyond the emergency and catastrophic reserves will be designated as a service and asset stabilization reserve.
    - (2) Funding. Priority will be given to fund this component of the reserve when the County receives one-time discretionary road fund revenue or excess year-end funds resulting from lower-than-budgeted expenditures within road fund budgets.
    - (3) Conditions for Use.
      - (A) The reserve will be available for appropriation to reduce the impact of revenue fluctuations and drops in revenue growth due to economic downturns when continuation of existing service levels to the community is threatened.
      - (B) The reserve will be available for appropriation to provide resources for a Lane County Road Fund asset capital improvement, preservation or construction.
      - (C) The following trends will guide the use of the service and asset stabilization reserve:
        - (a-a) Overall Road Fund operating revenue growth below 2.5% annually;
        - (b-b) State Highway Allocation revenue growth below 2.5% annually;
        - (c-c) Local housing prices more than 10% below any time in the prior 24 months;
        - (d-d) The Year-over-year Eugene/Springfield MSA unemployment rate more than two percentage points higher than any time in the prior 12 months, or an overall unemployment rate in excess of 7%.

## Financial Policies

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- (4) Replenishment of Reserves. In the event the total reserve falls below the 40% minimum amount, replenishment will begin as soon as feasible, preferably within the fiscal year following use and not later than within five years.
  - (5) Additional Reserves. In the event the total reserve exceeds 45% of operating revenues, without a specific Board of Commissioners plan to do so, the Budget Officer will provide recommendation to the Board on the reserve. If a recommendation for expenditure is presented, priority will be given to one-time expenditures that result in future operating cost reductions or preservation of road fund assets.
- (c) Other Funds
- (i) Debt Service Funds and other Funds used to process pass through payments to other entities are excluded from reserve requirements.
  - (ii) For all other Funds, reserve levels will be established specific to the funding source, service type and assets owned. The recommended level will be verified and reviewed for adequacy through the annual budget process.
- 5) Governmental Fund Balance Policies
- To enhance the usefulness and consistency of governmental fund balance information, the following terms will be used to classify governmental fund balances:
- (a) Non-spendable. Includes constrained amounts that cannot be spent such as inventories, prepaid expenditures, long-term loans and notes receivable, permanent contributions, and property held for resale.
  - (b) Restricted. Includes constrained amounts whose restrictions are either 1) externally imposed by creditors, grantors, contributors, or laws/regulations, or 2) internally imposed by law through constitutional provisions or enabling legislation. Enabling legislation authorizes the County to assess, levy, charge, or mandate payment of resources from outside the government, and includes a legally enforceable requirement that those resources be used only for specific purposes. All Lane County Board Ordinances/Resolutions and legislation in the Lane County Home Rule Charter and the Lane Code are considered enabling legislation. Legally enforceable means Lane County can be compelled by those outside the government to use those resources for the purposes specified in the legislation.
  - (c) Committed. Includes constrained amounts that can be used only for specific purposes imposed by the Lane County Board of Commissioners. Commitments can only be reversed by taking the same action employed to commit the amounts (e.g., board order). The difference between Restricted and Committed is that committed resources can be redeployed for other purposes with appropriate due process. Compliance with the commitment is not legally enforceable by those outside the government. All Lane County Board Orders and legislation in the Lane Manual are considered Committed.
  - (d) Assigned. Includes amounts constrained by the intent that they be used for specific purposes. Intent can be expressed by either the Lane County Board of Commissioners, Lane County advisory committees or officials the Board of County Commissioners has delegated authority to. All Budget Committee and Finance & Audit Committee decisions and policies in the Administrative Procedures Manual are considered Assigned.
  - (e) Unassigned. Defined as the residual fund balance that is not non-spendable, restricted, committed, or assigned. *(Revised by Order No. 02-1-30-1; Effective 1.30.02; 06-5-31-1, 5.31.06; 10-7-7-5; 7.7.2010; 13-03-12-02, 3.12.13; 18-05-01-06, 5.1.18)*

# Financial Policies

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## **Investment Policies**

### *4.015 Purpose.*

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

### *4.020 Policies.*

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

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

## **Interfund Loans**

### *4.035 Purpose.*

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

### *4.040 Policies.*

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

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

## Financial Policies

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

## Financial Policies

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

## **Debt Policies**

### *4.025 Purpose.*

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

### *4.030 Policies.*

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

- (1) Debt management practices shall be in accord with all applicable state and federal statutes and regulations. Debt shall be issued in accordance with such statutes and regulations, including but not limited to, Oregon law governing local government borrowing and Oregon facilities financing as applicable.
- (2) Debt shall be issued in a manner that minimizes the County's debt service and issuance costs while maintaining the highest practical credit rating.
- (3) Repayment schedules for debt retirement for capital projects shall not exceed the useful life of the asset acquired through the debt issuance.
- (4) Bonds and long-term debt obligations shall be issued only upon the authorization of the Board of County Commissioners. *(Revised by Order No. 06-9-13-9, Effective 9.13.06; 06-12-13-6, 12.13.06; 18-05-01-06, 5.1.18)*

## **Lane County Debt Policy and Legal Debt Limitation Calculation**

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

## Financial Policies

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outline the processes for public hearings, public notice and bond elections, as well provisions for the issuance and sale of bonds and restrictions on the use of those bond proceeds.

### **Video Lottery Allocation Policy**

#### *4.100 Purpose.*

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

#### *4.105 Definition of Economic Development.*

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

- (1) **Business Development.** Programs that encourage business growth and investment that create new employment opportunities, attract and expand business, increase tourism, and facilitate start-up and emerging businesses.
- (2) **Workforce Development.** Partnerships between business, education and government that build the skills of the local workforce and increase opportunities for families to meet or exceed the median household income for Lane County. *(Revised by Order No. 01-2-21-2; Effective 5.1.02; 05-11-30-3, 11.30.05; 18-05-01-06, 5.1.18)*

#### *4.110 Allocation.*

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

- (1) **Category 1 - General Economic Development.** The Board will strive to allocate no more than fifty percent (50%) of the County's annual receipts to this category. The purpose of the General Economic Development allocation is to pay for ongoing County programs and services which meet the adopted definition of economic development. Guidelines for determining eligibility for this category are:
  - (a) The cost of administering the County's Economic Development program.
  - (b) Participation in forums for exchanging ideas and addressing the economic development needs of the County.
  - (d) Contracting with other agencies for the purpose of community/county promotion, marketing/recruitment, and other economic development support services, the sole purpose of which is to build capacity over time and increase and/or stabilize the economy of the County and its residents.
  - (e) County programs or any contract(s) with other agencies to provide economic development support services to the County and/or communities within the county.

## Financial Policies

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- (2) Category 2 - Economic Development Strategic Investment. The Board will strive to allocate no less than fifty percent (50%) of the County's annual receipts from video lottery revenue to the Economic Development Strategic Investment category. The purpose of this category is to assist communities to pro-actively leverage video lottery dollars through public-private partnerships that will make a measurable difference in the economic growth and stability of Lane County. General guidelines for allocation from this category are:
- (a) Any activity or project supported must demonstrably and directly increase the chance of making a measurable difference to the economy of Lane County and its residents.
  - (b) Projects are expected to have some financial support other than video lottery money.
  - (c) Projects or facilities identified in a recognized capital improvement plan (e.g., the County, communities within the county or economic development organization's capital improvement plan) will receive priority consideration.
  - (d) Projects that require multi-year commitments may be funded and some or all of the funds for this category may be carried forward for future allocation. *(Revised by Order No. 01-2-21-2; Effective 5.1.02; 05-11-30-3, 11.30.05; 18-05-01-06, 5.1.18)*

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<b>COMPUTATION OF LEGAL DEBT MARGIN – GENERAL OBLIGATION BONDED INDEBTEDNESS</b>	
<i>June 30, 2019</i>	
Oregon Revised Statute 287.054 provides a debt limit on general obligation bonds of 2% of the real market value of all taxable property within the County's boundaries.	
Real Market value	\$51,263,666,086
Debt limit rate	2.00%
Debt limit	1,025,273,322
Less applicable bonded debt *	0
Legal debt margin	\$1,025,273,322
Total debt as a percent of debt limit	0.00%
* No additional debt has been authorized as of July 1, 2020.	
<b>COMPUTATION OF LEGAL DEBT MARGIN - LIMITED TAX BONDED INDEBTEDNESS</b>	
<i>June 30, 2019</i>	
<b><u>Limited Tax Bonds (excluding Pension Bonds)</u></b>	
Oregon Revised Statute 287.053 provides a debt limit on limited tax full faith and credit bonds of 1% of the real market value of all taxable property within the County's boundaries.	
Real Market value	\$51,263,666,086
Debt limit rate	1.00%
Debt limit	512,636,661
Less net applicable bonded debt	20,533,464
Legal debt margin	\$492,103,197
Total debt as a percent of debt limit	4.01%
<u>Summary of limited tax obligations:</u>	
Limited Tax Full Faith and Credit Bonds, Series 2002A	305,000
Limited Tax Full Faith and Credit Bonds, Series 2003B	790,000
Limited Tax Full Faith and Credit Bonds, Series 2009A	2,035,000
Limited Tax Full Faith and Credit Bonds, Series 2011	7,040,000
Limited Tax Full Faith and Credit Bonds, Series 2011R	1,595,000
Limited Tax Full Faith and Credit Bonds, Series 2017	8,870,000
	20,635,000
Less: Funds applicable to the payment of principal thereof per ORS 287.053(1):	
Lane Events Center Debt Service Fund	(101,536)
Net applicable bonded debt *	\$20,533,464
<b><u>Limited Tax Pension Bonds</u></b>	
Debt limit (5% of real market value)	\$2,563,183,304
Debt applicable to limit:	
Limited Tax Pension Bonds, Series 2002	\$52,293,058
Legal debt margin	\$2,510,890,246
Total debt applicable to the limit as a percentage of debt limit	2.04%



## Financial Policies

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# Financial & Planning Summary

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## Fund Structure

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

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

### **Governmental Funds**

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

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

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

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

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

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

## Financial & Planning Summary

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### Proprietary Funds

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

### Fiduciary Funds

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

### **Basis of Budgeting and Accounting**

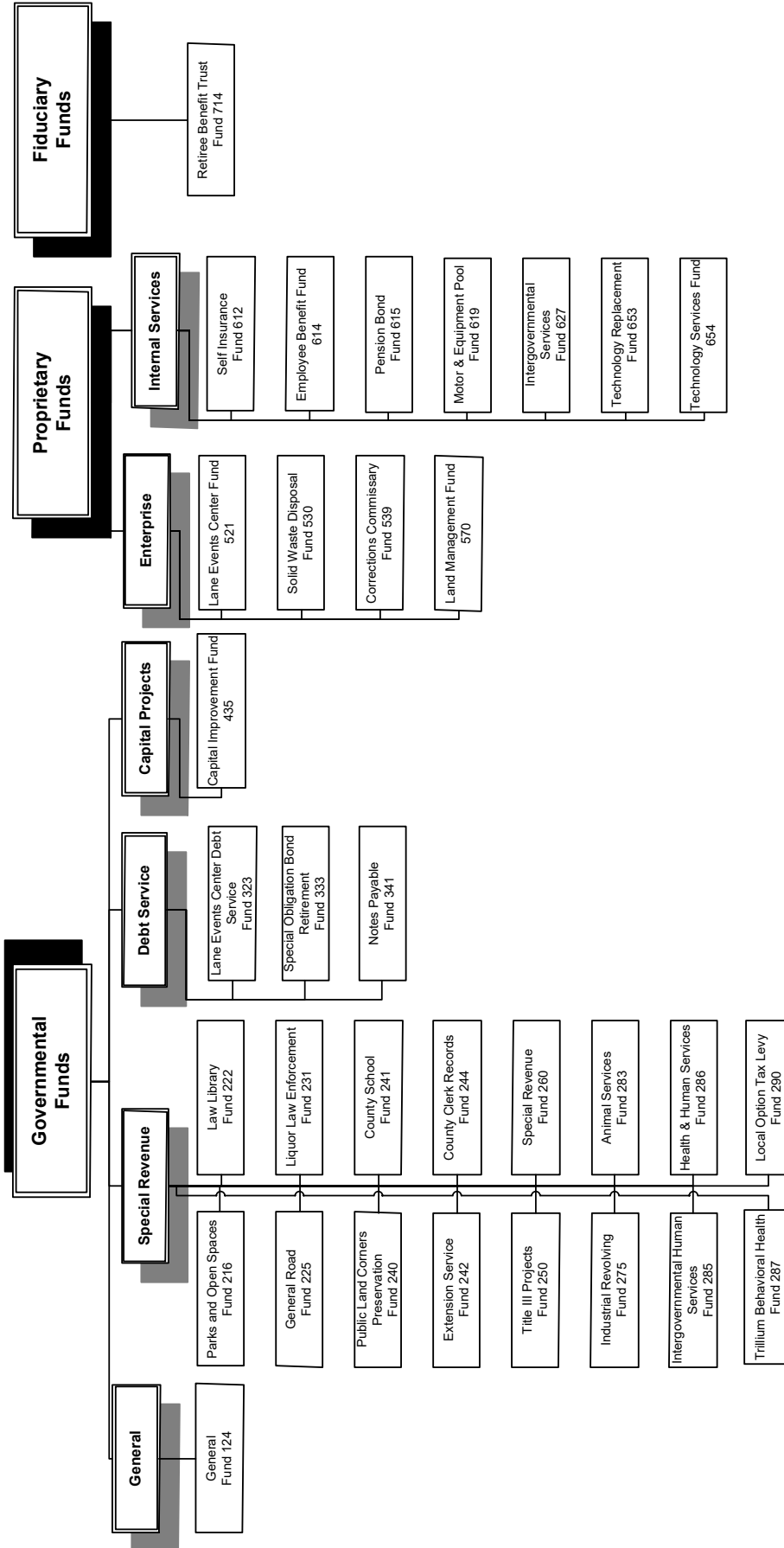
Lane County maintains its budget using the current financial resources measurement focus and the modified accrual basis of accounting as defined by Generally Accepted Accounting Principles (GAAP) and interpreted by the Governmental Accounting Standards Board (GASB), with certain exceptions. Under the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

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

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

[http://lanecounty.org/government/county\\_departments/county\\_administration/operations/financial\\_services/](http://lanecounty.org/government/county_departments/county_administration/operations/financial_services/)

# Financial & Planning Summary



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## County Funds Overview

### **GENERAL FUND 124**

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

### **SPECIAL REVENUE FUNDS**

#### **Parks and Open Spaces 216**

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

#### **Law Library Fund 222**

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

#### **General Road Fund 225**

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

#### **Liquor Law Enforcement Fund 231**

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

#### **Public Land Corner Preservation Fund 240**

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

#### **County School Fund 241**

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

#### **Extension Service Fund 242**

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

#### **County Clerk Records Fund 244**

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

## Financial & Planning Summary

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

### **Title III Projects Fund 250**

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

### **Special Revenue Fund 260**

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

### **Industrial Revolving Fund 275**

This fund is established pursuant to ORS 275.318 and consists of funds received when a county sells or leases real property acquired in any manner by the county, if that property is located in an area planned and zoned for industrial use. The moneys shall be expended only for engineering, improvement, rehabilitation, construction, operations, or maintenance, in whole or in part, including the pre-project planning costs of any development project authorized by ORS 271.510 to 271.540 and 280.500 that is located in the county and could directly result in activities specified in ORS 275.318 (3)(a)-(g).

### **Animal Services Fund 283**

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

### **Intergovernmental Human Services Fund 285**

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

### **Health & Human Services Fund 286**

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

### **LaneCare Fund 287**

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

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### **Local Option Tax Levy Fund 290**

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

### **DEBT SERVICE FUNDS**

#### **Lane Events Center Debt Service Fund 323**

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

#### **Special Obligation Bond Retirement Fund 333**

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

#### **Notes Payable Fund 341**

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

### **CAPITAL PROJECTS FUNDS**

#### **Capital Improvements Fund 435**

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

### **ENTERPRISE FUNDS**

#### **Lane Events Center Fund 521**

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

#### **Solid Waste Disposal Fund 530**

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

#### **Corrections Commissary Fund 539**

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

## Financial & Planning Summary

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### **Land Management Fund 570**

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

### **INTERNAL SERVICE FUNDS**

#### **Self-Insurance Fund 612**

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

#### **Employee Benefit Fund 614**

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

#### **Pension Bond Fund 615**

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

#### **Motor and Equipment Pool Fund 619**

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

#### **Intergovernmental Service Fund 627**

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

#### **Technology Replacement Fund 653**

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

#### **Technology Services Fund 654**

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

### **TRUST AND AGENCY FUNDS**

#### **Retiree Benefit Trust Fund 714**

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



# Financial & Planning Summary

FY 20-21 ADOPTED DEPARTMENT EXPENDITURES AND REQUIREMENTS BY FUND									
Fund Name	Assessment & Taxation	Board of Commissioners	County Administration	County Counsel	District Attorney	Health And Human Svcs	Human Resources	Lane County Office of Emergency Management	Public Works
<b>GENERAL FUND</b>									
124: General	6,857,370	1,135,577	13,581,887	1,937,073	11,525,374	0	3,236,328	480,688	478,126
<b>Total</b>	<b>6,857,370</b>	<b>1,135,577</b>	<b>13,581,887</b>	<b>1,937,073</b>	<b>11,525,374</b>	<b>0</b>	<b>3,236,328</b>	<b>480,688</b>	<b>478,126</b>
<b>SPECIAL REVENUE FUNDS</b>									
216: Parks & Open Spaces	0	0	0	0	0	0	0	0	4,456,292
222: Law Library	0	0	297,315	0	0	0	0	0	0
225: General Road	0	0	0	0	0	0	0	0	51,715,219
231: Liquor Law Enforcement	0	0	0	0	15,186	0	0	0	0
240: Public Lnd Cmrs Preserv	0	0	0	0	0	0	0	0	419,947
241: County School	0	0	0	0	0	0	0	0	0
242: Extension Services	0	0	0	0	0	0	0	0	0
244: County Clerks	0	0	74,005	0	0	0	0	0	0
250: Title III Projects	0	0	0	0	0	0	0	0	0
260: Special Revenue	0	0	12,874,713	0	567	0	0	0	347,668
275: Industrial Revolving	0	0	0	0	0	0	0	0	0
283: Animal Services Fund	0	0	0	0	0	0	0	0	769,973
285: Intergov. Human Svcs	0	0	0	0	0	21,587,005	0	0	0
286: Heath & Human Services	0	0	0	0	0	106,566,539	0	0	0
287: LaneCare	0	0	0	0	0	9,857,505	0	0	0
290: Local Option Tax Levy	0	0	0	0	0	2,241,060	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>13,246,033</b>	<b>0</b>	<b>15,753</b>	<b>140,252,109</b>	<b>0</b>	<b>0</b>	<b>57,709,099</b>
<b>DEBT SERVICE FUNDS</b>									
323: Lane Events Ctr Debt Svc	0	0	0	0	0	0	0	0	0
333: Spec Oblig Bond Retiremt	0	0	0	0	0	0	0	0	0
341: Notes Payable Debt Svc	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAPITAL PROJECT FUNDS</b>									
435: Capital Improvement	0	0	23,366,061	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>23,366,061</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ENTERPRISE FUNDS</b>									
521: Lane Events Ctr	0	0	0	0	0	0	0	0	4,379,308
530: Solid Waste Disposal	0	0	0	0	0	0	0	0	23,609,455
539: Corrections Commissary	0	0	0	0	0	0	0	0	0
570: Land Management	0	0	0	0	0	0	0	0	6,656,783
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34,645,546</b>
<b>INTERNAL SERVICE FUNDS</b>									
612: Risk	0	0	0	0	0	0	0	0	0
614: Employee Benefit	0	0	0	0	0	0	0	0	0
615: Pension Bond	0	0	0	0	0	0	0	0	0
619: Motor & Equipment Pool	0	0	0	0	0	0	0	0	15,154,169
627: Intergovernmental Svcs	0	0	564,423	0	0	0	0	0	0
653: PC Replacement	0	0	0	0	0	0	0	0	0
654: Technology Services	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>564,423</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,154,169</b>
<b>TRUST FUNDS</b>									
714: Retiree Benefit Trust	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 6,857,370</b>	<b>\$ 1,135,577</b>	<b>\$ 50,758,404</b>	<b>\$ 1,937,073</b>	<b>\$ 11,541,127</b>	<b>\$ 140,252,109</b>	<b>\$ 3,236,328</b>	<b>\$ 480,688</b>	<b>\$ 107,986,940</b>

# Financial & Planning Summary

FY 20-21 ADOPTED DEPARTMENT EXPENDITURES AND REQUIREMENTS BY FUND								
Sheriff's Office	Technology Services	Non- Departmental	Debt Service	Transfers	Contingency	Total Appropriations	Reserves	TOTAL
34,223,821	0	2,456,359	0	17,974,901	770,000	94,657,504	22,058,825	116,716,329
<b>34,223,821</b>	<b>0</b>	<b>2,456,359</b>	<b>0</b>	<b>17,974,901</b>	<b>770,000</b>	<b>94,657,504</b>	<b>22,058,825</b>	<b>116,716,329</b>
0	0	0	0	69,675	197,345	4,723,312	267,284	4,990,596
0	0	0	0	0	11,524	308,839	422,814	731,653
0	0	0	0	3,968,023	4,841,083	60,524,325	26,465,436	86,989,761
0	0	0	0	0	49,314	64,500	0	64,500
0	0	0	0	0	100,000	519,947	847,617	1,367,564
0	0	1,577,574	0	0	0	1,577,574	0	1,577,574
0	0	536,370	0	0	0	536,370	0	536,370
0	0	0	0	113,463	37,140	224,608	172,114	396,722
0	0	963,439	0	0	0	963,439	4,773,578	5,737,017
7,610,939	0	6,794,421	0	2,754,458	2,197,195	32,579,961	9,262,538	41,842,499
0	0	0	0	0	0	0	11,775	11,775
0	0	0	0	0	30,000	799,973	68,500	868,473
0	0	0	0	912,015	0	22,499,020	1,340,287	23,839,307
0	0	0	0	10,079,047	4,739,415	121,385,001	1,242,063	122,627,064
0	0	0	0	6,363,186	7,050,000	23,270,691	1,050,000	24,320,691
18,508,803	0	0	0	0	4,075,258	24,825,121	19,219,510	44,044,631
<b>26,119,742</b>	<b>0</b>	<b>9,871,804</b>	<b>0</b>	<b>24,259,867</b>	<b>23,328,274</b>	<b>294,802,681</b>	<b>65,143,516</b>	<b>359,946,197</b>
0	0	0	688,850	0	0	688,850	0	688,850
0	0	0	5,505,233	0	0	5,505,233	382,836	5,888,069
0	0	0	189,913	0	0	189,913	0	189,913
<b>0</b>	<b>0</b>	<b>0</b>	<b>6,383,996</b>	<b>0</b>	<b>0</b>	<b>6,383,996</b>	<b>382,836</b>	<b>6,766,832</b>
0	0	0	221,745	1,318,628	1,826,322	26,732,756	2,059,420	28,792,176
<b>0</b>	<b>0</b>	<b>0</b>	<b>221,745</b>	<b>1,318,628</b>	<b>1,826,322</b>	<b>26,732,756</b>	<b>2,059,420</b>	<b>28,792,176</b>
0	0	0	0	807,887	345,676	5,532,871	2,269,280	7,802,151
0	0	0	0	7,000,000	1,011,280	31,620,735	27,654,681	59,275,416
158,321	0	0	0	0	88,500	246,821	638,179	885,000
0	0	0	0	0	684,647	7,341,430	6,370,379	13,711,809
<b>158,321</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,807,887</b>	<b>2,130,103</b>	<b>44,741,857</b>	<b>36,932,519</b>	<b>81,674,376</b>
0	0	2,347,238	0	0	300,000	2,647,238	7,207,433	9,854,671
0	0	71,797,987	0	212,622	750,000	72,760,609	10,515,198	83,275,807
0	0	6,848	8,098,275	0	0	8,105,123	5,434,630	13,539,753
3,373,805	0	0	0	200,000	2,696,100	21,424,074	18,305,657	39,729,731
0	0	0	0	0	93,610	658,033	124,404	782,437
0	1,564,439	0	0	0	1,009,172	2,573,611	1,275,742	3,849,353
0	14,223,532	0	0	0	500,000	14,723,532	0	14,723,532
<b>3,373,805</b>	<b>15,787,971</b>	<b>74,152,073</b>	<b>8,098,275</b>	<b>412,622</b>	<b>5,348,882</b>	<b>122,892,220</b>	<b>42,863,064</b>	<b>165,755,284</b>
0	0	2,834,586	0	0	500,000	3,334,586	9,928,403	13,262,989
<b>0</b>	<b>0</b>	<b>2,834,586</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>3,334,586</b>	<b>9,928,403</b>	<b>13,262,989</b>
<b>\$63,875,689</b>	<b>\$15,787,971</b>	<b>\$89,314,822</b>	<b>\$14,704,016</b>	<b>\$51,773,905</b>	<b>\$ 33,903,581</b>	<b>\$593,545,600</b>	<b>\$179,368,583</b>	<b>\$772,914,183</b>

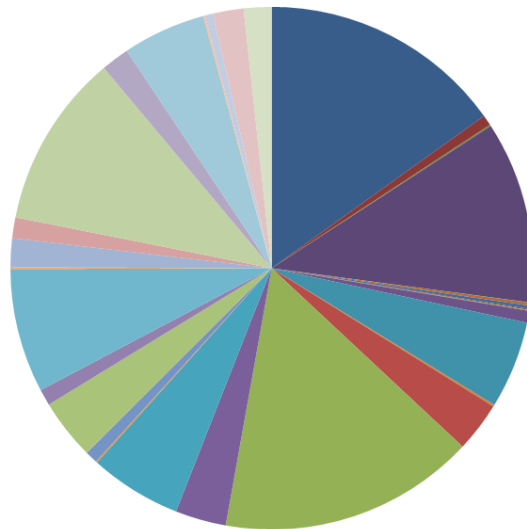
# Financial & Planning Summary

## Understanding the County's Budget

### General Highlights

The Fiscal Year 2020-2021 Adopted Budget including expenditures, transfers and reserves for all funds is \$774,914,183 which is a \$6,378,174 or 0.82% decrease from the final FY 2019-2020 fiscal year budget.

The County has 33 different funds in the FY 20-21 budget, with the majority of the funds being restricted special use funds. The General Fund, which is the primary operating fund of the County, accounts for 15.1% of the entire requirements budget.



- |                             |                              |                               |
|-----------------------------|------------------------------|-------------------------------|
| ■ General                   | ■ Parks & Open Spaces        | ■ Law Library                 |
| ■ Road                      | ■ Liquor Law Enforcement     | ■ Public Land Corners Preserv |
| ■ County School             | ■ Extension Services         | ■ County Clerk Records        |
| ■ Title III Project         | ■ Special Revenue            | ■ Animal Services             |
| ■ Industrial Revolving Fund | ■ Intergov. Human Svcs       | ■ Health & Human Services     |
| ■ Lane Care                 | ■ Local Option Tax Levy      | ■ Lane Events Ctr Debt Svc    |
| ■ Spe Oblig Bond Retire     | ■ Notes Payable Debt Service | ■ Capital Improvement         |
| ■ Lane Events Ctr           | ■ Solid Waste Disposal       | ■ Corrections Commissary      |
| ■ Land Management           | ■ Self Insurance             | ■ Employee Benefits           |
| ■ Pension Bond              | ■ Motor & Equipment Pool     | ■ Intergovernmental Svcs      |
| ■ Technology Replacement    | ■ Technology Services        | ■ Retiree Benefit Trust       |

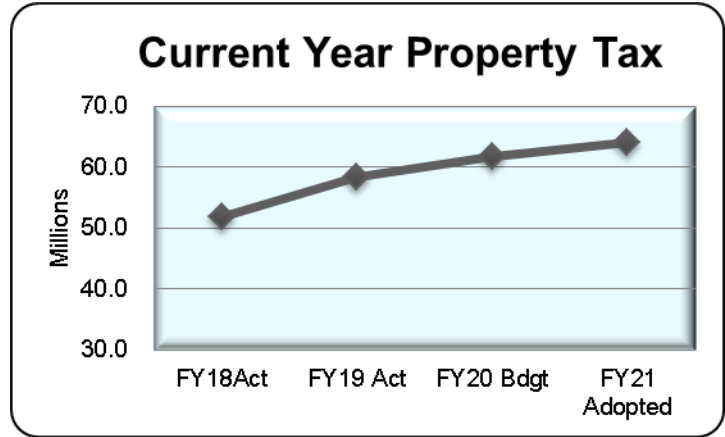
## Major Revenue & Resource Trends

### Revenues

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

### Current Year Property Tax

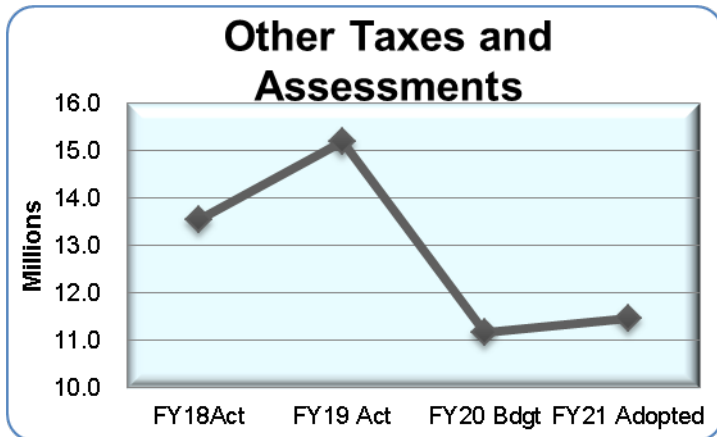
Current Year Property Tax revenue is anticipated to represent 14.2% of the County's total revenue in FY 20-21. Lane County's permanent tax rate under voter approved Measure 50 is \$1.2793 per \$1,000 of Assessed Value (AV). The current AV is increased by a constitutionally restricted limit of 3% plus additions for estimated new construction. It is estimated that the County will receive \$44.3 million from its permanent rate and a total of \$64 million from all of its property tax levies. In addition to the permanent rate, the County also collects taxes on two voter approved local option levies - the first being the Public Safety Levy with an authorized rate of \$.055 per \$1,000 AV passed by voters in 2013 and renewed in 2017 for restoration of jail beds and critical youth services. The second levy was passed in 2016, for a 4H Extension Services at a rate of \$0.015 cents per \$1,000 AV and those funds pass through the County's budget and are paid directly to the OSU Extension Service, which is a separate entity from Lane County government.



Overall, current year property tax growth is estimated at 3.75% from current year due to a strong local housing market. Property values are set as of January each calendar year, and therefore, the County does not expect a change in taxable values for FY 20-21 as a result of COVID-19. However, there may be a slowing down of payments made due to individual circumstances and high unemployment. The projection for this revenue will be revisited and adjusted as needed after the November 2020 payments are received.

### Other Taxes & Assessments

In addition to Current Year Property Tax receipts, the County also collects other taxes including Prior Year (late) Property Taxes, Payments in Lieu of Taxes (PILT), Car Rental, Transient Room occupancy and other miscellaneous taxes and assessments. This portion of Taxes & Assessments is projected to total 2.53% of total County revenue and increase slightly from the final FY 19-20 budget, but the continuing impacts of COVID-19 in areas such as transient room tax and payment of prior year overdue property taxes, could negatively impact this revenue going forward.

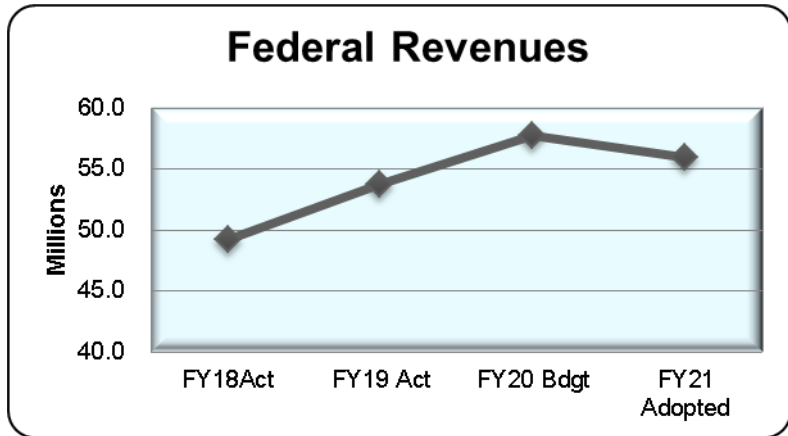


This portion of Taxes & Assessments is projected to total 2.53% of total County revenue and increase slightly from the final FY 19-20 budget, but the continuing impacts of COVID-19 in areas such as transient room tax and payment of prior year overdue property taxes, could negatively impact this revenue going forward.

# Financial & Planning Summary

## Federal Revenues

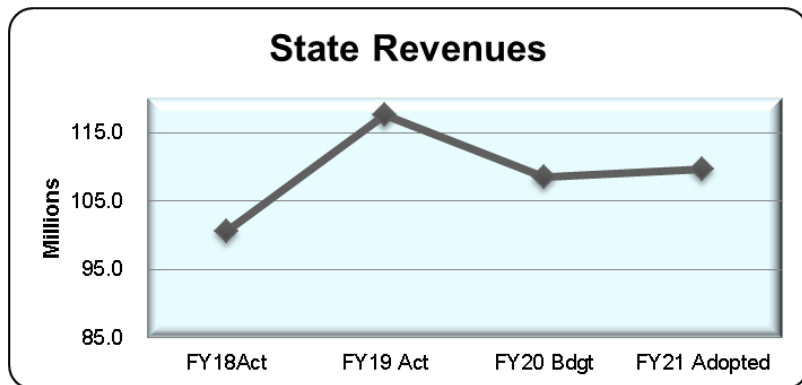
Federal revenue to the County will decrease by \$1.8 million or 3.17% in FY 20-21 due in part to the 5% decrease occurring for Secure Rural Schools (SRS) Act payments to the General Fund and Road Fund. Those payments, meant to replace decreasing timber revenue to counties resulting from changes in federal logging practices. Given the volatility of the SRS funds the County now budgets any authorized SRS payments above the anticipated timber revenue as one-time funds.



The County's largest source of federal funding is now from Medicaid Wrap payments received through the County's Community Health Centers within the Department of Health & Human Services. That revenue source has steadily increased in recent years with an anticipated amount of \$24.4 million in FY 20-21, up from \$23.4 million in FY 19-20. Health & Human Services funding (\$7 million), Housing and Community Development (\$3.3 million, and Child Support Enforcement payments (\$1.5 million) are a few of the other larger sources of Federal Revenue to the County. COVID-19 impacts on any of these revenue resources remain unknown and will be adjusted as needed in supplemental budgets throughout the fiscal year.

## State Revenues

State revenue consists of 24.6% of all County revenue and comes primarily in the form of specific use grants (\$69.9 million). Total State Revenue is budgeted at \$109.7 million, which is up \$1.1 million or 1.02% from FY 19-20. FY 20-21 is the second year of the State's Biennium budget, which means many of the County's State revenues were set in FY 19-20. Following declaration of the COVID-19 pandemic, the State Legislature held a special session in July to address several projected State budget shortfalls. This will likely result in some areas receiving less State funding than currently budgeted, while at the same time the CARES Act Funding, passed by the Federal Government with money passing through the State, will provide for increased revenue in other areas. As with all revenues likely to experience volatility due to COVID-19, this revenue source will be closely monitored and adjusted as needed through FY 20-21 supplemental budgets.

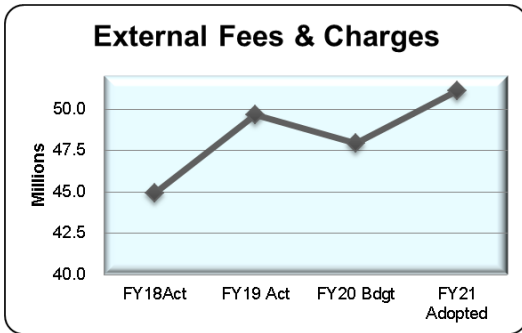


Current projections for State shared revenue taxes on cigarette, liquor, amusement device and a recreational vehicle fee are fairly stable and expected to total just over \$3.6 million in FY 20-21. Liquor tax and Video Lottery tax are the revenues in this category most impacted by COVID-19 due to limitations put on bars and restaurants at the beginning of the fiscal year. The State Marijuana Tax, implemented in calendar year 2016, is collected by the State and the County began receiving distributions in September of 2017. Receipts have stayed fairly stable through the initial months of the COVID-19 pandemic and the revenue is projected at \$1.2 million for FY 20-21.

# Financial & Planning Summary

Highway Funds and Gas Tax have been impacted negatively by the COVID-19 pandemic and the Adopted Budget contained a decrease of projected revenue from the Proposed Budget, down to \$25.4 million, which is lower than FY 18-19 actuals of \$25.5 million. In an effort to maintain services, the Road Fund service stabilization reserve is being used to maintain operations in the short term. Review of the gas tax revenue will be closely monitored and adjusted in FY 20-21 supplemental budgets as additional data becomes available.

## Fees and Charges

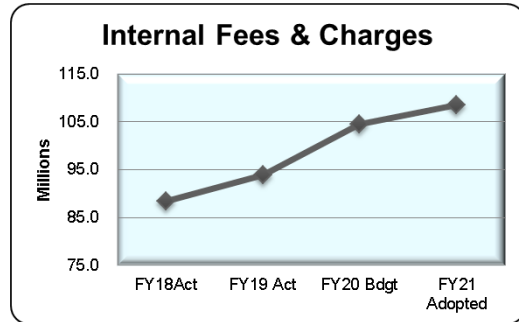


### External Fees

The County charges fees for services rendered to residents in areas such as Short Mountain Landfill fees, Land Management permit fees and real property recording fees within Deeds & Records. These fees will total \$51.1 million in FY 20-21, which is an increase of 6.6% from FY 20-21. The County reviews its fees regularly to ensure cost of service is recovered wherever possible.

### Internal Fees

The County budget also accounts for fees charged internally between departments and Internal Service Funds for benefit costs, finance, human resources and administrative services as well as legal and technology services necessary to enable departments to provide services to the public. Internal fees will total \$108.6 million in FY 20-21.

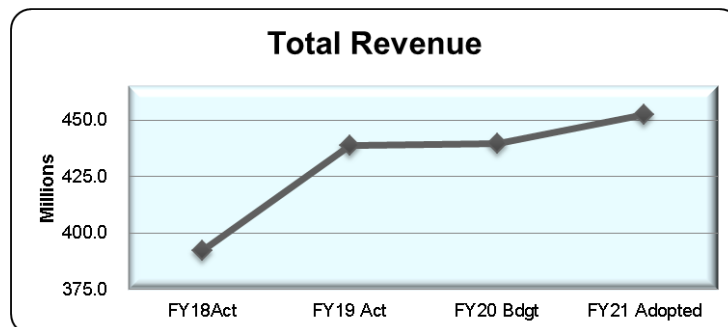


## Interest Earnings

The County invests cash on hand within all County funds in compliance with Oregon Revised Statutes 294 and 295, Lane Manual 4.015 to 4.020, and Lane County's Administrative Procedures Manual Chapter 2, Section 20 with a focus on Safety, Liquidity and Yield. Investments in 2019 remained relatively stable and slightly increased even with the Fed's move to once again reduce interest rates. The County's December 31, 2019 yield to maturity was 2.151%, up from 2.108% for the same period in 2018. Interest earnings Countywide are projected at \$4.13 million in revenue for FY 20-21.

## Total Revenue

For FY 20-21, the County is also projecting the following other major revenue sources: Property and Rentals of \$10.9 million, Local Revenues of \$8.5 million, Fines Forfeitures and Penalties \$1.2 million and internal Administrative Charges \$22.4 million. Total County Revenue is projected at \$452,236,434. Revenue accounts for 56% of all County Resources within the County's budget.



# Financial & Planning Summary

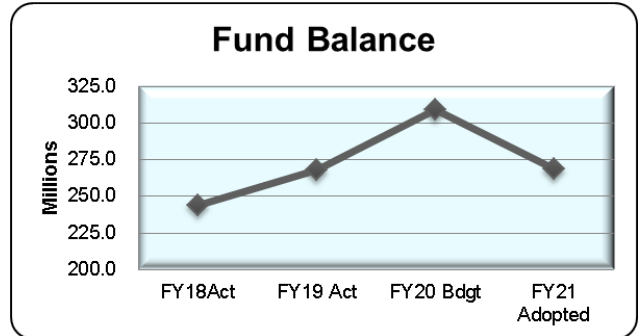
## Other Resources

In addition to the revenue that will be received by the County in FY 20-21, the County also maintains fund balances in each of its funds and transfers money between funds which are then available as a Resource in the budget year and beyond. Beginning fund balances maintain the same spending restrictions as the original revenue source. In addition, many of the County's funds are required to maintain specific reserve levels for cash flow, self-insurance, bond ratings, service stabilization, maintenance of assets, and events such as the future closure of the Short Mountain landfill and disaster preparedness for roads and bridges.

## Fund Balance

Fund Balance represents the amount of money that is anticipated to be unspent and carried forward into FY 20-21 at the end of the current fiscal year. These funds will either be spent or reserved based upon reserve policies for the type of fund and service. In some cases the County also relies on these funds to maintain stable service levels from year to year as revenues fluctuate. The most important thing to remember when reviewing Fund Balance is that the funds are available for "one-time" use only. This means they do not replenish themselves once spent – unless additional

funds are received or unspent elsewhere. In FY 20-21, the total beginning fund balance for all County funds is estimated at \$268.9 million, which is a decrease of \$40.5 million from the FY 19-20 budget. While in some cases this reduction is anticipated due to planned spending, the decrease is also a result of the need to use reserves to maintain services in several areas due to the COVID-19 pandemic, and shows an overall projected decline in resources available to the County for providing services to the community.

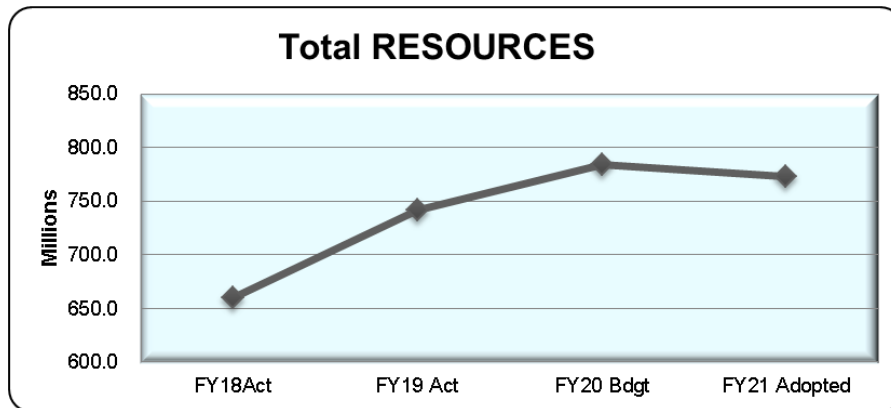


## Transfers

The Transfer of funds from one County Fund to another will amount to \$38.4 million in FY 20-21. The reasons for these types of transfers include payment of debt, transfer of General Fund to other funds for services, and payment transfer of administrative charges within a Department between funds.

## Total Resources

All available Resources for FY 20-21 are budgeted to total \$774,914,183. This is a decrease of \$10,916,447 from the FY 19-20 final budget of \$783,830,630.



# Financial & Planning Summary

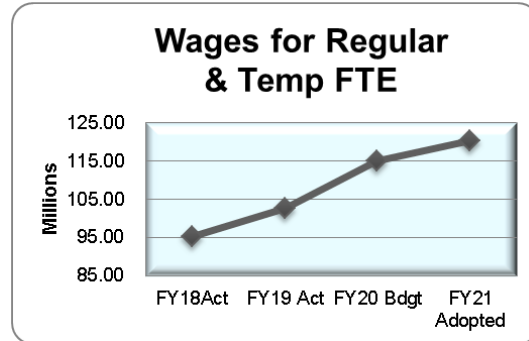
## Major Expenditure Trends

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

### Personnel Services

#### Wages

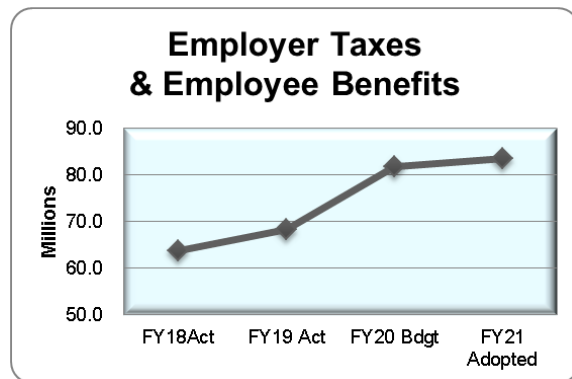
Lane County's services, like most governmental agencies, are labor intensive. The total wages for both regular and temporary employees (total of 1,736.08 FTE) are budgeted at \$120.2 million for FY 20-21, an increase of 4.5% from FY 19-20. The County also hires Extra Help employees (working no more than 520 hours in each fiscal year) throughout the year in various service areas for short-term needs.



Extra Help Wages are projected to total \$2.6 million, bringing total projected wages to \$122.8 million for FY 20-21. Wages account for 24% of all County expenditures.

#### Benefits

An additional \$83.6 million in expenses is budgeted for employer taxes such as Social Security and Medicare as well as benefit costs associated with medical insurance, retirement, deferred compensation



and other employer paid benefits. Taxes and benefit costs now average \$48.1 thousand per FTE. Health insurance costs continue to remain fairly steady following the County's move to a self-funded model in 2015.

Public Employee Retirement System (PERS) employer rates last increased for the 2019-2021 state biennium in FY 19-20. The County's employer rate is different for each employee's tier enrollment in PERS (set by the State and based upon hire date). The County also has a PERS Bond payment each year from the prepayment of

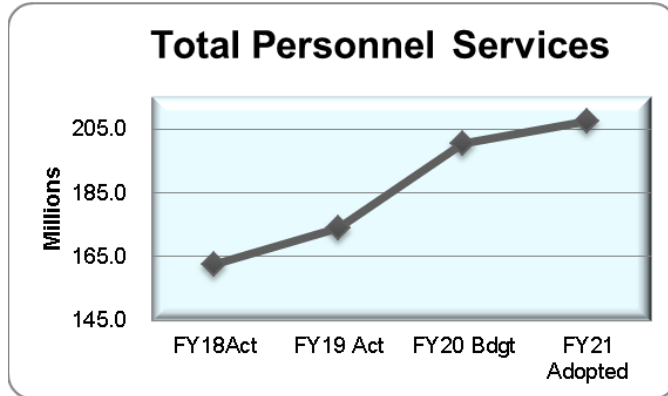
a portion of the unfunded liability back in the early 2000's. That bond payment is funded by internally charging a rate against all PERS eligible wages. The County's PERS Bond rate increased .25% in FY 20-21. The Bond rate pays for a bond issued by the County in the early 2000's to prepay a portion of the County's unfunded PERS liability at that time. If that Bond had not been issued, the County's PERS employer rate would be higher than current. The County also plans to deposit one-time funds to begin a Side Account with PERS in FY 20-21 which will prepay a portion of the County's PERS debt, thereby decreasing FY 21-22 potential PERS Employer rate increases. The County's Side Account will also receive a 25% match from the State as part of an Employer Incentive Account created the State Legislature to encourage prepayment of PERS debt in an effort to increase the funding level of the system. Additional information on the impact of the Side Account will be reported in subsequent budget years.



## Financial & Planning Summary

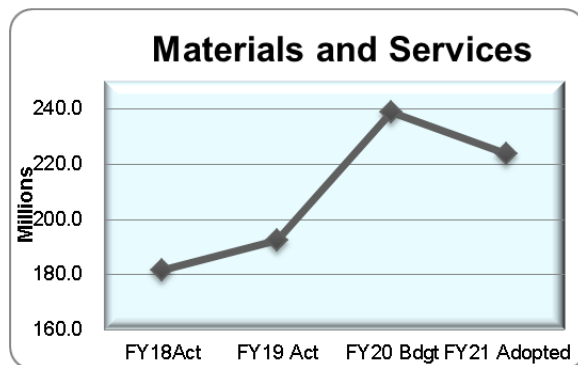
Total Personnel expenses are projected to total \$207.4 million. This represents 40.85% of the County's total expenditure budget.

The County's Adopted Budget includes a Personnel expense budget built in accordance with recommended best practices and County policy which takes into account expected vacancies in positions throughout the budget year. While it is more common practice in government budgeting to budget for full employment (100% of positions filled throughout the entire fiscal year), that practice results in an inflated expenditure budget. Lane County began to adjust its Personnel expense budget for vacancies in FY 17-18 and will continue to refine the process and future vacancy projections. For the General Fund, an assumed 3% vacancy rate has been included in the FY 20-21 Adopted Budget. All other County funds have taken anticipated vacancy rates into account when projecting their Personnel expenses – with specific percentage rates built in specific to each Fund. The move towards more accurate budgeting of Personnel expenses provides more transparency and accuracy in the budget for projected expenses and documents the ongoing structural balance of County Funds.



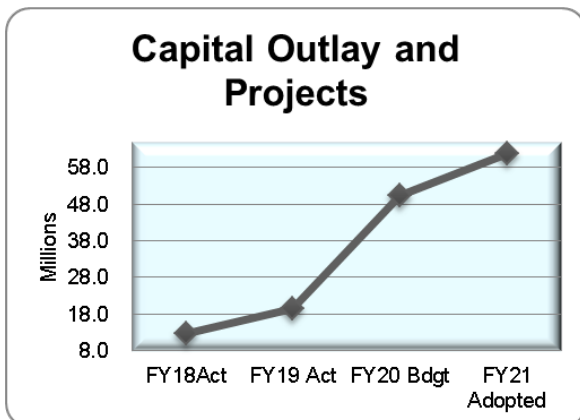
### Materials & Services

This category is projected to total \$223.7 million or 44.05% of the total expenditure budget for the County for FY 20-21. This a \$15.1 million decrease from current year fiscal year. The decrease is attributed to the spending of one-time costs in FY 19-20 for items such as the \$2 million Housing Improvement Plan Initiative, as well as a continued focus on cost containment to maintain the personnel needed to provide direct services to citizens.



### Capital Outlay and Projects

Capital outlay and projects are budgeted at \$61.9 million, which represents 12.2 % of the County's total expenditure budget. The majority of the projects in this category are found in the County's Five-Year Capital Improvements Plan. The increase over the four year period is largely attributed to increased road and bridge projects resulting from additional State funding from the Transportation Package passed in 2017. In addition, in FY 20-21 several building projects are budgeted including a new Development Disabilities Building, a remodel of a property for use by the Parole & Probation Division of County Administration and a remodel of Technology Services office space. Capital Outlay expenses include purchase of radios and the radio network in the Sheriff's Office as well as motor vehicles within Fleet Services and computers in the Technology Services Department.



# Financial & Planning Summary

## Debt Service

The County pays debt service payments on various bonds issued for a variety of projects. Specific details on the bonds can be found in the Non Departmental section of this document. The payments consist of both principal and interest payments and are budgeted in FY 20-21 at a total of \$14.7 million.

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

## Total Expenditures

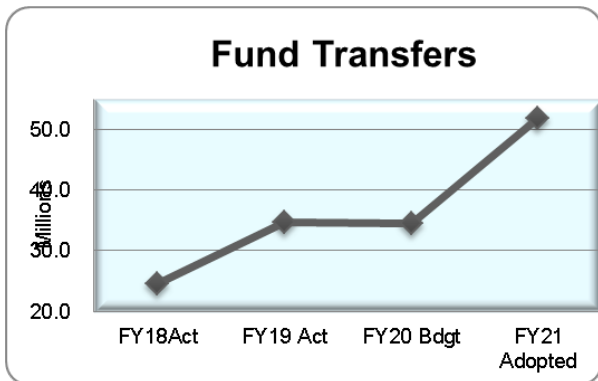
In FY 20-21, the County is projecting total expenditures of \$507,868,114. Expenditures account for 65.7% of all County budget requirements.

## Other Requirements

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

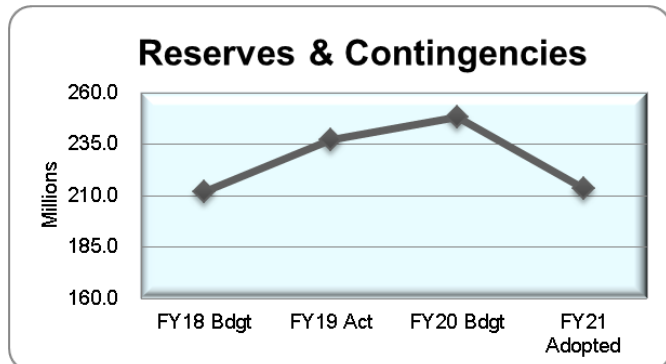
## Fund Transfers

Transfers between County funds will total \$51.7 million in FY 20-21. A large percentage of that total is a transfer of General Fund into Special Revenue Funds to pay for services such as Public Safety, Public Health, Mental Health, Developmental Disabilities and Youth Services. Funds are also transferred from Departments into Debt Service funds to make the bond payments referenced above. More detail on Transfers between Funds is available in the Non-Departmental section of this document. Fund Transfers fluctuate year to year based upon one-time expenditures. FY 20-21 contains several one-time transfers including \$9.9 million into the Capital Fund to contribute to the projects listed in the Capital category above and a one-time transfer of \$6 million dollars within Health & Human Services from the LaneCare Fund to Behavioral Health Services.



## Reserves & Contingencies

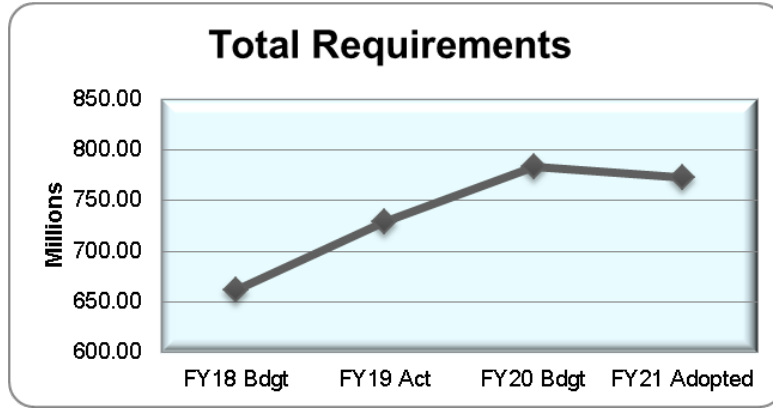
Reserves for all funds are estimated to total \$179.4 million by the end of FY 20-21 with an additional amount of \$33.9 million budgeted for contingency. Additional information on reserves and contingencies, including detail on amount by Fund, can be found in the Non-Departmental section of this document. The chart to the right contains final budget, current budget and adopted budget amounts because reserves & contingencies do not show up in Actuals given that they are not spent from that category. If contingencies or reserves need to be spent in a fiscal year, the amount will be moved to the appropriate expenditure or requirement category.



# Financial & Planning Summary

## Total Requirements

Total budgeted requirements for FY 20-21 total \$774,914,183, which is a decrease of \$6,378,174 from the final FY 19-20 budget of \$780,405,699. This amount matches available resources and therefore meets Oregon State Budget Law requirement for a balanced budget. The chart below documents budgeted amounts for the four year comparison period due to contingencies & reserves not being represented in prior year Actuals as described above.



## Financial & Planning Summary

RESOURCES & REQUIREMENTS - ALL FUNDS COMBINED							
ADOPTED BUDGET							
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng	% of Total
	Actuals	Actuals	Cur Budget	Adopted	from Curr	from Curr	Bdgt
Taxes & Assessments	\$65,310,124	\$73,465,508	\$72,739,986	\$75,494,505	\$2,754,519	3.79%	9.77%
Licenses & Permits	\$4,515,193	\$4,710,510	\$4,725,350	\$4,240,573	(484,777)	-10.26%	0.55%
Fines, Forf., Penalties	\$1,393,804	\$1,250,496	\$1,350,509	\$1,214,657	(135,852)	-10.06%	0.16%
Property & Rentals	\$7,234,711	\$10,418,148	\$6,569,060	\$10,917,184	4,348,124	66.19%	1.41%
Federal Revenue	\$49,217,374	\$53,692,364	\$57,771,603	\$55,938,117	(1,833,486)	-3.17%	7.24%
State Grant Revenue	\$64,607,067	\$72,420,214	\$71,396,266	\$69,871,142	(1,525,124)	-2.14%	9.04%
Other State Revenue	\$35,955,961	\$45,250,109	\$37,188,536	\$39,824,310	2,635,774	7.09%	5.15%
Local Grants	\$1,827,556	\$2,194,514	\$2,643,198	\$2,840,646	197,448	7.47%	0.37%
Local Revenues	\$5,888,435	\$6,507,217	\$7,801,213	\$5,672,276	(2,128,937)	-27.29%	0.73%
Fees & Charges	\$133,322,321	\$143,619,333	\$152,357,749	\$159,687,546	7,329,797	4.81%	20.66%
Administrative Charges	\$19,261,407	\$19,394,978	\$20,863,191	\$22,401,209	1,538,018	7.37%	2.90%
Interest Earnings	\$3,599,823	\$5,674,917	\$4,271,248	\$4,134,269	(136,979)	-3.21%	0.53%
Bond Sales	\$0	\$0	\$0	\$0	0	0.00%	0.00%
Resource Carryover	\$243,598,595	\$268,185,718	\$309,651,146	\$268,904,035	(40,747,111)	-13.16%	34.79%
Interfund Loans	\$1,013,508	\$973,688	\$1,001,461	\$0	(1,001,461)	-100.00%	0.00%
Fund Transfers	\$23,513,599	\$33,741,610	\$33,500,114	\$51,773,714	18,273,600	54.55%	6.70%
<b>Total Resources</b>	<b>660,259,477</b>	<b>741,499,325</b>	<b>783,830,630</b>	<b>772,914,183</b>	<b>(10,916,447)</b>	<b>-1.39%</b>	<b>100%</b>
Personnel Services	162,612,561	174,086,805	200,441,253	207,473,357	7,032,104	3.51%	26.84%
Materials & Services	181,523,830	192,516,779	238,869,183	223,727,288	(15,141,895)	-6.34%	28.95%
Capital Outlay	3,520,373	4,619,833	10,960,364	12,827,394	1,867,030	17.03%	1.66%
Capital Projects	9,117,435	14,776,229	39,425,935	49,136,059	9,710,124	24.63%	6.36%
Mortgage Principal Pymt	0	0	0	85,402	85,402	0.00%	0.01%
Mortgage Interest Pymt	0	0	0	136,343	136,343	0.00%	0.02%
Debt Service	10,772,454	11,133,234	11,558,015	14,704,016	3,146,001	27.22%	1.90%
Fund Transfers	24,527,106	34,715,298	34,501,575	51,773,905	17,272,330	50.06%	6.70%
Interfund Loan	1,013,508	973,688	1,001,461	0	(1,001,461)	-100.00%	0.00%
Operational Contingency	0	0	40,811,202	33,903,581	(6,907,621)	-16.93%	4.39%
Total Reserves	0	0	207,263,103	179,368,583	(27,894,520)	-13.46%	23.21%
<b>Total Requirements</b>	<b>392,073,759</b>	<b>431,848,178</b>	<b>783,830,630</b>	<b>772,914,183</b>	<b>(10,916,447)</b>	<b>-1.39%</b>	<b>100.00%</b>

## Financial & Planning Summary

FY 20-21 DEPARTMENT LEVEL ADOPTED RESOURCES BY FUND TYPE & DEPARTMENT						
Department Name	General	Special Revenue	Capital Projects	Enterprise	Internal Services	Total Dept
Assessment & Taxation	\$1,437,170	\$614,484	\$0	\$0	\$0	\$2,051,654
Board of County Commissioners	1,037,215	0	0	0	0	1,037,215
County Administration	11,559,235	17,195,097	28,792,176	0	782,437	58,328,945
County Counsel	1,788,395	0	0	0	0	1,788,395
District Attorney	3,312,199	65,067	0	0	0	3,377,266
Emergency Management	466,894	0	0	0	0	466,894
Health & Human Svcs	0	176,281,693	0	0	0	176,281,693
Human Resources	2,916,143	0	0	0	0	2,916,143
Public Works	659,094	95,783,601	0	80,789,376	33,895,341	211,127,412
Sheriff's Office	8,985,455	49,310,581	0	885,000	5,834,390	65,015,426
Technology Svcs	0	0	0	0	18,572,885	18,572,885
<b>Total Fund Resources</b>	<b>\$32,161,800</b>	<b>\$339,250,523</b>	<b>\$28,792,176</b>	<b>\$81,674,376</b>	<b>\$59,085,053</b>	<b>\$540,963,928</b>

FY 20-21 DEPARTMENT LEVEL ADOPTED EXPENDITURES BY FUND TYPE & DEPARTMENT						
Department Name	General	Special Revenue	Capital Projects	Enterprise	Internal Services	Total Dept
Assessment & Taxation	\$6,857,370	\$0	\$0	\$0	\$0	\$6,857,370
Board of County Commissioners	1,135,577	0	0	0	0	1,135,577
County Administration	13,581,887	13,246,033	23,366,061	0	564,423	50,758,404
County Counsel	1,937,073	0	0	0	0	1,937,073
District Attorney	11,525,374	15,753	0	0	0	11,541,127
Emergency Management	480,688	0	0	0	0	480,688
Health & Human Svcs	0	140,252,109	0	0	0	140,252,109
Human Resources	3,236,328	0	0	0	0	3,236,328
Public Works	478,126	57,709,099	0	34,645,546	15,154,169	107,986,940
Sheriff's Office	34,223,821	26,119,742	0	158,321	3,373,805	63,875,689
Technology Svcs	0	0	0	0	15,787,971	15,787,971
<b>Total Fund Expenditures</b>	<b>\$73,456,244</b>	<b>\$237,342,736</b>	<b>\$23,366,061</b>	<b>\$34,803,867</b>	<b>\$34,880,368</b>	<b>\$403,849,276</b>

## Financial & Planning Summary

### EXPENDITURES BY SERVICE CATEGORY

Local Oregon Budget Law defines expenditures as Personnel, Material & Services, Capital Expenditures and Debt Service payments. Below is a summary of the FY 20-21 budgeted amounts in each of these categories, broken down by Service Category.

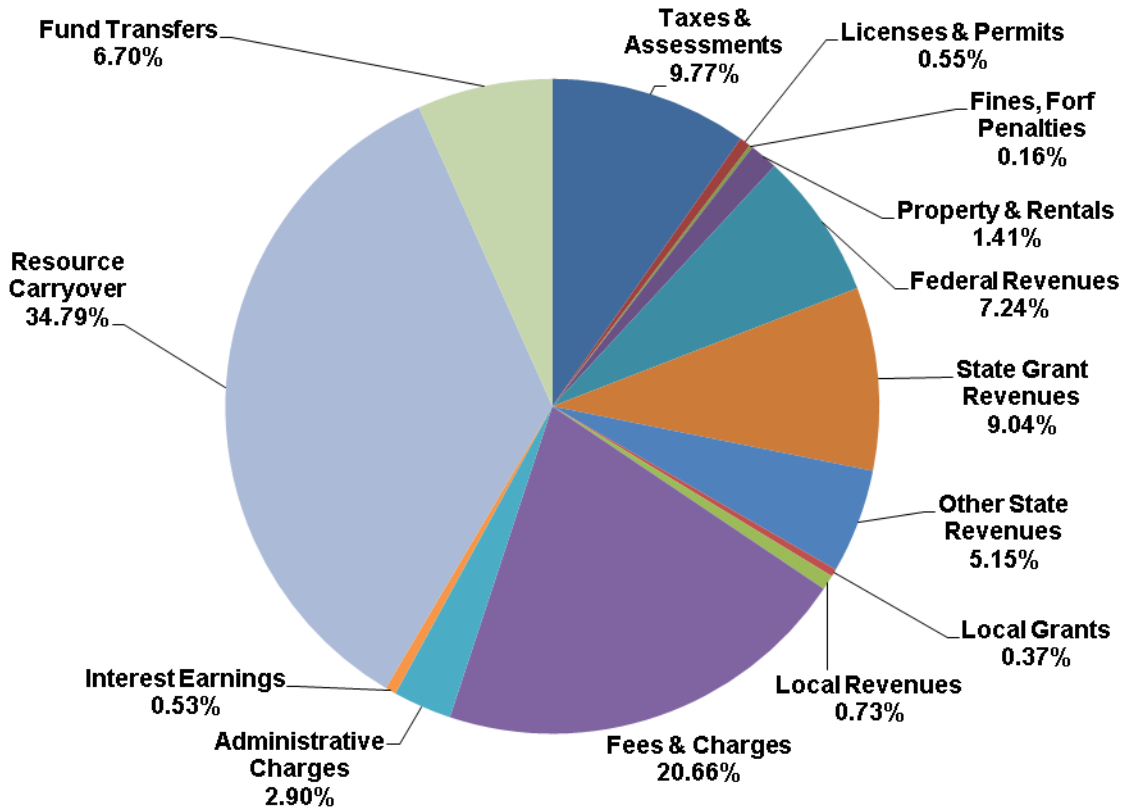
For more information on budgeted amounts for the remaining requirements within the FY 20-21 Adopted Budget, which includes Interfund Transfers, Contingencies and Reserves, please see the Non-Departmental Tab within this document.

FY 20-21 ADOPTED EXPENDITURES BY SERVICE CATEGORY								
ALL FUNDS COMBINED								
Expenditure Type	Culture & Recreation	Community Development	Gen Gov't	Public Health	Roads & Infrastructure	Public Safety	Non Operating	Total
Personnel	\$3,374,888	\$4,423,455	\$31,722,574	\$72,821,854	\$27,942,224	\$67,188,362	\$0	\$207,473,357
Material & Services	3,607,070	9,245,450	19,751,815	56,824,134	23,347,346	32,330,226	78,621,247	223,727,288
Capital Expenditures	1,854,980	-	32,388,422	-	24,455,051	3,215,000	50,000	61,963,453
Debt Service	865,838	-	735,309	1,438,637	3,388,719	177,238	8,098,275	14,704,016
<b>TOTAL:</b>	<b>\$9,702,776</b>	<b>\$13,668,905</b>	<b>\$84,598,120</b>	<b>\$131,084,625</b>	<b>\$79,133,340</b>	<b>\$102,910,826</b>	<b>\$86,769,522</b>	<b>\$507,868,114</b>

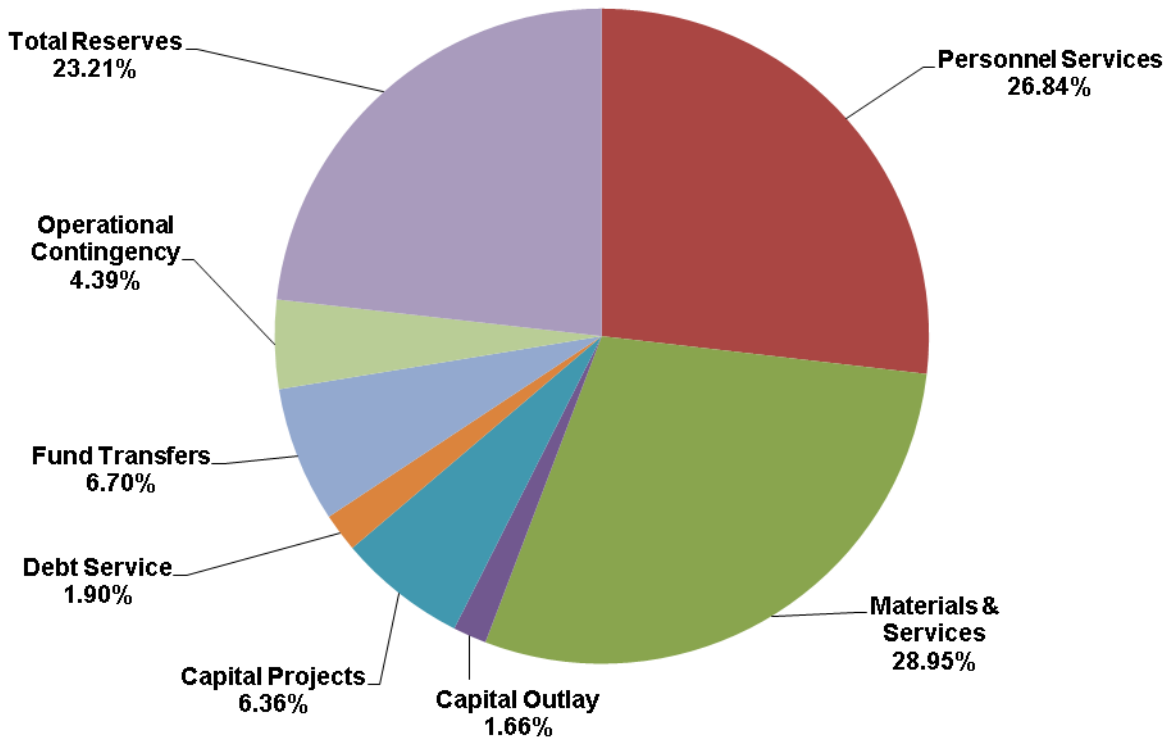
*PERS Bond Debt Service FY 20-21 payment of \$8,098,275 is found within Personnel in Service Category Budgets rather than Debt Service.*

# Financial & Planning Summary

## FY 20-21 Adopted Resources – All Funds



## FY 20-21 Adopted Requirements – All Funds



## Financial & Planning Summary

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## Financial & Planning Summary

STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE						
All Governmental Funds - Three Year Comparison						
	FY 18-19	FY 19-20	FY 20-21	FY 18-19	FY 19-20	FY 20-21
	Actuals	Curr Bdgt	Adopted	Actuals	Curr Bdgt	Adopted
GENERAL FUND			SPECIAL REVENUE FUNDS			
Beginning Fund Balance	\$24,624,349	\$33,830,245	\$27,779,045	\$116,828,117	\$143,515,393	\$116,553,943
Revenues						
Taxes & Assessments	48,035,925	45,900,183	47,831,312	22,821,166	24,754,731	24,853,123
Licenses & Permits	988,885	925,800	961,615	1,398,230	1,630,153	1,632,561
Fines, Forf & Penalties	855,963	754,500	704,500	396,217	588,657	509,657
Property & Rentals	401,681	244,660	320,110	3,250,025	2,901,215	3,247,199
Revenue from Other Agencies	20,135,865	19,463,427	18,319,607	157,874,476	154,534,363	153,560,376
Fees & Charges	2,710,213	2,747,996	2,749,700	21,074,817	22,449,612	26,538,570
Administrative Charges	12,675,098	13,355,260	14,740,631	3,027,588	3,240,518	2,864,440
Interest Earnings	637,049	500,000	500,000	2,232,411	1,575,400	1,369,002
<b>Total Revenue</b>	<b>86,440,679</b>	<b>83,891,826</b>	<b>86,127,475</b>	<b>212,074,930</b>	<b>211,674,649</b>	<b>214,574,928</b>
Interfund Loan	0	0	0	0	0	0
Bond Sales	0	0	0	0	0	0
InterFund Transfers	1,523,023	2,216,555	2,482,831	12,510,993	14,509,244	23,464,157
<b>TOTAL FUND ASSETS</b>	<b>87,963,702</b>	<b>86,108,381</b>	<b>88,610,306</b>	<b>224,585,923</b>	<b>226,183,893</b>	<b>238,039,085</b>
Departmental Expenditures	65,888,680	71,132,222	73,456,244	185,155,535	242,801,705	237,342,736
Non-Departmental Expenditures						
Material & Services	547,311	2,815,605	2,456,359	9,493,776	11,717,636	9,821,804
Capital	0	1,801,375	0	0	50,000	50,000
Debt Services	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>66,435,991</b>	<b>75,749,202</b>	<b>75,912,603</b>	<b>194,649,311</b>	<b>254,569,341</b>	<b>247,214,540</b>
Interfund Loan	0	0	0	20,000	0	0
Interfund Transfers	12,321,816	20,088,045	17,647,923	3,249,338	3,499,725	18,906,507
<b>TOTAL FUND LIABILITIES</b>	<b>78,757,807</b>	<b>95,837,247</b>	<b>93,560,526</b>	<b>197,918,649</b>	<b>258,069,066</b>	<b>266,121,047</b>
Revenue Over (Under) Expenditures	9,205,895	(9,728,866)	(4,950,220)	26,667,274	(31,885,173)	(28,081,962)
Ending Fund Balance	33,830,244	24,101,379	22,828,825	143,495,391	111,630,220	88,471,981
<i>Change from Curr Bdgt</i>			-5.28%			-20.75%
Comment on Chgs > 10%			n/a	Reductions in Parks and Road Funds due to revenue reductions from COVID-19; Reduction in LaneCare Fund due to one-time transfer to Behavioral Health to cover revenue shortfall		

## Financial & Planning Summary

STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE								
All Governmental Funds - Three Year Comparison								
FY 18-19 Actuals	FY 19-20 Curr Bdgt	FY 20-21 Adopted	FY 18-19 Actuals	FY 19-20 Curr Bdgt	FY 20-21 Adopted	FY 18-19 Actuals	FY 19-20 Curr Bdgt	FY 20-21 Adopted
DEBT SERVICE FUNDS			CAPITAL FUNDS			TOTAL ALL GOVERNMENTAL FUNDS		
\$5,616,636	\$4,768,497	\$3,808,498	\$8,833,353	\$6,935,725	\$10,152,334	\$136,571,660	\$137,342,044	\$137,902,722
687,000	687,000	688,850	0	0	0	59,106,241	60,884,573	66,755,836
0	0	0	0	0	0	2,404,088	2,275,144	2,343,300
0	0	0	0	0	0	1,476,704	1,537,250	1,260,365
0	0	0	3,193,557	120,000	5,075,600	4,184,926	3,349,234	3,411,869
0	0	0	0	0	0	139,792,144	156,373,229	160,040,277
0	0	0	125,854	0	0	20,829,044	20,254,731	22,544,047
0	0	0	2,858,148	3,303,185	3,550,721	17,786,591	18,513,258	18,536,174
0	0	0	157,630	53,000	47,000	1,292,816	892,505	1,173,513
687,000	687,000	688,850	6,335,189	3,476,185	8,673,321	246,872,553	264,079,924	276,065,381
0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	9,897,864	0	0
2,220,806	2,267,497	2,269,484	0	5,650,543	9,966,521	22,579,864	17,206,849	15,788,217
2,907,806	2,954,497	2,958,334	6,335,189	9,126,728	18,639,842	279,350,282	281,286,773	291,853,598
0	0	0	7,386,662	12,540,557	23,366,061	227,117,948	272,770,038	280,049,622
0	0	0	0	0	0	8,163,630	11,077,558	11,978,785
0	0	0	0	0	0	19,109	286,888	200,000
3,755,944	3,805,621	6,383,996	0	0	221,745	20,295,861	3,778,057	3,803,711
3,755,944	3,805,621	6,383,996	7,386,662	12,540,557	23,587,806	255,596,548	287,912,541	296,032,118
0	0	0	0	0	0	20,000	0	0
0	0	0	846,155	1,195,955	1,318,628	22,963,351	17,496,736	15,730,704
3,755,944	3,805,621	6,383,996	8,232,817	13,736,512	24,906,434	278,579,898	305,409,277	311,762,822
(848,138)	(851,124)	(3,425,662)	(1,897,628)	(4,609,784)	(6,266,592)	770,383	(24,122,504)	(19,909,224)
4,768,498	3,917,373	382,836 -90.23%	6,935,725	2,325,941	3,885,742 67.06%	137,342,044	113,219,540	117,993,498 4.22%
Reduction due to spending of reserves previously set aside to prepay debt on Customer Service Center callable in 2021			Increase due to transfer from General Fund for Development Disabilities Building and from General Fund and Parole & Probation for Parole & Probation			n/a		

# Financial & Planning Summary

## Lane County Strategic Planning, Priorities, and Objectives

The Lane County 2018-2021 Strategic Plan was originally adopted in March of 2018 following a robust engagement effort with the community, staff and the Board of County Commissioners. On a quarterly basis, we check in with the project leads of each of the Activity Areas, receive progress updates and provide a comprehensive update to the Board.

In January of 2019, we welcomed two new commissioners to the Board and ultimately felt that we needed to revisit the Plan to ensure that we were focusing on the overarching priorities of the Board. The Board of County Commissioners met in September and October of 2019 to discuss goals and priorities for the next two years. Together, along with the executive leadership of the County, we have taken the following actions:

- 1) Incorporated the newly identified priorities of the Board
- 2) Updated existing items to reflect changes to progress and/or scope
- 3) Streamlined the number of items to create more focus

## Lane County Priorities

The 2018-2021 Revised Strategic Plan lays out a vision of the future, focusing on our priorities of a Safe, Healthy County, Vibrant Communities, Robust Infrastructure and Our People and Partnerships. Under each of these Priorities, there are Key Strategic Initiatives and from there, we have Key Activity Areas, which are similar to tactics.

### Safe, Healthy County

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

### Vibrant Communities

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

### Robust Infrastructure

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

### Our People and Partnerships

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



# Financial & Planning Summary

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## **Our Lenses**

Strategic lenses are perspectives from which strategies should be viewed, as well as questions that should be asked before strategies are implemented. These perspectives or questions include: How will we pay for this? How does this impact everyone in our community? Have we sought feedback from key stakeholders? Are we including the right partners? Is this the most effective solution?

Identifying strategic lenses ensures we have a thoughtful, consistent and intentional process for evaluating strategies before implementation. Based on feedback from the Board of Commissioners, executive leadership, employees and residents, we have identified the following three strategic lenses:

- Financial Stewardship
- Equity
- Collective Impact

**Financial Stewardship Lens:** Financial Stewardship is the prudent and transparent fiscal management of public funds and resources and serves as the basis for accountability and trust in Lane County. The County is guided by standards of performance and best practices, against which the taxpayers can judge its finances. The use of analytical tools in decision making processes determines how the County should best maintain, spend and invest its available resources.

**Equity Lens:** Equity is when everyone has access to the opportunities necessary to satisfy essential needs, advance their well-being, and achieve their full potential; people have access to the information and supports that they need – regardless of age, education, ethnicity, language, income, physical limitations, or geographic barriers – to achieve health, safety, education, and economic stability.

**Collective Impact Lens:** Collective Impact is the commitment of a group of actors from different sectors to a common agenda for solving a complex community problem. The five key elements are to 1) have a common agenda 2) develop shared measurement 3) engage in mutually reinforcing activities 4) maintain open and continuous communications and 5) formation of a backbone organization.

## **Public Participation**

The development of the 2018-2021 Lane County Strategic Plan involved a considerable amount of employee and public engagement. We conducted two types of focus groups; employee and community focus groups, public meetings, including a kickoff event and presentations to the Board of County Commissioners. We developed employee surveys and community surveys and had an incredible response rate. Once we had a framework in place, we held several open houses for staff and the public to weigh in. Through all of these efforts, we heard consistent themes and that guided us in creating the Priorities, Initiatives and activities that make up the 2018-2021 Lane County Strategic Plan.

## **Implementation into Budget Process**

The 2018-2021 Strategic Plan has been incorporated into the budget process in many ways. In each of the department sections, the text incorporates department goals and strategic planning. During the Budget Committee presentations, we will hear how the County is incorporating the Strategic Priorities and Initiatives into the preparations for the upcoming budget year. For more detailed information about our Strategic Plan, please stay in touch by visiting our website at: [www.lanecounty.org/strategicplan](http://www.lanecounty.org/strategicplan).



## 2018-2021 Lane County Strategic Plan Overview

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

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

**Purpose:** To improve lives

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

### Strategic Priority



Protect and enhance the safety and health of Lane County residents with a focus on enhancing and managing resources, improving access to, prevention programs, and collaborative initiatives.



Manage equitable services for urban and rural residents to enhance opportunities and access by embracing efficient systems and processes, collaboration with partners, and innovative approaches to solving problems.



Focus on strategic infrastructure maintenance and investments that have the highest return for safety, vibrant communities, and long term environmental benefit.



Provide a safe, healthy, and inclusive work environment that attracts and retains a diverse, highly skilled workforce with a deeply embedded commitment to delivering value and service to the residents of Lane County through fiscal resilience and partnerships

### Key Strategic Initiative

- Affordable Housing & Homelessness
- Behavioral & Community Health
- Public Safety Funding & Service Delivery
- Incarceration & Recidivism
- Resilient, Diverse, & Sustainable Economy
- The Natural Environment
- Equity
- Safe Transportation
- Facility Maintenance & Management
- New Facility Development
- Fiscal Resilience & Operational Effectiveness
- Employee Engagement & Resilience
- Enhanced Partnerships

### Measures

Proportion of cost burdened low-income households
Availability of supported housing units
Number of Tier-2 and 3 Primary Care Patient Centered Medical Homes (PCPCH)
Public safety response time
Recidivism rate(s)
Diversion program graduates
Percent of families with incomes below the living wage
Percent of population within close proximity to healthy food retail outlets
Total employment in targeted industry sectors
Material diverted from waste stream
Minority business outreach
Annual visits to Lane County
Crashes and fatalities by mode
Condition of capital assets
Space utilization
General Fund reserves
County bond rating
Employee engagement and satisfaction
Employee retention rate

*Motto: Lane County Proud*

# Financial & Planning Summary

<b>Lane County 2018-2021 Strategic Plan - Activity Areas by Priority Area</b>	
#	Key Activity Areas
<b>Safe, Healthy County</b>	
1a1	Affordable housing action plan
1a2	Implement the 10 Housing and Shelter recommendations from TAC report
1a3	Plan and implement winter strategies
1b1	Expand access to primary care, behavioral and oral health care in all areas - emphasis on rural areas
1b2	Implement the Community Health Improvement Plan (CHIP)
1c1	Collaborate with partners to further the Lane County Community Public Safety Repair Plan
1d1	Implement evidence-based practices in youth and adult corrections and parole and probation systems
1d2	Collaborate to improve behavioral health, homelessness and the public safety system
1d3	Establish a behavioral health crisis center
1e1	Enhance transportation safety in Lane County through engineering, education and enforcement
<b>Vibrant Communities</b>	
2a1	Increase broadband access in rural communities
2a2	Implement rural economic development plan - rural community priority projects
2a3	Focus on key economic strategies: impact industries, redevelopment investment, and rural prosperity
2a4	Develop and implement a policy for community benefits starting with Capital Projects
2b1	Develop and implement a comprehensive Climate Action Plan for Lane County
2b2	Pursue programs to reach a 63% waste recovery rate by 2025
2b3	Develop action plans and funding to implement the Parks Master Plan
2b4	Develop programs and resources to improve stormwater management
2c1	Normalize the understanding of and acceptance for all people
2c2	Organize and Implement the Equity 2.0 plan and support the GARE cohort
2c3	Operationalize greater service to, understanding of, and acceptance for all people we serve
2c4	Establish procurement processes to advance participation by minority-and woman-owned businesses
<b>Robust Infrastructure</b>	
3a1	Improve multi-modal transportation options
3a2	Improve transportation efficiencies
3b1	Implement recommendations from the Lane County Road & Bridge Maintenance Performance Audit
3b2	Create a Capital Management Plan that addresses the most efficient and effective uses for County property
3b3	Develop a Lane County Events Center Business Plan to attract new events and increase revenue
3c1	Fund and construct a new Justice Center
3c2	Construct a new location for Adult Parole and Probation and renovate the existing facility
3c3	Develop and construct a new location for Developmental Disabilities Services
<b>Our People and Partnerships</b>	
4a1	Maintain and enhance state funding levels for core mandated services
4a2	Maintain a structurally balanced budget
4a3	Enhance emergency preparedness and operational readiness within Lane County
4b1	Implement opportunities to promote a positive workplace culture and improve workforce health
4b2	Improve employee wellness
4c1	Expand data and data analytics capabilities within Lane County

For more information please visit: [www.lanecounty.org/strategicplan](http://www.lanecounty.org/strategicplan)

# Financial & Planning Summary

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## Balancing Options

The following list chronicles the key events, preparations, deliberations, and decision points that preceded the creation of the Adopted Budget for FY 20-21.

### *July 2019*

In recognition of the sound financial management, Lane County's bond rating was increased to Aa1 in 2019, the second increase in two years. This rating is the second highest issued by Moody's Investor Services and the highest rating in Lane County's history.

### *January 2020*

#### *Budget Kickoff with Leadership Team*

The County held its annual budget kickoff meeting with Leadership Team, which consists of the Board of Commissioners, Department Directors and County Administrator. This meeting is the start of budget preparation of the coming year. Brian Rooney, Oregon's local economist, provided information on employment trends, unemployment rates, GDP growth, the housing market, and a look forward at leading economic indicators and recent economic news from the Lane County area. The Team also heard presentations on Workforce Wellness & Organizational Health, Supportive Housing, Shelter and Behavioral Health Services, Critical Services Needs in the Sheriff's Office and Assessment and Taxation, and a review of the County's General Fund including an initial 5-year Financial Forecast.

Initial budget direction for FY 20-21 consisted of:

- Budgeting wages to include Board adopted changes
- Including a vacancy variance rate in the personnel budget
- 0% increase in medical rates; adjusting rates by specific plan to account for actual costs
- Increase PERS Bond rate by 0.25% and decrease Retiree Medical benefit charge by 0.50%
- Limiting Material & Services growth to the Oregon Economic Forecast of 2.1% where possible.

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

- Structurally balance all funds
- Continue to meet minimum 20% reserve in General Fund
- Maintain current service levels

#### *Budget Kickoff w/Departments*

Departments received initial budget direction and began to build their budgets on January 13, 2020.

#### *Phase I*

General Fund Departments were initially requested to enter their Adjusted Base Budgets, which is defined as "current budget year level of service with updated expenses and revenues." This phase helps to identify any previously unknown issues and verify the initial 5 year financial forecast amounts for FY 20-21. There were no substantial changes identified in this phase.

## Financial & Planning Summary

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### *Phase II*

The Budget Office determined the rate for the vacancy variance for the General Fund for FY 20-21 would remain at 3% of regular salaries and benefits. The implementation of a vacancy variance rate is pursuant to best practices and County policy. All County funds have taken vacancy rates into account when developing their personnel expense budgets with varying adjustments based upon the projects for the specific fund/service.

### **March 2020**

In mid and late March, the Budget Office and County Administrator met with each department to review service levels, anticipated changes in revenue and expenditures, and areas of concern or high need in their budget for FY 20-21. Following those meetings, the County Administrator identified key investments for the FY 20-21 Proposed Budget as detailed in his budget message. These items include:

- The addition of 4.0 FTE within the Facilities Program following the recommendations of an outside consultant. These positions are needed to support the current 43 buildings.
- Added one-time General Fund allocation to District Attorney's office due to potential reduction in grant to fund prosecution.
- Added a limited duration 1.0 FTE Deputy Assessor position in Assessment & Taxation to prepare the Department for the retirement of the current Assessor at the end of current term in 2023.
- Addition of 1.0 FTE Accounting Analyst within Financial Services.
- \$1.3 million to support Lane County's portion of the cost to operate a new low barrier shelter and navigation center as well as additional housing and shelter recommendations such as rapid resolution/rehousing/tenant supports.
- Allocation of \$200,000 from Transient Room Tax and Video Lottery reserves to repair the Stewart Covered Bridge.
- Increase membership level in Government Alliance on Race and Equity to provide additional support to Lane County during its Equity 2.0 plan.
- Additional .50 FTE in Animal Services, which will enhance services to provide continuous coverage and succession planning as needed for the future of the program.

On March 11, 2020, the World Health Organization (WHO) declared the coronavirus (SARS-CoV-2) and the disease it causes (COVID-19), a global pandemic.

On March 17, 2020, Lane County declared a local emergency as a result of the Public Health response to COVID-19 - the same day that the first positive COVID-19 test was confirmed in Lane County.

Prior to these events, Lane County had activated an Incident Command structure to coordinate emergency response efforts on February 6, 2020. On March 31, 2020, Lane County expanded the authority of the County Administrator to address the local emergency and provided for additional spending authority to respond to the crisis. Final budget impacts both in the current year and FY 20-21 will be determined in the coming months following state and federal requests for reimbursements for expenditures and as the impact on revenues become more apparent.

### **April 2020**

Lane County purchased the former VA clinic for \$1.8 million located at 100 River Avenue for COVID-19 emergency response, as well as potential use as a future shelter and navigation center. Additional funding from partner agencies will be required to fully fund the navigation center operations and operate the facility by late 2020.



## Financial & Planning Summary

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### **May 2020**

The Budget Committee began their review of the FY 20-21 Proposed Budget at their first meeting on May 5, 2020 beginning at 5:30 pm with presentation of the Budget Message, Budget Overview and a Public Hearing. The meeting was held remotely due to the COVID-19 pandemic. There were additional remotely held work sessions that occurred on May 7, 12, 13, and 14. Final budget approval occurred on the evening of May 21, 2020, where the Committee made the following changes to the Proposed Budget:

- Allocated \$90,000 General Fund to the Human Services Division within Health & Human Services to be allocated to non-profits through their normal award process.
- Allocated \$10,000 to Our Birthing Center in response to Community Request.
- Reduction of Car Rental Tax and State Liquor Tax due to COVID-19 Revenue Impacts in the General Fund.
- Reduction of anticipated beginning Fund Balance and anticipated Car Rental Tax, Transient Room Tax and Parks Admission revenue due to COVID-19 impacts in the Parks Fund.
- Reduction of anticipated beginning Fund Balance and reserves in the Road Fund due to reduction in Gas Tax Revenue due to COVID-19 impacts in FY 19-20. Reduce FY 20-21 anticipated revenue and reserves for same reason.
- Reduction of Video Lottery and Transient Room Tax revenue and associated expense due to COVID-19 revenue impacts in Special Revenue Fund.
- Reduce revenue and expenditures due to cancellation of 2021 County Fair within the Lane Events Center Fund.
- Reduction in Building Permit, Planning Permit, Title III reimbursement, and Other Fees collected through Waste Management revenues due to COVID-19 revenue impacts.

The total change to the Proposed Budget for all Funds was a reduction of \$8,217,851.

The Committee's final approval also included: approval for the use of transient room tax dollars for operational purposes for Lane Events Center in an amount up to \$1,005,526 and Parks in an amount up to \$671,559. Tax levies approved were: 1) Local Option Levy for Jail and Critical Youth Services in the amount of 55 cents per \$1,000 assessed value; 2) Local Option Tax to support 4-H and OSU Extension Programs in the amount of 1.5 cents per \$1,000 assessed value; and 3) Lane County Permanent Tax Rate of \$1.2793 per \$1,000 of Assessed Value.

### **June 2020**

The Board of Commissioners held the required Public Hearing on the Approved Budget at 1:30 pm on Tuesday, June 9, 2020. On Tuesday, June 16, 2020, the Board of Commissioners adopted the budget with adjustments detailed on the Adjustments to the Approved FY 2020-2021 Budget table on the following pages.

# Financial & Planning Summary

LANE COUNTY ADJUSTMENTS TO THE PROPOSED FY 2020-2021 BUDGET										
Fund	Department	Item No.	Adj. Type	Description of Adjustment	FTE Chng	Total Resources Change	Expenditure Change	Transfer Out Change	Contingency Reserve Chg	Total Requirements Change
	<b>Non-Departmental</b>	1	RD	Reduction of Car Rental Tax & State Liquor Tax - reducing to FY 19-20 Budget amount due to COVID-19 impacts.	0.00	(216,381)			(216,381)	(216,381)
<b>124 General Fund</b>		2	AD	\$10,000 expense to Our Birthing Center awarded by Budget Committee in response to Community Request; Additional Transfer to Human Services Division for allocation to community organizations; Reduction of reserves for that award and additional \$90,000 one-time transfer to Human Services Division.	0.00	0	10,000	90,000	(100,000)	0
				<b>Net Dept. Change</b>	<b>0.00</b>	<b>(216,381)</b>	<b>10,000</b>	<b>90,000</b>	<b>(316,381)</b>	<b>(216,381)</b>
				<b>General Fund Total Change</b>	<b>0.00</b>	<b>(216,381)</b>	<b>10,000</b>	<b>90,000</b>	<b>(316,381)</b>	<b>(216,381)</b>
<b>216 Parks Fund</b>	<b>Public Works</b>		RD	Reduce Fund Balance by \$350,905 due to decreased revenue in FY 19-20 due to COVID-19; Parks revenue adjustments for COVID-19 in 1st quarter of FY 20-21 in TRT (\$175,000), CRT (\$110,000) & Park Admissions-Day Use Revenue (\$75,000). Eliminate two Park Ranger positions that were added in the Budget Request and reduce M&S and Capital. Balance with reduction in Operational Reserves.	(2.00)	(710,905)	(274,646)	0	(436,259)	(710,905)
				<b>Parks Fund Total Change</b>	<b>(2.00)</b>	<b>(710,905)</b>	<b>(274,646)</b>	<b>0</b>	<b>(436,259)</b>	<b>(710,905)</b>
<b>225 General Road Fund</b>	<b>Public Works</b>		RD	Reduce Fund Balance Carryover and Reserves to reflect Supplemental #4 changes to the ODOT Highway Funds/Gas Tax Revenue reductions due to COVID-19 in FY 19-20. Reduce ODOT Highway Funds/Gas Tax Revenue. Estimate is for a 10% revenue decrease for FY 20-21. This is due to anticipating a slow business opening cycle, slow return to economic stability, and return to pre-COVID-19 employment levels. Balance with reduction in Reserves for Future.	0.00	(3,700,000)	0	0	(3,700,000)	(3,700,000)
				<b>Road Fund Total Change</b>	<b>0.00</b>	<b>(3,700,000)</b>	<b>0</b>	<b>0</b>	<b>(3,700,000)</b>	<b>(3,700,000)</b>
<b>260 Special Revenue Fund</b>	<b>Non-Departmental</b>		RD	Reduce anticipated Video Lottery and Transient Room Tax Receipts and Fund Balance and associated expenses/reserves due to reductions experienced in FY 19-20 and anticipated in FY 20-21.	0.00	(1,495,115)	(795,250)	0	(699,865)	(1,495,115)
				<b>Special Revenue Fund Total Change</b>	<b>0.00</b>	<b>(1,495,115)</b>	<b>(795,250)</b>	<b>0</b>	<b>(699,865)</b>	<b>(1,495,115)</b>
<b>521 Lane Events Center Fund</b>	<b>Public Works</b>		RD	Lane Events Center Elimination of 2020 Fair. Reduce revenues and expenses associated with 2020 Fair due to State cancellation of Fair. Maintain budget to plan and prepare for 2021 Fair. Reduce Operational Contingency to balance reductions.	0.00	(1,407,450)	(1,148,307)	0	(259,143)	(1,407,450)
				<b>Lane Events Center Fund Total Change</b>	<b>0.00</b>	<b>(1,407,450)</b>	<b>(1,148,307)</b>	<b>0</b>	<b>(259,143)</b>	<b>(1,407,450)</b>

## Financial & Planning Summary

LANE COUNTY ADJUSTMENTS TO THE PROPOSED FY 2020-2021 BUDGET										
Fund	Department	Item No.	Adj. Type	Description of Adjustment	FTE Chng	Total Resources Change	Expenditure Change	Transfer Out Change	Contingency Reserve Chg	Total Requirements Change
570 Land Management Fund	Public Works		RD	Land Management reduce Building Permits (\$370,000), Planning Permits (\$200,000), Title III Reimbursements (\$45,000), and "Other Fee" collected through Waste Management (\$73,000) for a total revenue reduction of \$688,000. Balance with reduction to Operational Reserves	0.00	(688,000)	0	0	(688,000)	(688,000)
<b>Land Management Fund Total Change</b>					<b>0.00</b>	<b>(688,000)</b>	<b>0</b>	<b>0</b>	<b>(688,000)</b>	<b>(688,000)</b>
<b>Total Change All Funds</b>					<b>0.00</b>	<b>(8,217,851)</b>	<b>(2,208,203)</b>	<b>90,000</b>	<b>(6,099,648)</b>	<b>(8,217,851)</b>

# Financial & Planning Summary

LANE COUNTY ADJUSTMENTS TO THE APPROVED FY 2020-2021 BUDGET											
Fund	Department	Item No.	Adj. Type	Description of Adjustment	FTE Chng	Total Resources Change	Expenditure Change	Transfer Out Change	Contingency Reserve Chg	Total Requirements Change	
124 General Fund	Non-Departmental		TA	Reduce Transfer from GF to Intergov Fund 285 by \$7,934 due to change in needed funding; increase reserve to balance fund.	0.00			(7,934)	7,934	0	
			INC	Increase transfer to Human Services Division for St. Program Service Coordinator with funding set aside for Shelter and Navigation Center in Proposed Budget; Reduce Material & Expenditures Budget for set aside within Non-Departmental Budget.	0.00		(127,463)	127,463			0
<b>General Fund Total Change</b>					<b>0.00</b>	<b>0</b>	<b>(127,463)</b>	<b>119,529</b>	<b>7,934</b>	<b>0</b>	
225 General Road Fund	Public Works			Capital Projects scheduled for FY 19-20; delayed into FY 20-21. \$544,630 for CSC Roof and \$769,000 for Fleet HVAC. Revenue for two Capital Projects (Seas Road Fixed Object Removal & Row River Trail Crossing) inadvertently left behind in FY 19-20 when respective expenses moved into FY 20-21 proposed budget due to Project delays. \$100K & \$275K in revenues for the above projects now added in FY 20-21	0.00	1,688,630	1,313,630	0	0	1,313,630	
				INC	Increase capital expenditures for Territorial Project using Service Stabilization Reserve transferred from Subfund 227	0.00	2,700,000	2,538,992	0	0	2,538,992
				INC	Increase reserves for future projects	0.00	0	0	0	0	536,008
<b>SubFund Total Change</b>					<b>0.00</b>	<b>4,388,630</b>	<b>3,852,622</b>	<b>0</b>	<b>536,008</b>	<b>4,388,630</b>	
226 Roads Grants Subfund	Public Works			Eliminate transfer to Subfund 227 for Territorial Project and eliminate expenditure for Territorial Project	0.00	(2,538,992)	(2,538,992)		0	(2,538,992)	
				<b>SubFund Total Change</b>					<b>0.00</b>	<b>(2,538,992)</b>	<b>0</b>
227 Federal Forest Subfund	Non-Departmental			Eliminate transfer to Subfund 226 for Territorial Project; Increase transfer to Fund 225 for Territorial project	0.00	0		161,008	0	161,008	
				<b>SubFund Total Change</b>					<b>0.00</b>	<b>0</b>	<b>0</b>
<b>SubFund Total Change</b>					<b>0.00</b>	<b>0</b>	<b>0</b>	<b>161,008</b>	<b>(161,008)</b>	<b>0</b>	
260 Special Revenue Fund	County Administration Non-Departmental		TA	Correct Beginning Fund Balance to include relocation reserve for Parole & Probation	0.00	2,121,104		0	0	0	
				TA	Increase reserves (proposed showed a negative) to rebalance fund.	0.00	0	0	0	2,121,104	2,121,104
<b>Special Revenue Fund Total Change</b>					<b>0.00</b>	<b>2,121,104</b>	<b>0</b>	<b>0</b>	<b>2,121,104</b>	<b>2,121,104</b>	

# Financial & Planning Summary

LANE COUNTY ADJUSTMENTS TO THE APPROVED FY 2020-2021 BUDGET										
Fund	Department	Item No.	Adj. Type	Description of Adjustment	FTE Chng	Total Resources Change	Expenditure Change	Transfer Out Change	Contingency Reserve Chg	Total Requirements Change
			RX	Reduce Vacant Office Assistant 2 Position from 1.0 to .75 FTE	(0.25)	0	(22,204)	0	0	(22,204)
			AD	Adding two .50 FTE Temp Community Service Worker 2 positions and two .50 Temp Peer Support Specialist positions for Worksource Program	2.00	0	80,458	0	0	80,458
			TA	Reclassification of Administrative Assistant to Administrative Analyst (completed in FY 19-20 supplemental #4) and reclass Community Service Worker 2 to Employment Specialist 2.	0.00	0	10,728	0	0	10,728
				Adding two 1.0 FTE Employment Specialist Positions; two .50 FTE Temp Community Service Worker 2 positions and two .50 Temp Peer Support Specialists (completed in FY 19-20 Supplemental #4)	4.00	0	257,026	0	0	257,026
			TA	Budgeting additional revenue from expected Grant changes due to additional information received since preparation of Proposed Budget, including reduction of General Fund transfer in amount of \$7,934	0.00	2,685,492	2,359,483	0	0	2,359,483
			AD	Adding 1.0 FTE Sr. Program Services Coordinator to be funded with General Fund previously set aside in Proposed Budget for Shelter & Navigation Center and 1.0 FTE Program Service Coordinator 2 to be paid for with funds to be received through COVID revenue.	2.00	228,189	228,189	0	0	228,189
			GR	Reduction in LIHEAP and Community Service Block Revenue with corresponding reduction in expenditures.	0.00	(952,000)	(952,000)	0	0	(952,000)
			TA	Fix Transfer Out Amount	0.00	0	0	1	0	1
				<b>Intergov Human Services Fund Total Change</b>	<b>7.75</b>	<b>1,961,681</b>	<b>1,961,680</b>	<b>1</b>	<b>0</b>	<b>1,961,681</b>
			TA	Correct Transfer in mistake from Proposed Budget; reduce material and services to balance.	0.00	(190)	(190)	0	0	(190)
			GR	Remove funding and contract payments for Mental Health Grant SE 66 which ended 06/30/2019	0.00	(30,000)	(134,892)	0	0	(134,892)
			GR	Appropriate revenue for reproductive services Oregon Health Department Grant; Adding 4.0 FTE for COVID Tracing approval in Supplemental #4; 1.0 Pr/Tech Supervisor, 1.0 Community Health Analyst, four .50 FTE Community Health Nurse 2; correct revenue being received from Oregon Health Department Grant in Maternal Child & Health	4.00	395,452	395,452	0	0	395,452
			TA	Correct Transfer inadvertently missed in Proposed Budget to allocate transfer of funds to Restorative Services for Marijuana work in Subfund 289 (Youth Services).	0.00	0	0	104,892	0	104,892
				<b>SubFund Total Change</b>	<b>4.00</b>	<b>365,262</b>	<b>260,370</b>	<b>104,892</b>	<b>0</b>	<b>365,262</b>

# Financial & Planning Summary

LANE COUNTY ADJUSTMENTS TO THE APPROVED FY 2020-2021 BUDGET										
Fund	Department	Item No.	Adj. Type	Description of Adjustment	FTE Chng	Total Resources Change	Expenditure Change	Transfer Out Change	Contingency Reserve Chg	Total Requirements Change
288 Community Health Centers Subfund	Health & Human Services	TA		Budgeting personnel and M&S expenditures related to 3.4 FTE added in FY 19-20 Supplemental #4 and BO #20-2-25-02	(0.40)	679,364	679,364	0	0	679,364
				<b>SubFund Total Change</b>	<b>(0.40)</b>	<b>679,364</b>	<b>679,364</b>	<b>0</b>	<b>0</b>	<b>679,364</b>
289 Youth Services Subfund	Health & Human Services	GR		Budgeting revenue and expenditure for additional work crew contracts.	0.00	24,800	24,800	0	0	24,800
				<b>SubFund Total Change</b>	<b>0.00</b>	<b>24,800</b>	<b>24,800</b>	<b>0</b>	<b>0</b>	<b>24,800</b>
287 LaneCare Fund	Health & Human Services	RX		<b>Health &amp; Human Services Fund Total Change</b>	<b>3.60</b>	<b>1,069,426</b>	<b>964,534</b>	<b>104,892</b>	<b>0</b>	<b>1,069,426</b>
				Eliminate 1.0 FTE Vacant Mental Health Care Coordinator in LaneCare Administration; Eliminate two 1.0 FTE Mental Health Care Coordinators in LaneCare Trillium	(3.00)	0	(100,458)	0	0	(100,458)
				Updated FY 20-21 Budget to reflect reduction of 3.0 FTE from FY 19-20 supplemental budgets since initial budget preparation; increase reserves and miscellaneous payments due to personnel reductions; reduce expense by \$170,048 and move to correct Transfer Code	(3.00)	12,660	(456,930)	0	0	(456,930)
				Updated Adopted Budget to reflect reduction of 3.0 FTE from FY 19-20 supplemental budgets since initial budget preparation; increase reserves and miscellaneous payments due to personnel reductions. Correction Transfer of \$170,048 - - was entered into Material and Services.	0.00	0	0	170,048	400,000	570,048
290 Local Option Tax Levy Fund	Health & Human Services	TA		Increase expenditure by \$2,750 for Lane ESD Contract	0.00	0	2,750	0	0	2,750
530 Solid Waste Fund	Public Works	RB		<b>Local Option Tax Levy Fund Total Change</b>	<b>0.00</b>	<b>0</b>	<b>2,750</b>	<b>0</b>	<b>(2,750)</b>	<b>0</b>
				Increase capital expenditure for Florence Transfer Site Improvements	0.00	0	150,000	0	0	150,000
				Increase capital expenditures for Transfer Sites Vactor Improvement project work scope change	0.00	0	75,000	0	0	75,000
				Increase capital expenditures for Transfers Site projects	0.00	0	650,000	0	0	650,000
	Non-Departmental	RD		Reduce reserves for additional capital projects listed above.	0.00	0	0	0	(875,000)	(875,000)
				<b>Solid Waste Fund Total Change</b>	<b>0.00</b>	<b>0</b>	<b>875,000</b>	<b>0</b>	<b>(875,000)</b>	<b>0</b>
				<b>Total Change All Funds</b>	<b>5.35</b>	<b>7,014,509</b>	<b>4,432,743</b>	<b>555,478</b>	<b>2,026,288</b>	<b>7,014,509</b>

## Financial & Planning Summary

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# General Fund

## General Fund

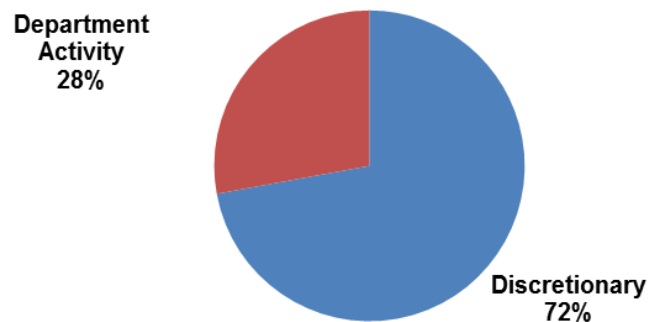
The General Fund is the County's primary operating fund and supports a multitude of the County's core services including public safety, public health and general government services such as elections, assessment & taxation and internal support services. For FY 20-21 the total General Fund budget is \$116,716,239 which is a decrease of \$3.5 million or 2.92% from the FY 19-20 final budget.

### General Fund Resources

Resources	FY 20-21	Percent of Bdgt
Current Year Property Taxes	\$44,223,340	37.89%
Other Taxes & Assessments	\$3,607,972	3.09%
Licenses & Permits	\$961,615	0.82%
Fines, Forfeitures & Penalties	\$704,500	0.60%
Property Rentals	\$320,110	0.27%
Federal Revenue	\$5,556,052	4.76%
State Revenue	\$11,378,416	9.75%
Local Revenues	\$1,385,139	1.19%
Fees & Charges	\$2,749,700	2.36%
Administrative Charges	\$14,740,631	12.63%
Interest Earnings	\$500,000	0.43%
Intrafund Transfers	\$326,978	0.28%
Transfers from Other Funds	\$2,482,831	2.13%
Beginning Fund Balance	\$27,779,045	23.80%
<b>Total Resources</b>	<b>\$116,716,329</b>	<b>100.00%</b>

The majority of the resources available within the General Fund are discretionary funds, also referred to as discretionary general fund (DGF). These funds are available for distribution to any department or service without specific regulations or requirements and they are generally not generated by specific department activities. DGF is primarily made up of property taxes, federal timber funds, state shared revenues and reserves. DGF will total \$84,554,529 in FY 20-21, while revenue generated by department activities is projected at \$32,161,800.

### General Fund Resources - Discretionary v. Department Activity



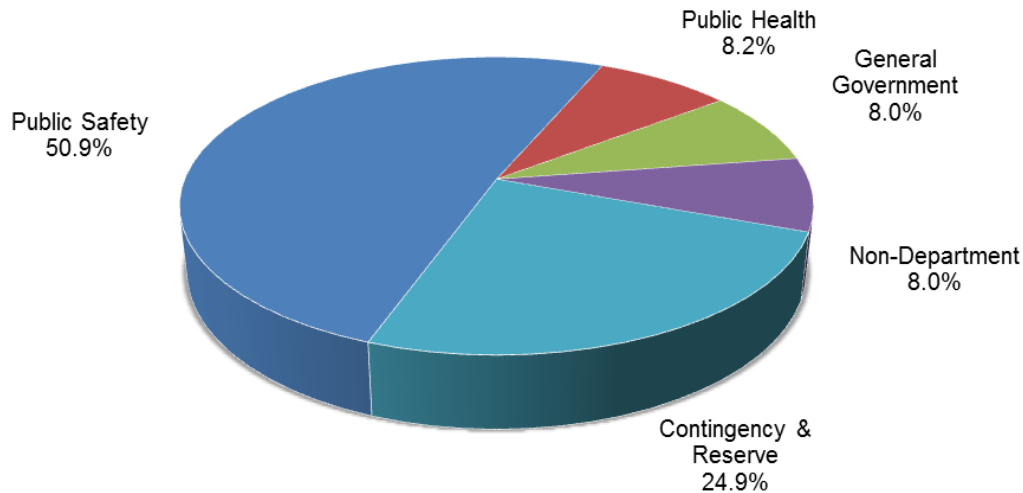


# General Fund

## Discretionary General Fund by Service Category

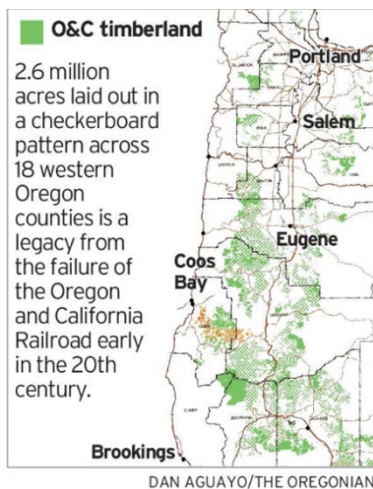
DGF is primarily allocated to the area of public safety, but also must be used to support other services such as public health and general government services including assessment and taxation, elections and internal support functions due to lack of other funds available to pay for those mandated and/or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

### Discretionary General Fund FY 20-21 Allocation by Service Category



The General Fund reserve, which represents just below 25% of the discretionary general funds, has reached the County’s policy of 20% minimum of operating revenue, while also allocating \$750,000 for a vacancy variance contingency as well as reserves for future capital planning associated with the Countywide CIP.

## A Historical Perspective on Federal Timber Revenue



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

### *Secure Rural Schools Legislation*

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

## General Fund

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

In late 2008, the SRS Act was extended for an additional four (4-year) but at a reducing level based on FY 06-07 funding levels. In mid-2012, the Act was again extended for one (1-year) at 95% of the FY 11-12 funding levels. In the General Fund, the continued step down has caused funding to go from a high of \$15 million in FY 06-07, down to \$4.6 million in FY 12-13. In addition, federal sequestration in 2013 resulted in a decrease of an additional 5.1% of the 12-13 amount, bringing the actual revenue received down to \$4.46 million. In mid-April, 2015, Congress passed an additional two-year extension of the SRS payments, at a continued 5% step down each year. The payment received by Lane County government in FY 15-16 was approximately \$13.66 million – which is \$36.26 million less than was received in FY 07-08 before the step down of payments began. In March 2018, Secure Rural Schools was again renewed for a two year period, with 5% reduction each year. A recent renewal of Secure Rural Schools again renewed the legislation for a two year period, providing one-time funding for FY 19-20 and FY 20-21.

### *Permanent Property Tax Rates and Limitations*

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

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

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

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

# General Fund

## Comparable County Comparison

In this table, Lane County’s permanent property tax rate is compared to five counties most similar: Washington, Clackamas, Marion, Jackson, and Deschutes. Data was gathered for FY 18-19, the most recent fiscal year in which data is available.

FY 2018-2019 COUNTY COMPARISON						
	Lane	Washington	Clackamas	Marion	Jackson	Deschutes
<b>2019 Population</b> <sup>1</sup>	378,880	613,410	423,420	347,760	221,290	193,000
<b>Area (Square Miles)</b> <sup>2</sup>	4,722	726	1,883	1,194	2,802	3,055
<b>Perm. Rate/1,000 (Rural)</b>	\$1.28	\$2.25	\$2.98	\$3.03	\$2.01	\$1.22
<b>Perm. Rate/1,000 (City)</b> <sup>3</sup>	\$1.28	\$2.25	\$2.40	\$3.03	\$2.01	\$1.22
<b>Net Assessed Value</b> <sup>4</sup>	\$33.6 bil.	\$64.1 bil.	\$48.8 bil.	\$24.6 bil.	\$20.6 bil.	\$24.2 bil.
<b>Average Tax Rate/1,000</b> <sup>4</sup>	\$15.96	\$17.43	\$16.72	\$17.00	\$14.47	\$15.29
<b>Property Tax Imposed (All Dist)</b> <sup>5</sup>	536.20 mil.	1,117.20 mil.	816.98 mil.	418.35 mil.	298.09 mil.	370.23 mil.
<b>Adopted FY 18-19 Budget</b> <sup>6</sup>	682.1 mil.	1,251.7 mil.	846.8 mil.	445.4 mil.	358.0 mil.	383.7 mil.

<sup>1</sup> Annual Oregon Population Report dated 2019 - Portland State University, College of Urban & Public Affairs, Population Research Center.

<sup>2</sup> State of Oregon Blue Books.

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

<sup>4</sup> Net Assessed Value (NAV) includes nonprofit housing, state fish & wildlife value, but excludes urban renewal excess value. Average countywide rate for local governments including special levies and GO bonds outside Measure 5 limit./DOR-Property Tax Statistics 2018-19

<sup>5</sup> Taxes to be paid by taxpayers *after* the Measure 5 rate limits have been applied./DOR-Property Tax Statistics 2018-19

<sup>6</sup> FY 18-19 Adopted Budget totals obtained at each County's website.

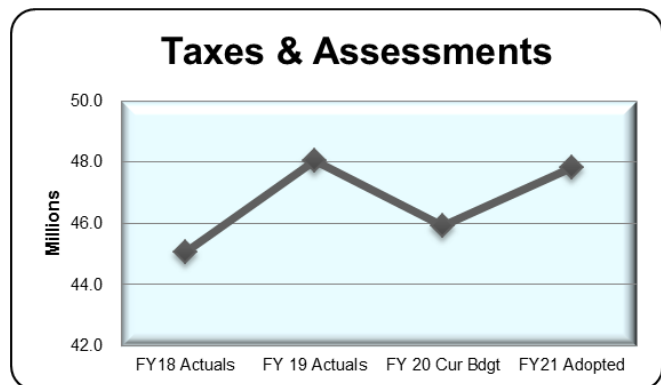
In addition, the 2018-2019 Rate and Value Information for Oregon’s Counties table in the Appendix shows that in that year Lane County continues to be near the bottom of Oregon’s 36 counties as far as overall comparable tax rate is concerned, even when you convert the O&C federal revenue into a comparable tax rate and add it in.

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

## General Fund Revenues/Resources

### Taxes and Assessments

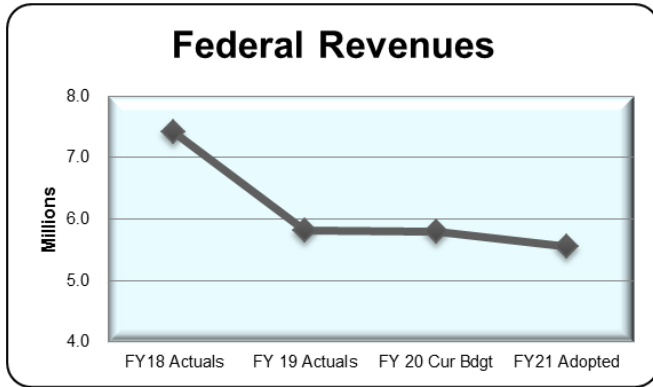
In FY 20-21, Taxes and Assessments are projected to make up 41% of General Fund resources and total \$47.8 million. This category includes both current and prior year property taxes along with county car rental tax, the Western Oregon Severance Tax offset, payments in-lieu-of taxes (PILT) from utilities and tax penalties. This revenue overall is up 4.21% compared to FY 19-20. A strong housing economy is resulting in an increase in Property Tax revenue of approximately 3.75% for FY 20-21. Car rental tax has continued to see economy based increases. It is likely that COVID-19 will negatively impact car rental tax going forward until the



## General Fund

point where tourism and travel increase; and it is anticipated that Property Taxes may anticipate some delay in payment due to COVID-19 employment impacts. Car rental tax was reduced from the Proposed Budget levels due to the anticipated impacts, while Property Taxes were held flat until the point where additional information is known. Future downturn in Property Tax revenue beyond FY 20-21 is anticipated.

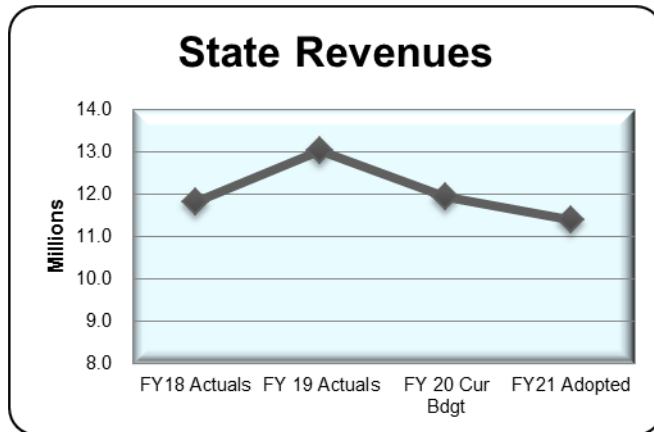
### Federal Revenue



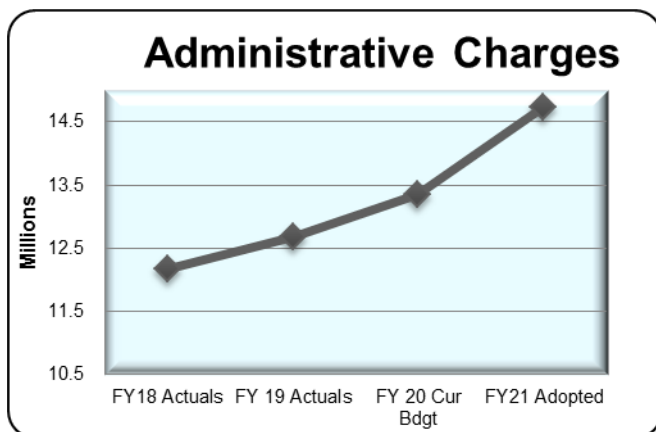
Federal revenues will stay relatively flat in FY 20-21 due to the most recent renewal of Secure Rural Schools (SRS) legislation. SRS funding is treated as a one-time revenue source by Lane County and will be spent on one-time expenditures. Ongoing timber revenue, which is received in the years that SRS is not renewed, has remained strong in recent years. This revenue source has seen large reductions over the past 30 years due to the change in the timber industry and federal logging restrictions.

### State Revenue

State revenues into the General Fund are estimated at \$11.38 million for FY 20-21, which is a decrease of 4.61% compared to current year. A decrease in liquor tax is anticipated due to the limits placed upon restaurants and bars from COVID-19 State restrictions. State shared revenue for marijuana tax is budgeted as stable.



### Administrative Charges



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

department overhead charge for services provided to programs not in the General Fund. Administrative charges are budgeted at \$14.7 million or for FY 20-21, which is a 10.37% increase over current year for

## General Fund

this fund. The percentage paid by the General Fund each year varies based upon where expenditures occurred in the fiscal year 2 years prior.

### Fund Balance

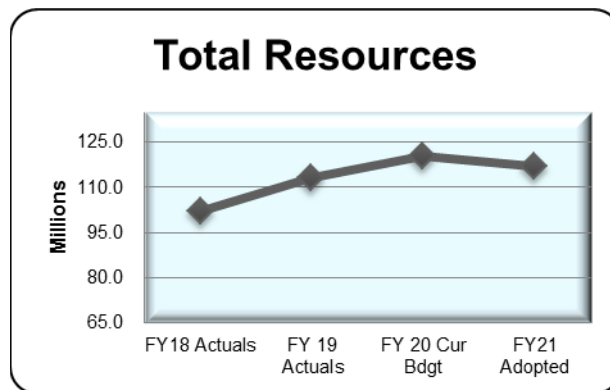
The fund balance carryover from the current year is projected to be \$27.8 million, which is an decrease of \$5.8 million from current year. The decrease is attributed primarily to the transfer of \$5 million for the construction of a new building for Development Disabilities as approved by the Board of Commissioners. Included in the total fund balance is the required reserve being carried forward from the prior year as well as one-time funds available for spending on one-time expenditures. In FY 20-21, no fund balance will be used to pay for ongoing services, which maintains the structurally balanced budget first achieved in the General Fund in FY 17-18.

### Other Revenues & Resources

- Licenses and Permits \$961,615
- Fines, Forfeitures & Penalties \$704,500
- Property Rentals \$320,110
- Interest Earnings \$500,000
- Fund Transfers of approximately \$2.8 million
- Local Revenues of \$1.3 million.

### Total General Fund Resources

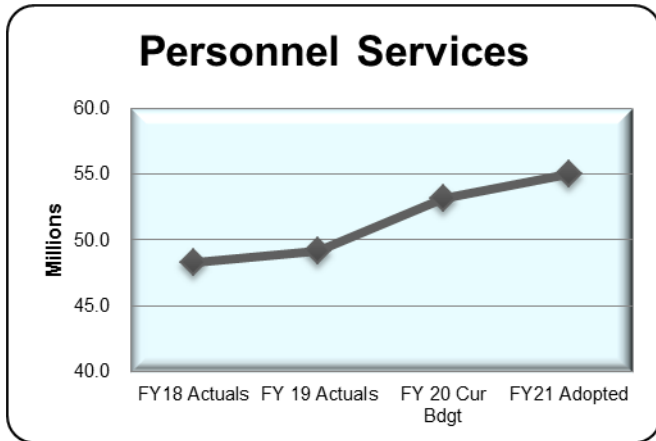
General Fund resources will total \$116.7 million for FY 20-21, which is a decrease of \$3.5 million or 2.9% from the current budget year.



# General Fund

## General Fund Expenditures/Requirements

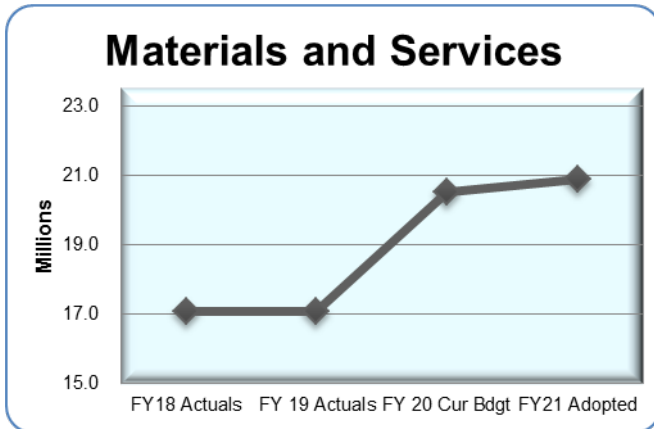
### Personnel Services



Personnel Services, which includes wages, employer taxes and employee benefits, are budgeted at \$54.9 million in FY 20-21, which is a 3.56% increase from current year. The increase is attributed to cost of living and merit (step) increases. The County's PERS employer rate is flat for FY 20-21. The FY 20-21 budget continues to assume a 3% vacancy variance rate in the General Fund to account for position vacancies in the initial budget. For FY 20-21, there is no increase for medical insurance rates or other benefit/employer tax rates. Full-time equivalent positions in the General Fund are increasing by 8.25 as described in the Balancing

Options topic of the Financial & Planning Summary section of this document.

### Materials and Services



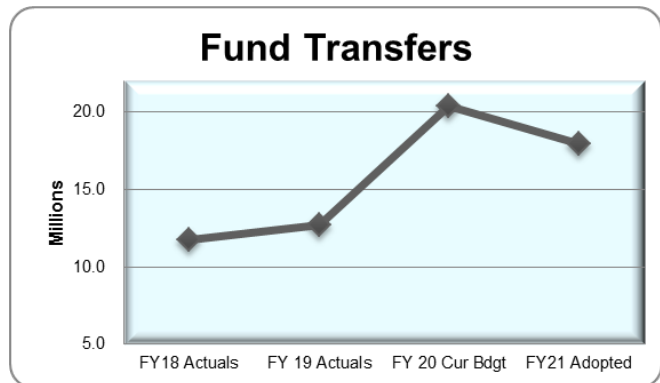
Materials and Services are budgeted at \$20.8 million, which is an increase of approximately \$388 thousand as compared to the current budget year. The FY 20-21 budget contains several one-time allocations including a rebudget of \$1 million for a Behavioral Health Crisis Center (aka Navigation Center) as well as an additional \$1 million in first year operating funds for the same. A continued attention to internal charges and cost control have helped keep the ongoing expenditures in this category relatively flat overall.

### Capital Outlay/Capital Projects

The General Fund has two capital outlay expenditures for FY 20-21 in the total amount of \$32,000.

### Fund Transfers

Fund transfers out of the General Fund are budgeted at \$17.9 million. The decrease from current year is due to a one-time increase in FY 19-20 for transfer of general funds to the capital fund for the Development Disabilities and future Parole and Probation buildings. Ongoing transfers are increasing slightly due to increasing expenses for services, which results in the need for additional General Fund

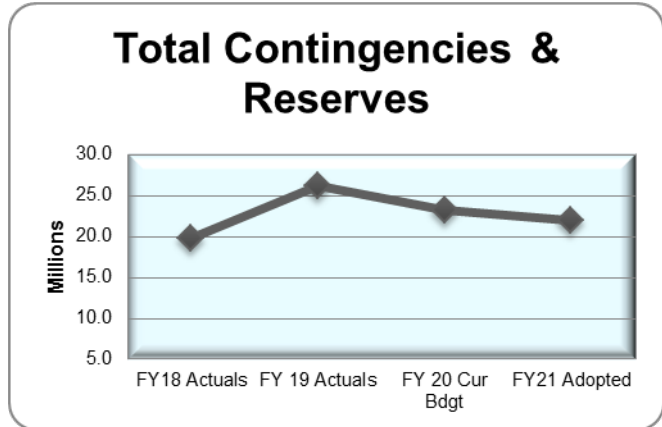


## General Fund

support. The transfers from the General Fund help fund services provided in Health and Human Services, Public Works, and Sheriff’s Office to support services such as Public Health, Behavioral Health, Animal Services, Developmental Disabilities, Parole & Probation, and basic needs for Lane County’s most vulnerable residents. For FY 20-21, there is also a budgeted transfer to the Capital Fund for a remodel of Technology Services.

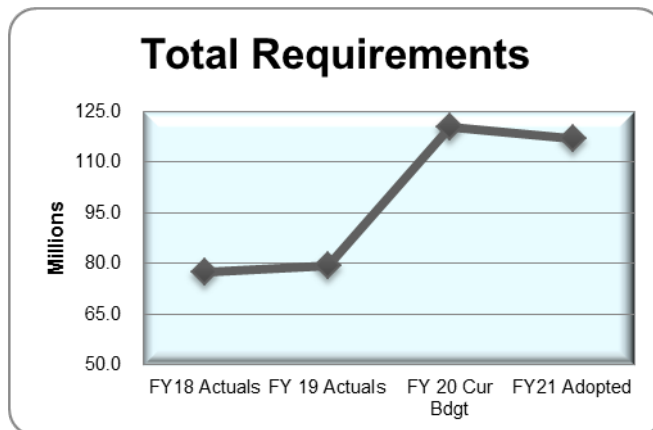
### Reserves & Contingencies

General Fund reserves and contingencies are budgeted at \$22 million for FY 20-21, which is a decrease from current year of \$1.2 million. The decrease is the result of transfers out of the fund for one-time expenditures. The Fund will continue to achieve a minimum 20% reserve based upon operating revenue, in addition to maintaining a contingency for vacancy variance. The higher reserve level (the County’s policy was previously 10%) enables the County to maintain its strong bond rating and provides necessary funds for cash flow prior to receipt of property tax revenue in November or December of each year. The FY 20-21 reserve amount also includes \$4 million for future capital planning needs.



### Total General Fund Requirements

General Fund requirements overall are \$116.7 million for FY 20-21, which is a decrease of \$3.5 million or 2.9% from the current budget year.



# General Fund

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## The Structural Deficit

The FY 20-21 General Fund budget maintains its structural balance for the third time after achieving it for the first time in 7 years in FY 17-18. However, due to the County's low permanent property tax rate, and limited growth under the Oregon constitution, a structural deficit continues to be projected for future years. This is due to expenditures typically growing at a faster rate than revenue. Historically the General Fund revenues have grown between 3-3.5% a year while expenses have grown at between 4% and 5%. Most recently these growth numbers have been lower for both revenue & expenditures, as State & Federal revenues have remains relatively flat – or offset each other. The focus on control of internal costs has maintained stability for the short term; however, without additional revenue the County's General Fund will again face a structural imbalance in the next couple of years.

## Financial Forecast Model

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

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

The most recent General Fund Forecast presented to the Leadership Team in January 2020, forecasted a stable FY 20-21, budget, but showed the potential for a structural deficit again in the next five years dependent upon revenue and expenditure growth and the economy.

Assumptions built into the current General Fund Five year forecast include:

### **REVENUE GROWTH**

Current Year Property Tax growth of 3.75% as recommended by Lane County Assessor. This forecast was prior to COVID-19, however, Lane County's assessed value is set as of January 1<sup>st</sup> each year, and therefore taxes and values will not be impacted due to COVID although the County may see an increase in appeals and a slowdown of payments. The current forecast projects growth as: FY 21-22 3.75%; FY 22-23 3.5%; and FY 23-24 forward at 3.25%. These projections will be adjusted as the impacts of COVID on the collection rate of property taxes and potential impact to values is better known.

Other Taxes are projected to remain relatively flat over the 5 year projected period.

Licenses & Permits overall growth projected at an average of 0.8% over the five year period. Marriage license, cable franchise agreements, and concealed weapon permits made up the bulk of this revenue in the General Fund.

Fines, Forfeitures & Penalties projected average growth of 2% annually primarily caused by fines collected from the Circuit, Municipal and Justice Courts that are passed on to the County. COVID-19 impacts are unknown but likely to occur in this area, which will result in a change in projection in the next forecast released in January 2021.



## General Fund

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Federal and State Grant Revenues are projected to experience modest growth resulting from timber harvest sales and growth in child support enforcement.

State Revenues (Non-Grant) are projected to grow at approximately 1% annually over the five year forecasted period. Revenues in this category include State shared revenues for liquor, marijuana, and cigarette tax, as well as State timber sales, Marine Board revenue in the Sheriff's Office, and Department of Revenue funds allocated from the State to support the collection of property taxes.

Local Revenues, which are primarily made up of Recording Fees occurring in Deeds & Records, is projected to grow at an average of 0.9% annually. Recording Fees are dependent on the real estate market and mortgage interest rates and can become volatile quickly with changes in the market.

Administrative Charges, are the accounting of revenue where the County utilizes a federally qualified indirect plan to charge non-central service departments for the support of legal, budget, finance, human resources, emergency management, county administration and the Board of Commissioners. The indirect plan is based upon the last audited actual expenditures, and therefore each budget year the amounts paid are typically less than the budgeted central service expenses due to increasing expenses. All central services are budgeted within the General Fund, which means the General Fund receives the County Indirect Revenue to cover those expenses. Growth in this revenue type is dependent on the growth of personnel and material and services expenses growing within departments. While some growth has occurred within central services in recent years to support the growth within non-central service departments, the increase in this revenue is currently projected at 3.25% annually for the next five years.

Overall for the next five years, revenue growth within the General Fund is projected at 2.8% annually.

### **EXPENDITURE GROWTH**

Personnel expenditures are currently projected at 1.89% for the next five year period. It should be noted that the County has made the choice to not project for non-approved cost of living increases due to the volatility of that projection. Instead, the personnel projection takes into account merit increases based upon the current employee population, as well as projected increase in employee retirement and health care/other benefit costs. While this can lead to a forecast that isn't as accurate as desired for this category, due to the structural deficit inherent in the fund, it provides the ability for policy makers to see the impact of cost of living increases on the stability of the fund in a way that projecting for the unknown would not allow.

Material & Services are set by the December Oregon Economic Forecast which sets the projected growth in CPI for the coming budget year. In addition, that forecast projects out into the future, and those same projected increases are used in the General Fund Forecast. For the current forecast, annual growth of 2.4% is projected.

Fund Transfers, while not typically an operating cost, are tracked by the County in the case of ongoing transfers to support services within other Funds as an operating expense in order to validate structural balance of the Fund. The projected growth of this known requirement of the Fund seeks to blend the known growth in personnel and material & services within the General Fund and apply it to the services outside of the General Fund, while also taking into account other revenue sources to support those same services. For the next five year forecast, ongoing service related transfers are anticipated to grow 3.5% annually.

Overall for the next five years, operating expenditures growth within the General Fund is projected at 2.06% *before any cost of living increases are applied*. While the forecast as currently built appears fairly stable, the unknowns of COVID-19 and wage growth put the forecast at risk. The next update will occur for the Lane County leadership team in January 2021.

# General Fund

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## Service Option Sheets

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

### **How to Read Service Option Sheets**

(see the SOS sample on the next page)

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

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

**Leverage:** Many services the County provides result in additional revenue to the County or the community based upon the General Fund allocated by the County. Example: Prop Tax Assmt, Collection & Distribution, in FY 20-21 the County is allocating \$5.4 million in General Fund, which will then result in additional revenue of \$45.2 million to the County's General Fund, \$19.4 million to other County Funds, and \$581 million to other taxing districts (cities, schools, fire districts, libraries, etc.) If the General Fund leverages at least one additional dollar for each General Fund dollar allocated, the service has a **HIGH** leverage indication. If the service leverages less than one additional dollar for each General Fund dollar, the service has a **Some** leverage indication. Leverage details can be found at the bottom or back side of the Service Option Sheet.

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

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

# General Fund

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

Sample SOS:

Lane County - Service Option Sheet - FY 20-21 Adopted				
<b>SOS 37:</b>	<b>Prop Tax Assmt, Collection &amp; Distribution</b>	<b>Service Category: General Government</b>		
<b>Dept:</b>	Assessment and Taxation	<b>Mandate</b>	None	Related
<b>Contact:</b>	Mike Cowles / Krista Noble 541-682-6798	<b>Leverage</b>	None	Some
			<b>SHALL</b>	<b>HIGH</b>
Executive Summary				
<p>The Assessor is mandated by state law to administer and collect property taxes in accordance with property tax limitations outlined in the state constitution, statutes and administrative rules. The 2019-20 certified tax roll contained approximately 180,000 tax accounts with a real market value of \$64 billion and a taxable value of \$35.5 billion. The taxable value generates \$581 million in revenue for local governments/schools. The department is the designated agency to collect property tax revenues for all tax districts in the county. Approximately 11% of taxes collected go to Lane County. The Oregon Department of Revenue annually reviews staffing/workload to ensure ability to meet the minimum requirements set by the State as required under ORS 294.175.</p>				
Service Descriptions				
<b>Adopted Budget Total</b>	<b>Revenue</b>	<b>Expense Total</b>	<b>General Fund</b>	<b>FTE</b>
	1,437,170	6,857,370	\$5,420,200	50.00
<p>The Appraisal division prepares the annual assessment roll. The Property &amp; Tax Management division prepares the annual tax roll, which is certified by the Assessor. Tax bills are sent to all property owners by law. The department collects and distributes the taxes to 85 tax districts, including Lane County. Budgeted 2020-21 state revenue (CAFFA) has been adjusted to account for this year's estimated distribution.</p>				
State/Federal Mandate				
<p>Assessment and Taxation is a state mandated function of the Oregon Property Tax System. Oregon Constitution Article XI and ORS Chapters 92, 192, 285A, 294, 307, 308, 308A 309, 311 and 446 state the Assessor must perform the mandates and has legal liability; and the annual submission of the County Assessment Function Funding Assistance Program (CAFFA) Grant is dependent on compliance of mandates. Failure to comply with state mandates requires state takeover and loss of CAFFA Grant Funding, State Liquor and Cigarette taxes and a charge back cost to the county. See ORS 294.175 - 294.187.</p>				
Leverage Details				
<p>The General Fund portion of this program leverages the following:</p>				
\$45,195,960		back to the Discretionary General Fund		
\$19,371,375		into other non Discretionary County Funds		
\$581,081,522		directly to community members		
*Amount details to be determined				

# General Fund

A summary of the FY 20-21 Adopted SOS are found below:

## SOS Form Summary

Form #	Service Name	Dept	Revenue	Expense	General Fund	FTE
<b>Public Safety</b>						
1	Civil Process, Inmate Transport and Court Security	SO	266,000	1,849,610	1,583,610	11.00
2	Law Enforcement, 9-1-1 Response	SO	2,750,254	13,935,889	11,185,635	75.00
3	Mandatory and Evidence-Based Inmate Services	SO	-	1,048,262	1,048,262	6.00
4	Marine Patrol, Enforcement and Water Rescue	SO	467,651	663,197	195,546	3.50
5	Offender Community Service	SO	60,000	240,416	180,416	1.60
6	Search and Rescue	SO	209,000	531,733	322,733	2.00
7	Violent and Sex Crime Investigations	SO	110,000	1,242,614	1,132,614	6.00
8	Violent Offender Jail Capacity	SO	5,122,550	15,071,723	9,949,173	77.50
9	Four Corners Properties	ND	-	2,879,040	2,879,040	0.00
10	Family Law	DA	1,662,861	2,246,527	583,666	14.00
11	Death Investigations	DA	-	590,933	590,933	3.00
12	Criminal Prosecution	DA	672,830	7,752,547	7,079,717	48.00
13	Victims' Services	DA	732,901	935,367	202,466	7.00
14	Emergency Management	EM	466,894	480,688	13,794	2.50
15	Detention	HHS	396,586	1,601,941	1,205,355	9.50
16	Nutrition Services	HHS	102,163	672,793	570,630	4.00
17	Phoenix Residential Treatment Program	HHS	200,000	1,510,496	1,310,496	7.00
18	Supervision Services	HHS	498,495	2,603,292	2,104,797	14.80
19	Youth Services Administration	HHS	118,347	994,157	875,810	4.00
20	MLK, Jr Education Center	HHS	945,284	1,166,492	221,208	1.54
21	Program Services	HHS	78,837	1,104,937	1,026,100	7.00
22	Restorative Services	HHS	1,273,251	1,486,932	213,681	1.67
23	Commitment Investigation	HHS	285,365	404,771	119,406	2.50
24	Behavioral Health Crisis Center	TBD	-	1,000,000	1,000,000	0.00
25	Land Mgmt - Metro Plan Amendment	PW	-	10,000	10,000	0.20
<b>Public Health &amp; Welfare</b>						
26	Communicable Disease Control	HHS	1,584,612	2,791,807	1,207,195	16.64
27	Health Svc High Risk Preg Women/Infants	HHS	3,997,381	4,696,343	698,962	17.66
28	Human Services	HHS	1,308,240	2,652,426	1,344,186	3.24
29	Resource Development	HHS	15,000	98,638	83,638	0.65
30	Veterans Services	HHS	474,555	851,032	376,477	4.00
31	Women, Infants & Children Nutrition Pgrm.	HHS	1,505,083	2,227,074	721,991	15.90
32	Animal Services	PW	245,660	769,973	524,313	4.00
33	Dawn to Dawn Shelter	HHS	1,029,371	1,653,179	623,808	0.00
34a	Joint Shelter & Housing	CAO	86,104	172,208	86,104	1.00
34b	Homeless Systems Transformation	HHS	87,500	309,112	221,612	2.00
35	Public Health Bldg Debt Service Payment	ND	-	685,707	685,707	0.00
36	Low Barrier Shelter/Navigation Center	HHS	-	1,000,000	1,000,000	0.00
<b>General Government</b>						
37	Prop Tax Assmt, Collection & Distribution	AT	1,437,170	6,857,370	5,420,200	50.00
38	Board of Property Tax Appeals	CAO	18,000	43,307	25,307	0.25
39	Elections and Voter Registration	CAO	87,000	2,184,300	2,097,300	6.40
40	Justice Court	CAO	415,250	363,821	(51,429)	2.00
41	Recording, Research, Marriage Licenses	CAO	2,090,463	720,931	(1,369,532)	5.10
42	Property Management	PW	659,094	478,126	(180,968)	1.00
C1	Budget & Financial Planning	CAO	573,560	600,102	26,542	4.00
C2	County Governance	CAO	1,815,487	2,111,576	296,089	10.75
C3	County Records Retention Management	CAO	28,442	33,780	5,338	0.25
C4	Equity & Access	CAO	-	152,520	152,520	1.00
C5	Financial Services - Central	CAO	1,869,810	1,988,209	118,399	14.00

# General Fund

## SOS Form Summary

Form #	Service Name	Dept	Revenue	Expense	General Fund	FTE
<b>General Government (cont.)</b>						
C6	Intergovernmental Relations	CAO	237,108	260,148	23,040	1.00
C7	Performance Auditor	CAO	159,646	180,969	21,323	1.00
C8	Mail Room	CAO	83,658	83,456	(202)	1.00
C9	Operations Admin	CAO	255,292	317,643	62,351	1.50
C10	Public Information Officer	CAO	201,753	195,495	(6,258)	1.00
C11	Warehouse	CAO	98,252	96,382	(1,870)	1.00
C12	Legal Services	CC	1,475,972	1,633,466	157,494	9.00
C13	Risk Management	CC	185,848	181,586	(4,262)	1.00
C14	Workers' Compensation	CC	126,575	122,021	(4,554)	1.00
C15	Human Resources Administration	HR	388,665	602,593	213,928	3.00
C16	Labor Relations	HR	259,109	319,958	60,849	2.00
C17	Workforce Wellness Solutions	HR	1,184,282	1,127,208	(57,074)	9.50
C18	Talent Management	HR	1,084,087	1,186,569	102,482	8.00
C19	Facilities	CAO	3,814,815	4,584,178	769,363	30.75
C20	General Fund Reserve & Contingency	ND	-	18,828,825	18,828,825	0.00
C21	Federal Lobbying	ND	-	23,847	23,847	0.00
C22	Countywide Intergov Dues & Agreements	ND	-	124,706	124,706	0.00
C23	Misc. Non-Departmental Expense Items	ND	-	67,881	67,881	0.00
C24	Public Access Television	ND	-	105,813	105,813	0.00
C25	Capital Planning Reserve	ND	-	4,000,000	4,000,000	0.00
C26	Technology Services Remodel	ND	-	348,000	348,000	0.00
<b>TOTAL DISCRETIONARY GENERAL FUND</b>					<b>\$ 84,554,529</b>	<b>539.90</b>

# Capital Budget

## Overview

The Capital Expense budget is Lane County’s financial plan for capital acquisition, capital improvements, and construction. The Capital Expense budget for FY 20-21 totals \$62 million.

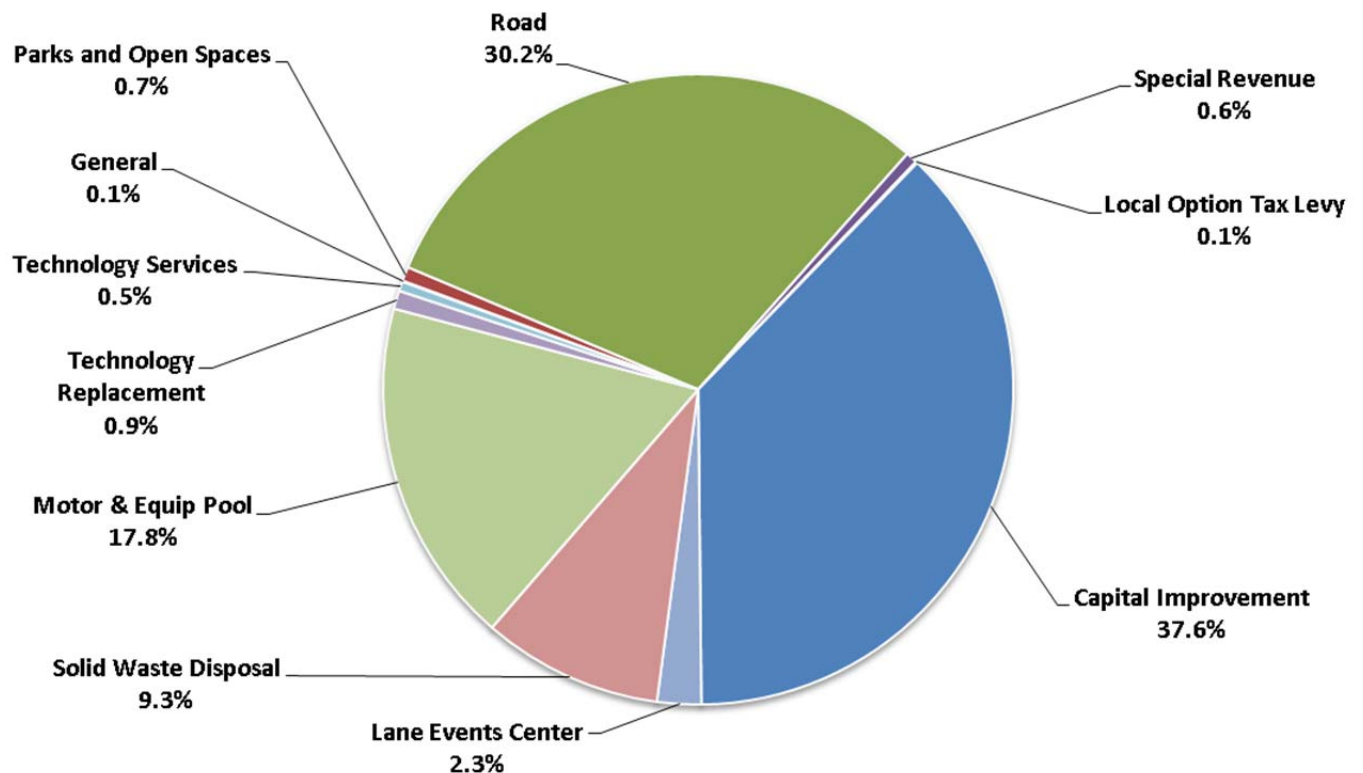
The Capital Expense budget consists of Capital Outlay and Capital Projects. Capital Outlay funds are allocated for the planned purchase and/or replacement of equipment, machinery, land, buildings, furniture or other items which generally have a useful life of more than one year and a value of at least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

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

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

Road Fund projects and purchases have long dominated the County’s capital budget, and despite budget reductions over the past 10 years, still make up 30.2% of the total Capital Expense budget for FY 20-21. This budget year, Capital Improvement Funds dominate the County’s capital budget at 37.6%.

## Capital Budget by Fund

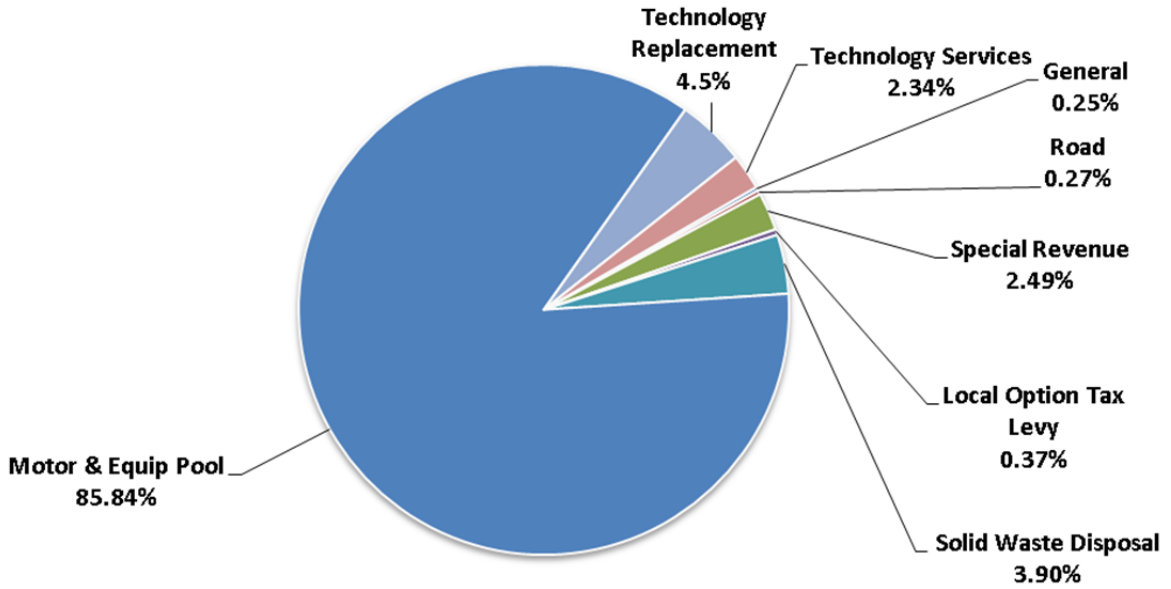


# Capital Budget

## Capital Outlay

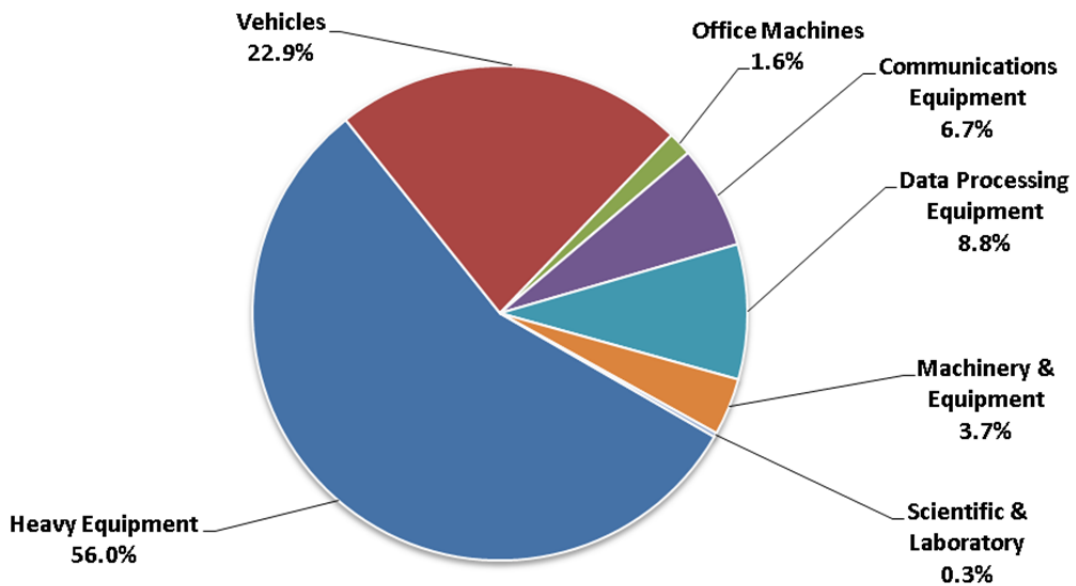
Capital Outlay is the smaller portion of the Capital Expense budget and makes up 20.7% of the total Capital Expense budget at \$62 million. The majority of the capital outlay budget is in the Motor & Equipment Pool Fund for the purchase of radios and the radio network in the Sheriff's Office and vehicles in Fleet Services.

### Capital Outlay Budget by Fund



Heavy Equipment and Vehicles will make up 78.9% of the capital outlay purchases in FY 20-21, while Communication Equipment, which is outlay for the radio network in the Sheriff's Office, makes up 6.7% of the budget.

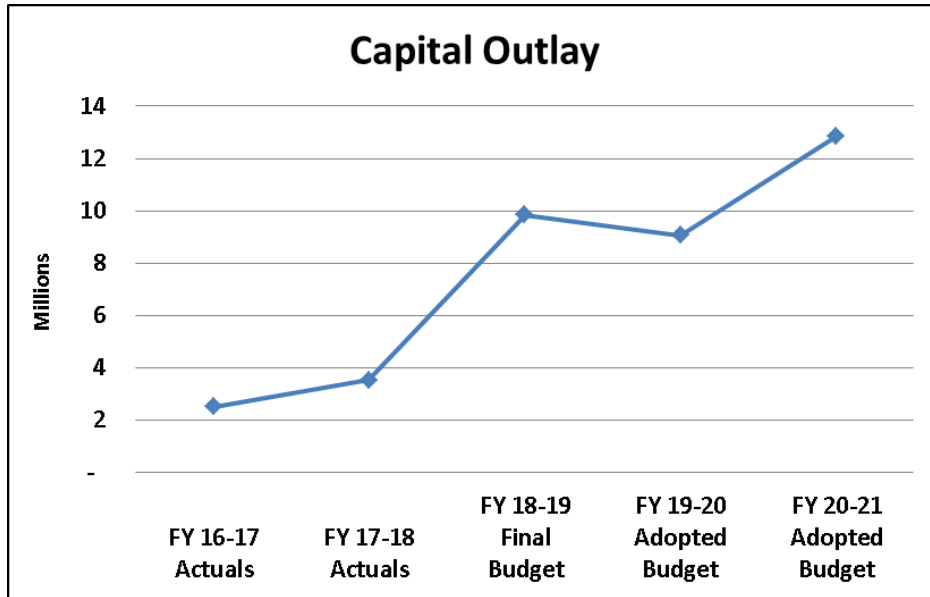
### Capital Outlay Purchases by Category



## Capital Budget

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

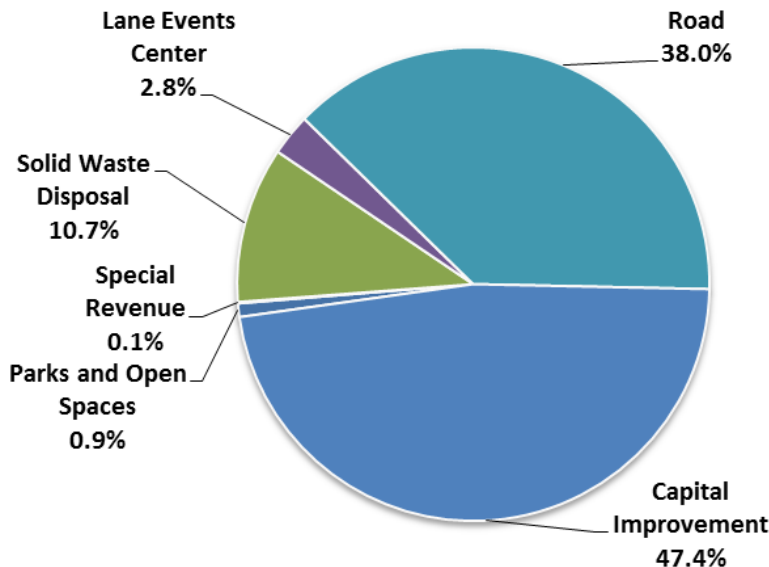
Total Capital Outlay is increasing from the FY 19-20 budget of \$9.1 million to \$12.8 million for FY 20-21. Capital Outlay has stayed relatively flat over the past 5 years, with recent increases attributed to the receipt of new State transportation funding and renewal of Secure Rural Schools funding in the Road Fund.



### Capital Projects

Capital Projects make up the majority (79.3%) of the Capital Expense budget at \$49 million, with the largest single share dedicated to transportation projects. Lane County's major facilities projects and acquisitions have been limited for years to routine repairs or emergency projects.

### Capital Projects by Fund

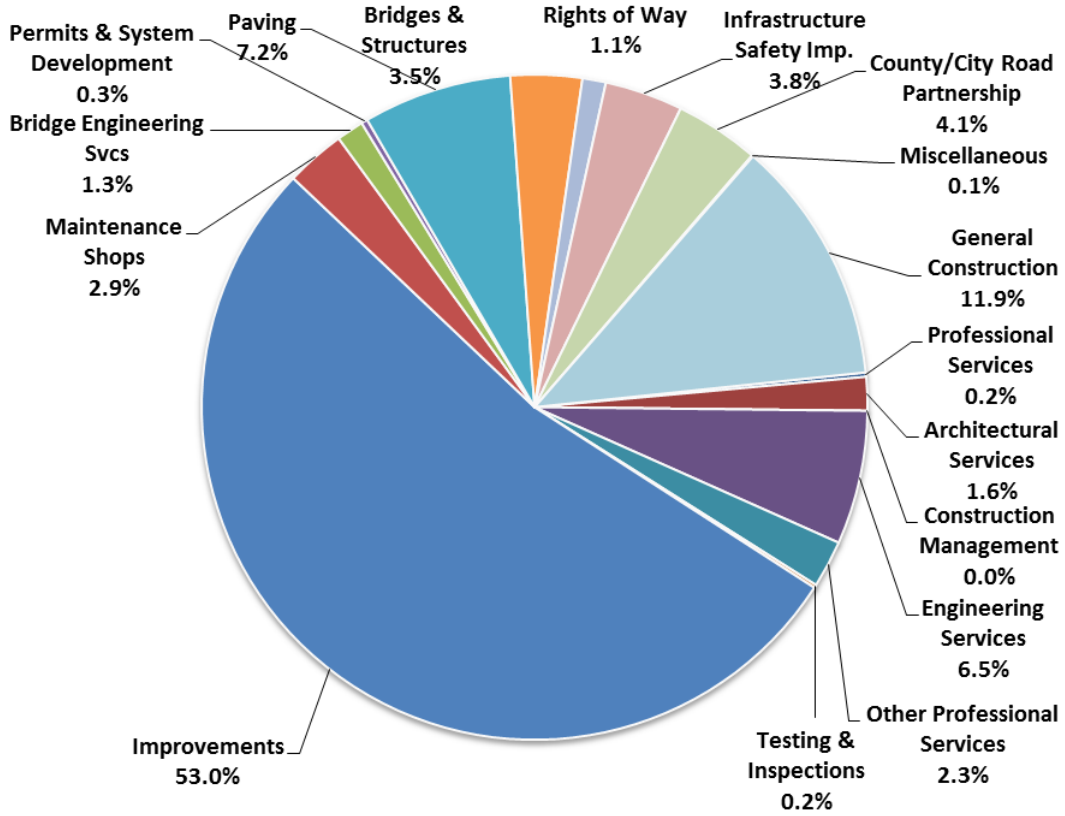




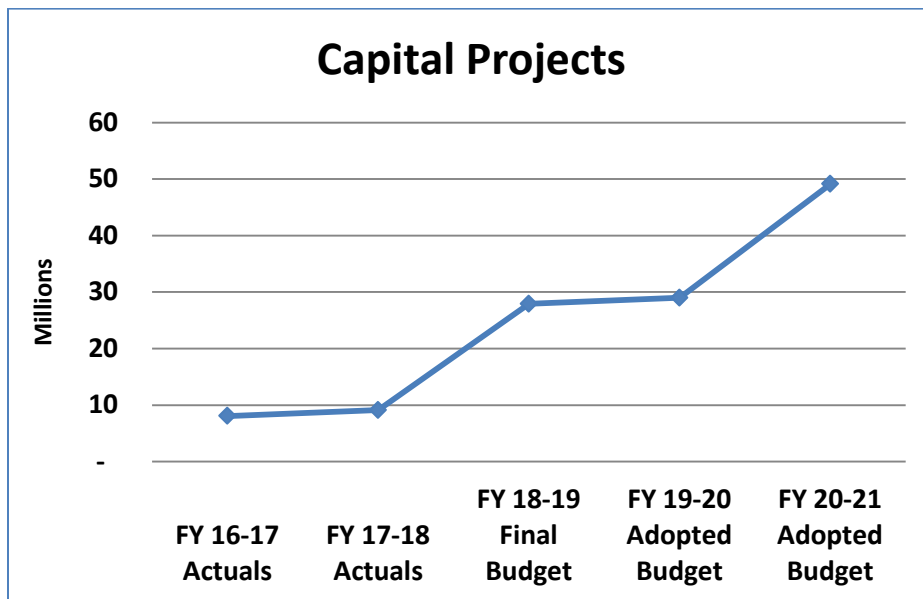
# Capital Budget

The largest Capital Project expense category in FY 20-21 will be Improvements (53%) followed by General Construction (11.9%).

## Capital Projects by Expense Category



As a whole, the Capital Project budget has been increasing. For FY 20-21, the budget for Capital Projects is \$49.1 million, up from \$29 million in FY 19-20. The increase in capital projects for FY 20-21 versus FY 19-20 is due primarily to the increased state funding for road projects.



# Capital Budget

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## **Non-routine Projects**

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

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

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

## **Facilities Planning and Construction Overview**

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

## **Countywide Capital Improvement Plan Summary**

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

The County has developed a 5-year Countywide Capital Improvement Plan (CIP) for FY20-21 to FY24-25. The Countywide CIP contains three types of projects:

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

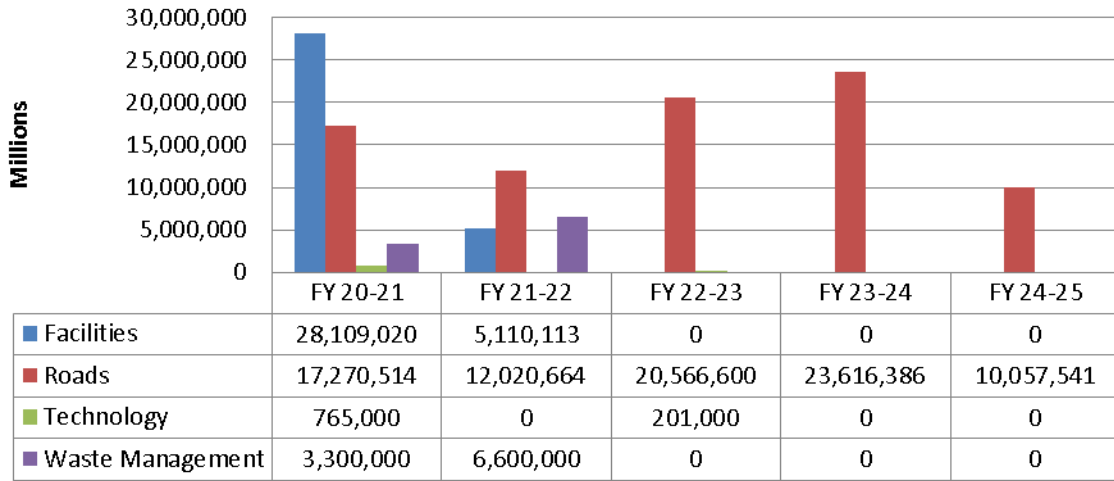
Submitted projects fall into one of the following categories:

- Roads
- Facilities
- Technology
- Waste Management

## Capital Budget

The Standard Projects submitted total \$127,616,838 over the 5 year plan, distributed as follows:

### Standard Projects over 5 years



## Long Term Financial Planning & Link to Capital Planning

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

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

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

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

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

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

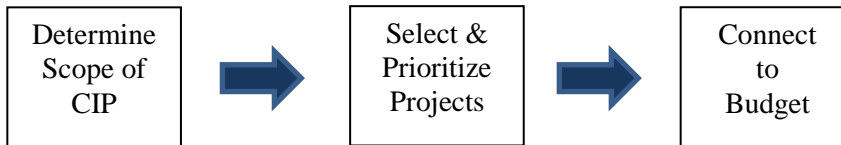
## Capital Budget

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

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

### Link to County Budget

For this budget year, draft project forms were submitted prior to the preparation of the FY 20-21 budget. The FY 20-21 – FY 24-25 Draft CIP was presented to the BCC on December 17, 2019, and the Board’s approval of the Draft provides guidance to Departments as to what approved projects to include in their annual budget drafts. The process that will link the CIP to the Budget will include the following steps:



A final version of the FY20-21 – FY 24-25 CIP was approved by the Board of County Commissioners on July 21, 2020.

### Impact of Capital Expenditures on Operating Budgets

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

IMPACT ON OPERATING BUDGETS							
Project Name	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	5 Year Total	Description
Public Service Building Re-Roof	\$ (3,000)	\$ (3,120)	\$ (3,245)	\$ (3,375)	\$ (3,510)	\$ (16,250)	Reduces maintenance cost
Developmental Disabilities Armory Project	\$ 712,117	\$ 712,117	\$ 712,117	\$ 712,117	\$ 712,117	\$ 3,560,585	Debt Service on anticipated bond sale
Purchase of Four Corners Property	\$ 220,000	\$ 220,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 506,000	General Fund allocated to purchase and remodeling of property for future use by Parole & Probation.
Parole & Probation Relocation	\$ -	\$ -	\$ 168,310	\$ 168,310	\$ 168,310	\$ 504,930	Anticipated change in annual facility costs.
<b>TOTAL IMPACT</b>	<b>\$ 929,117</b>	<b>\$ 928,997</b>	<b>\$ 899,182</b>	<b>\$ 899,052</b>	<b>\$ 898,917</b>	<b>\$ 4,555,265</b>	

The County’s FY 2021-2025 document can be viewed at: [www.lanecounty.org](http://www.lanecounty.org) under Government, Budget & Finance, Capital Projects, 2021-2025 County Capital Improvement Plan.

## Capital Budget

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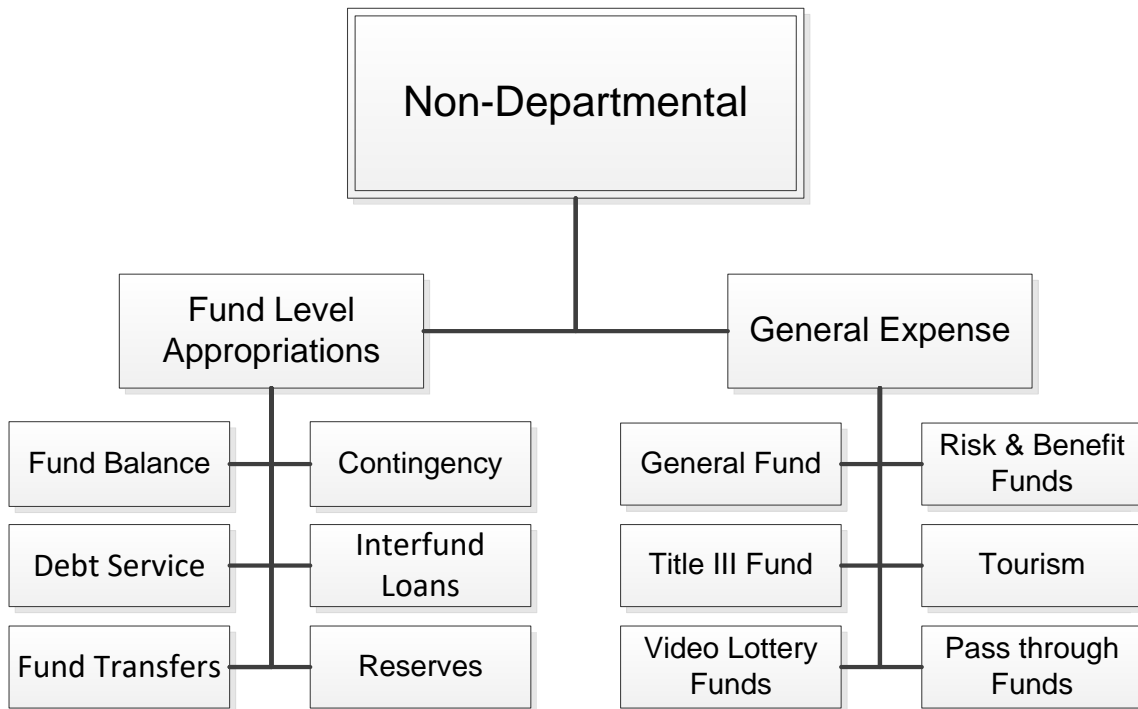
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# Non-Departmental Budget

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The County's Non-Departmental Budget consists of:

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



## Non-Departmental

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

<b>FUND BALANCE BY FUND</b>					
Name	FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Cur Budget	FY 20-21 Adopted	\$ Chng from Curr
<b>GENERAL</b>					
124: General	\$ 24,624,350	\$ 16,584,573	\$ 33,830,245	\$ 27,779,045	(6,051,200)
<b>SPECIAL REVENUE</b>					
216: Parks & Open Spaces	\$ 1,347,852	\$ 1,211,210	\$ 1,658,460	\$ 674,545	(983,915)
222: Law Library	362,518	236,346	430,213	422,814	(7,399)
225: Road	32,744,166	27,930,047	45,783,463	41,579,539	(4,203,924)
231: Liquor Law Enforcement	65,540	64,009	67,673	58,500	(9,173)
240: Public Land Corners Presrv	873,656	805,218	884,003	901,340	17,337
241: County School	207,033	2,377	417,152	0	(417,152)
242: Extension Services Levy	3,035	1,187	2,162	0	(2,162)
244: County Clerk Records	281,960	300,914	266,592	282,722	16,130
250: Title III Projects	3,523,180	2,922,164	4,169,329	4,860,036	690,707
260: Special Revenue	12,281,339	10,920,549	14,886,301	14,222,899	(663,402)
275: Industrial Revolving	0	0	9,250	11,775	2,525
283: Animal Services	97,609	103,085	162,978	98,500	(64,478)
285: Intergov. Human Svcs	1,811,421	1,560,203	1,731,247	1,670,096	(61,151)
286: Health and Human Services	20,754,381	18,442,198	26,713,851	8,437,728	(18,276,123)
287: LaneCare	19,115,984	17,248,751	22,316,308	19,861,193	(2,455,115)
290: Local Option Tax Levy	23,358,443	24,808,751	24,016,411	23,472,256	(544,155)
<b>DEBT SERVICE</b>					
323: Lane Events Center	\$ 102,714	\$ 114,431	\$ 101,536	\$0	(101,536)
333: Special Oblig Bond	5,513,922	6,349,306	4,666,961	3,808,498	(858,463)
<b>CAPITAL</b>					
435: Capital Improvement	\$ 8,833,353	\$ 7,736,727	\$ 6,935,725	\$ 10,152,334	3,216,609
<b>ENTERPRISE</b>					
521: Lane Events Center	\$ 3,575,712	\$ 2,838,434	\$ 4,506,967	\$ 3,478,915	(1,028,052)
530: Solid Waste Disposal	24,429,488	20,906,209	29,045,776	32,067,462	3,021,686
539: Corrections Commissary	565,764	518,318	630,221	725,000	94,779
570: Land Management	6,374,836	5,415,793	7,378,611	7,544,700	166,089
<b>INTERNAL SERVICES</b>					
612: Self Insurance	\$ 9,761,226	\$ 8,458,956	\$ 6,856,548	\$ 6,929,701	73,153
614: Employee Benefit	15,282,620	15,497,340	20,791,102	11,757,620	(9,033,482)
615: Pension Bond	3,681,259	3,864,124	4,105,422	4,550,000	444,578
619: Motor & Equipment Pool	33,582,802	33,049,109	32,428,981	30,269,312	(2,159,669)
627: Intergovernmental Services	232,546	203,156	285,899	246,905	(38,994)
653: Technology Replacement	3,229,074	2,513,380	3,090,294	2,040,600	(1,049,694)
654: Information Services	896,132	1,859,611	887,305	800,000	(87,305)
<b>FIDUCIARY</b>					
714: Retiree Benefit Trust	\$ 10,671,803	\$ 11,132,123	\$ 10,594,160	\$ 10,200,000	(394,160)
<b>TOTAL FUND BALANCE</b>	<b>\$ 268,185,718</b>	<b>\$ 243,598,595</b>	<b>\$ 309,651,146</b>	<b>\$ 268,904,035</b>	<b>\$(40,747,111)</b>

## Non-Departmental

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

<b>CONTINGENCY BY FUND</b>					
<b>Fund Name</b>	<b>FY 17-18 Final Budget</b>	<b>FY 18-19 Final Budget</b>	<b>FY 19-20 Cur Budget</b>	<b>FY 20-21 Adopted</b>	<b>\$ Chng from Curr</b>
124: General	\$ 513,500	\$ 678,837	\$ 849,440	\$ 770,000	\$ (79,440)
216: Parks & Open Spaces	684,805	441,982	109,398	197,345	87,947
222: Law Library	16,792	32,000	33,700	11,524	(22,176)
225: Road	5,758,895	4,576,031	6,115,000	4,841,083	(1,273,917)
231: Liquor Law Enforcement	48,022	59,443	61,208	49,314	(11,894)
240: Public Land Corners Preserv	275,277	167,986	100,763	100,000	(763)
244: County Clerk Records	12,300	12,300	37,140	37,140	0
260: Special Revenue	2,238,780	2,121,210	1,747,879	2,197,195	449,316
283: Animal Services	52,129	60,701	60,701	30,000	(30,701)
285: Intergov. Human Svcs	1,338,377	0	0	0	0
286: Health and Human Services	12,240,291	6,726,769	6,695,821	4,739,415	(1,956,406)
287: LaneCare	8,166,777	6,739,845	9,435,446	7,050,000	(2,385,446)
290: Local Option Tax Levy	3,208,899	4,213,752	3,536,170	4,075,258	539,088
435: Capital Improvement	2,253,247	0	1,830,776	1,826,322	(4,454)
521: Lane Events Center	1,091,300	1,543,299	761,191	345,676	(415,515)
530: Solid Waste Disposal	3,082,301	4,100,132	941,936	1,011,280	69,344
539: Corrections Commissary	31,190	0	40,100	88,500	48,400
570: Land Management	2,216,081	2,238,064	2,273,174	684,647	(1,588,527)
612: Self Insurance	300,000	257,000	300,000	300,000	0
614: Employee Benefit	1,350,000	740,909	750,000	750,000	0
619: Motor & Equipment Pool	2,836,445	1,242,239	2,566,267	2,696,100	129,833
627: Intergovernmental Services	49,000	49,000	119,360	93,610	(25,750)
653: Technology Replacement	396,500	874,730	1,168,266	1,009,172	(159,094)
654: Technology Services	677,500	306,724	777,466	500,000	(277,466)
714: Retiree Benefit Trust	500,000	500,000	500,000	500,000	0
<b>TOTAL CONTINGENCY</b>	<b>\$ 49,338,408</b>	<b>\$ 37,682,953</b>	<b>\$ 40,811,202</b>	<b>\$ 33,903,581</b>	<b>\$ (6,907,621)</b>

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



## Non-Departmental

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

The County’s G.O. and full faith and credit debt is rated at “Aa1” by Moody’s Investors Service – an increase that occurred in July 2019. The County is limited by ORS 287.053 on limited tax full faith and credit bonds of no more than 1% of real market value of all taxable property within the county. ORS 287.054 similarly provides a debt limit on general obligation bonds of 2% of the real market value.

<b>FY 20-21 LANE COUNTY BONDED DEBT</b>						
<b>Fund</b>	<b>Bond Series</b>	<b>County Project</b>	<b>Bond Type</b>	<b>Principal</b>	<b>Interest</b>	<b>Remaining Principal</b>
323	2002 A	Lane Events Center improvements (including refunded 1998)	Limited Tax	\$ 100,000	\$ 15,105	\$ 110,000
323	2011 R	Lane Events Center Refunding (partial refunding of 2002A bonds)	Limited Tax	535,000	63,800	550,000
333	2003 B	Courthouse Plaza	Limited Tax	40,000	7,320	90,000
333	2003 B	Elections	Limited Tax	150,000	26,695	325,000
333	2009	Mental Health Building (refunded 2000A)	Limited Tax	465,000	34,375	-
333	2011	Riverstone Health Clinic Improvements	Limited Tax	60,000	33,393	730,000
333	2011	Richardson Park Marina	Limited Tax	45,000	26,475	580,000
333	2011	Public Works Customer Service Center	Limited Tax	3,260,000	128,719	-
333	2011	Lane Events Center Convention Center Roof	Limited Tax	70,000	37,313	875,000
333	2011	Public Service Building/Courthouse HVAC	Limited Tax	70,000	37,313	875,000
333	2017	Public Health Building (refunded 2009A)	Limited Tax	510,000	212,650	5,610,000
333	2017	Jail HVAC (refunded 2009A)	Limited Tax	125,000	52,238	1,380,000
333	2017	Riverstone Health Clinic Bldg (refunded 2009A)	Limited Tax	105,000	43,169	1,140,000
615	2002	PERS	Limited Tax	4,800,000	3,298,275	43,349,999
<b>TOTAL</b>				<b>\$10,335,000</b>	<b>\$4,016,840</b>	<b>\$ 55,614,999</b>

The County also has one outstanding Notes Payable to the Oregon Department of Energy for the Lane County Data Center Remodel project. Total payment for this debt for FY 20-21 is estimated at \$189,913.

In recent years Lane County has focused on a plan to reduce or pre-pay debt with one-time funds to reduce interest and annual debt service payments. As part of this effort, funds were identified to pay off portions of the County’s 2009A and 2011A bonds. Due to favorable market conditions, on May 31, 2017, the County also issued \$8,870,000 in Full Faith and Credit Refunding Obligations, Series 2017, which was used to advance refund a portion of the Series 2009A bonds. Including the County’s cash contribution to buy down the debt of \$6,258,709, the advance refunding will reduce total principal and interest payments by \$9,292,114 through 2029. FY 20-21 will see the final payoff of the Customer Service Center with funds previously set aside for this purpose and the last payment on the 2009A bond will be paid in FY 20-21 on the Mental Health Building portion of that bond.

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

## Non-Departmental

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

There are no Interfund Loans budgeted for FY 20-21.

## Non-Departmental

**Fund Transfers** – Interfund transfers are authorized by ORS 294.361 and ORS 294.463 and consist of transfers of resources between funds. For FY 20-21, the County’s budget contains Interfund Transfers of \$38,392,993 as detailed below:

<b>INTERFUND TRANSFERS BY FUND</b>					
Name	FY 17-18 Final Budget	FY 18-19 Final Budget	FY 19-20 Cur Budget	FY 20-21 Adopted	\$ Chng from Curr
124: General	\$ 11,732,891	\$ 12,321,816	\$ 20,088,045	\$ 17,647,923	\$(2,440,122)
216: Parks & Open Spaces	69,875	73,275	71,475	69,675	(1,800)
225: Road	845,000	1,000,000	1,320,426	3,968,023	2,647,597
244: County Clerk Records	112,842	103,110	107,914	113,463	5,549
260: Special Revenue	193,520	214,684	578,104	2,754,458	2,176,354
285: Intergov. Human Svcs	1,219,892	271,429	305,929	325,071	19,142
286: Health and Human Services	575,590	1,341,289	719,326	5,312,631	4,593,305
287: LaneCare	1,318,068	245,551	396,551	6,363,186	5,966,635
435: Capital Improvement	800,441	846,155	1,195,955	1,318,628	122,673
521: Lane Events Center Fund	110,113	107,513	104,913	107,313	2,400
612: Self Insurance	0	4,126,525	0	0	0
614: Employee Benefit	0	4,126,713	56,250	212,622	156,372
619: Motor & Equipment Pool	312,440	243,907	700,000	200,000	(500,000)
627: Intergovernmental Services	10,682	0	0	0	0
<b>TOTAL INTERFUND TRANSFERS</b>	<b>\$ 17,301,354</b>	<b>\$ 25,021,967</b>	<b>\$ 25,644,888</b>	<b>\$ 38,392,993</b>	<b>12,748,105</b>
<b>INTERFUND TRANSFERS BY FUND TYPE</b>					
Name	FY 17-18 Cur Budget	FY 18-19 Cur Budget	FY 19-20 Cur Budget	FY 20-21 Adopted	\$ Chng from Curr
Transfer to General Fund	\$ 1,384,725	\$ 1,523,023	\$ 2,064,803	\$ 212,622	\$ (1,852,181)
Transfer to General Fund Ongoing	0	0	204,155	2,270,209	
Transfer to Special Revenue Fund	13,566,170	13,219,348	2,467,453	9,989,870	7,522,417
Transfer to Special Revenue Ongoing	0	0	12,029,388	13,474,287	
Transfer to Debt Service Fund	2,255,954	2,267,688	2,267,497	2,269,484	1,987
Transfer to Capital Fund	0	0	5,650,543	9,966,521	
Transfer to Enterprise Fund	0	50,000	0	10,000	10,000
Transfer to Internal Service Fund	1,010,682	9,223,238	961,049	200,000	(761,049)
<b>TOTAL INTERFUND TRANSFERS</b>	<b>\$ 18,217,531</b>	<b>\$ 26,283,297</b>	<b>\$ 25,644,888</b>	<b>\$ 38,392,993</b>	<b>12,748,105</b>

The increase in overall Transfers from current year is attributed to the one-time transfers related to Capital Projects – specifically property purchased on Roosevelt in Eugene for the future home of Parole & Probation and a new building for Development Disabilities. There is also a one-time transfer of \$6 million from Lane Care to Health & Human Services Fund.

Beginning in FY 19-20, the County started to distinguish between ongoing and one-time transfers in order to allow for clarity with regard to the structural balance of a fund. Unless a transfer is specifically called out as ongoing, it can be assumed to be one-time or related to a one-time expense that will eventually end (such as Debt Service payments found in the “Transfer to Debt Service Fund” category).

## Non-Departmental

**Reserves** – Reserves are resources set aside for future use, cash flow coverage or held for emergency uses. Appropriate reserve levels support the County’s bond rating, which then allows issuance of debt at lower interest rates. In appropriation resolutions passed by the Board of Commissioner, reserves appear in one-lump sum as “Total Unappropriated and Reserve Amounts, all Funds.” Details of the change in Reserve levels from current year to FY 20-21 are detailed below. Reserves are one-time funds – meaning that once they are spent, they do not replenish without additional resources or reduced expenses. County policy indicates that one-time funds should not be spent on ongoing expenditures in order to maintain structural balance within the budget.

The decrease from FY 19-20 is due in part to the movement of funds from the contingency account line to reserves as explained in the Contingency section of this document. In addition, one-time funds will be spent in various areas FY 20-21 as described in Department sections of the document. One example is the transfer of \$6 million from LaneCare Fund to Health & Human Services Fund into the Behavioral Health Division of Health & Human Services. Additionally, revenue impacts of COVID-19 impacts resulted in additional reserve reductions between the Proposed and Adopted budgets for the Parks and Road Funds due to decrease transient room tax, car rental tax, parks fees, and gas tax.

<b>RESERVES BY FUND</b>				
Name	FY 19-20 Cur Budget	FY 20-21 Adopted	\$ Chng from Curr	Restrictions on Use
124: General	\$ 30,466,812	\$ 22,058,825	\$ (8,407,987)	Lane Manual Chapter 4 Reserve Policy
216: Parks & Open Spaces	800,461	267,284	(533,177)	Transient Room Tax; Car Rental Tax
222: Law Library	422,814	422,814	0	ORS 357.203; State Court fees
225: Road	34,366,771	26,465,436	(7,901,335)	ORS 366.739&366.570; OR Constitution Art IX, Sec 3a
240: Public Land Corners Preserve	763,767	847,617	83,850	ORS 203.148
244: County Clerk Records	172,389	172,114	(275)	ORS 205.365
250: Title III Projects Fund	4,086,267	4,773,578	687,311	Secure Rural Schools Federal Law
260: Special Revenue	9,576,122	9,262,538	(313,584)	6 subfunds w/various federal, state & grant revenue
275: Industrial Revolving	11,775	11,775		Only projects authorized by ORS 271.510 .540 .500
283: Animal Services	38,038	68,500	30,462	Lane Manual Chapter 4 Reserve Policy
285: Intergov. Human Svcs	1,401,191	1,340,287	(60,904)	Federal, State & Local Grants
286: Health and Human Services	3,937,668	1,242,063	(2,695,605)	Federal, State & Local Grants
287: LaneCare	9,435,446	1,050,000	(8,385,446)	Federal, State & Local Grants
290: Local Option Tax Levy	20,381,308	19,219,510	(1,161,798)	Restricted by Voters
323: Lane Events Center Debt	104,631	0	(104,631)	Transient Room Tax
333: Special Obligation Bond	3,812,742	382,836	(3,429,906)	Reserved for future Debt Service Payments
435: Capital Improvement	495,165	2,059,420	1,564,255	Lane Manual 4.010(3)(e)
521: Lane Events Center	1,986,018	2,269,280	283,262	Transient Room Tax
530: Solid Waste Disposal	30,115,873	27,654,681	(2,461,192)	OAR Division 94.0140-94.0145
539: Corrections Commissary	595,384	638,179	42,795	Self-supporting service
570: Land Management	4,902,169	6,370,379	1,468,210	Title III and committed fees
612: Self Insurance	6,909,694	7,207,433	297,739	Self-insured reserves; ORS 294.343.
614: Employee Benefit	11,415,673	10,515,198	(900,475)	Lane Code 2.600; self-funded health reserve
615: Pension Bond Fund	4,532,533	5,434,630	902,097	Debt Service reserves for PERS Bond
619: Motor & Equipment Pool	23,689,120	18,305,657	(5,383,463)	ORS 294.343; Future equipment replacement
627: Intergovernmental Services	157,360	124,404	(32,956)	ORS 294.343
653: Technology Replacement	1,466,840	1,275,742	(191,098)	ORS 294.343; five year technology replace cycle
714: Retiree Benefit Trust	10,190,968	9,928,403	(262,565)	Lane Code 2.500(1)(2); legacy employee benefit
<b>TOTAL RESERVES</b>	<b>\$ 216,234,999</b>	<b>\$ 179,368,583</b>	<b>\$(36,866,416)</b>	

## Non-Departmental

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

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

**Title III Fund** – The Title III Fund was established with the passage of the Secure Rural Schools and Community Self-Determination Act began in 2000 which provided funding for timber dependent counties in regions with substantial holdings of federal forests. The original act, in effect through 2006, has been extended multiple times. Beginning with 2008, each renewal has been a decrease in the prior funding levels. This funding was most recently renewed for FY 19-20 and 20-21 which will result in approximately \$1.65 million in additional funding for projects as allowed under the legislation. Lane County currently uses the funds for Search & Rescue, Dunes Patrol, Law Enforcement on Federal Lands and Firewise Communities program.

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

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

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

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

## Non-Departmental

RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Payments In-Lieu Of Taxes	2,242,245	2,167,517	0	0	0	0.00%
Current Year Property Tax	39,936,693	41,569,880	42,992,840	44,748,610	1,755,770	4.08%
Prior Years Property Taxes	759,905	1,837,300	756,400	757,500	1,100	0.15%
In Lieu Of Taxes	649,118	933,043	768,431	910,500	142,069	18.49%
Severance Tax	27,163	42,696	30,000	30,000	0	0.00%
Transient Room Tax	4,466,201	4,461,370	4,560,572	3,873,156	(687,416)	-15.07%
Car Rental Tax	1,775,928	1,844,940	1,787,707	1,787,707	0	0.00%
County Marijuana Tax	20,668	57,520	55,000	100,000	45,000	81.82%
Miscellaneous Taxes	16,875	14,585	18,000	18,000	0	0.00%
<b>TAXES &amp; ASSESSMENTS</b>	<b>49,894,796</b>	<b>52,928,852</b>	<b>50,968,950</b>	<b>52,225,473</b>	<b>1,256,523</b>	<b>2.47%</b>
Metro Cable Franchise	466,961	468,790	426,500	417,970	(8,530)	-2.00%
Rural Cable Franchise	153,377	185,338	185,000	219,345	34,345	18.56%
<b>LICENSES &amp; PERMITS</b>	<b>620,338</b>	<b>654,128</b>	<b>611,500</b>	<b>637,315</b>	<b>25,815</b>	<b>4.22%</b>
Circuit Court Fines	211,984	206,063	205,000	205,000	0	0.00%
State Court Facility & Security	123,865	120,858	125,000	125,000	0	0.00%
Criminal Fine & Assessment	124,550	121,273	0	0	0	0.00%
County Infractions Forfeitures	35,000	40,000	30,000	0	(30,000)	-100.00%
Forfeitures Other	5,254	(5,254)	6,852	0	(6,852)	-100.00%
<b>FINES, FORFEITURES, PENALTIES</b>	<b>500,653</b>	<b>482,940</b>	<b>366,852</b>	<b>330,000</b>	<b>(36,852)</b>	<b>-10.05%</b>
Rent - Other Properties	0	9,250	2,500	0	(2,500)	-100.00%
<b>PROPERTY AND RENTALS</b>	<b>0</b>	<b>9,250</b>	<b>2,500</b>	<b>0</b>	<b>(2,500)</b>	<b>-100.00%</b>
National Forest Timber Sales	1,991,921	1,832,105	1,740,500	354,824	(1,385,676)	-79.61%
Willamette National Forest	0	0	0	750	750	100.00%
O & C Timber Sales	4,485,864	3,546,128	3,480,619	3,306,588	(174,031)	-5.00%
Flood Control Leases	782	0	750	0	(750)	-100.00%
Taylor Grazing Act	59	11	0	0	0	0.00%
Federal Title III Projects	779,329	895,551	859,980	816,981	(42,999)	-5.00%
<b>FEDERAL REVENUES</b>	<b>7,257,954</b>	<b>6,273,796</b>	<b>6,081,849</b>	<b>4,479,143</b>	<b>(1,602,706)</b>	<b>-26.35%</b>
Timber Sales	1,243,261	2,365,957	1,405,361	1,170,221	(235,140)	-16.73%
Video Lottery Revenue	1,617,595	1,571,244	1,738,431	1,796,573	58,142	3.34%
Video Lottery Grant	922,115	938,777	876,150	2,009,659	1,133,509	129.37%
Liquor Tax	2,023,615	2,135,525	2,228,850	2,228,850	0	0.00%
Amusement Device Tax	81,819	82,265	82,500	82,500	0	0.00%
Cigarette Tax	313,636	295,460	304,226	300,000	(4,226)	-1.39%
Marijuana Tax	1,660,787	1,294,177	1,300,000	1,200,000	(100,000)	-7.69%
<b>OTHER STATE REVENUES</b>	<b>7,862,828</b>	<b>8,683,405</b>	<b>7,935,518</b>	<b>8,787,803</b>	<b>852,285</b>	<b>10.74%</b>
Counties	0	7,500	0	0	0	0.00%
<b>LOCAL REVENUES</b>	<b>0</b>	<b>7,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
Plan Contributions	202,334	1,439,901	800,000	800,000	0	0.00%
Discounts and Rebates	723,414	859,252	1,005,650	650,000	(355,650)	-35.37%
Miscellaneous Fees/Reimbursement	305	0	0	0	0	0.00%
Refunds & Reimbursements	226,047	283,014	276,516	50,000	(226,516)	-81.92%
Deferred Comp Admin Fee	69,233	0	47,500	10,000	(37,500)	-78.95%
Benefits	50,772,972	25,169,647	27,622,493	28,789,158	1,166,665	4.22%

## Non-Departmental

RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Benefits HDHP Plan	0	7,194,256	6,341,900	9,002,541	2,660,641	41.95%
Benefits Plus Plan	0	1,865,460	2,095,000	2,904,045	809,045	38.62%
Benefits CoPay Plan	0	18,433,286	18,863,100	17,133,869	(1,729,231)	-9.17%
Employer PERS	12,682,651	13,520,123	18,650,196	19,321,853	671,657	3.60%
Employer OPSRP	0	0	137,972	130,366	(7,606)	-5.51%
Employee PERS	5,484,987	5,933,643	6,651,768	7,076,567	424,799	6.39%
<b>FEES AND CHARGES</b>	<b>70,161,944</b>	<b>74,698,581</b>	<b>82,492,095</b>	<b>85,868,399</b>	<b>3,376,304</b>	<b>4.09%</b>
County Indirect Revenue	304,100	346,063	312,747	546,698	233,951	74.81%
<b>ADMINISTRATIVE CHARGES</b>	<b>304,100</b>	<b>346,063</b>	<b>312,747</b>	<b>546,698</b>	<b>233,951</b>	<b>74.81%</b>
Investment Earnings	1,054,471	1,641,280	1,258,020	1,257,300	(720)	-0.06%
<b>INTEREST EARNINGS</b>	<b>1,054,471</b>	<b>1,641,280</b>	<b>1,258,020</b>	<b>1,257,300</b>	<b>(720)</b>	<b>-0.06%</b>
Transfer Fr General Fund (100)	854,910	858,944	858,320	862,945	4,625	0.54%
Transfer Fr Spec Rev Funds (200)	645,465	656,137	688,522	659,037	(29,485)	-4.28%
Transfer Fr Capital Fund (400)	599,483	598,212	663,519	640,189	(23,330)	-3.52%
Transfer Fr Enterprise Fd (500)	110,113	107,513	104,913	107,313	2,400	2.29%
Transfer Fr Int Svc Fnds (600)	0	8,253,238	0	0	0	0.00%
Intrafund Transfer	0	289,387	0	0	0	0.00%
<b>FUND TRANSFERS</b>	<b>2,209,971</b>	<b>10,763,431</b>	<b>2,315,274</b>	<b>2,269,484</b>	<b>(45,790)</b>	<b>-1.98%</b>
<b>RESOURCES</b>	<b>139,867,056</b>	<b>156,489,225</b>	<b>152,345,305</b>	<b>156,401,615</b>	<b>4,056,310</b>	<b>2.66%</b>

## Non-Departmental

EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Professional & Consulting	4,103,845	3,881,825	5,075,392	4,068,882	(1,006,510)	-19.83%
Support Services	0	0	30,000	0	(30,000)	-100.00%
Intergovernmental Agreements	427,644	2,195,329	1,967,256	3,109,274	1,142,018	58.05%
Agency Payments	5,947,347	4,829,933	16,687,004	6,011,774	(10,675,230)	-63.97%
Telephone Services	101,773	2,978	2,920	3,132	212	7.26%
General Liability	0	1,452	9,221	11,872	2,651	28.75%
SAIF Assessments	126,795	73,084	135,000	135,000	0	0.00%
ER PERS/OPSRP	12,739,155	13,578,050	18,667,715	19,452,219	784,504	4.20%
PERS 6% IAP	5,496,329	5,936,007	6,651,768	7,076,567	424,799	6.39%
Insurance Premiums	16,026,560	16,802,919	18,802,171	19,219,839	417,668	2.22%
Claims	25,369,671	25,124,616	26,795,300	26,965,337	170,037	0.63%
Maintenance of Equipment	3,314	1,627	10,000	10,000	0	0.00%
Maintenance of Structures	0	3,183	0	0	0	0.00%
Operating Licenses & Permits	1,082	0	0	0	0	0.00%
Real Estate & Space Rentals	45,668	51,302	51,870	54,700	2,830	5.46%
Metro Cable Commission	100,863	98,643	102,731	105,813	3,082	3.00%
Fleet Services Rentals	71	0	0	0	0	0.00%
County Indirect Charges	499,346	489,066	493,101	493,066	(35)	-0.01%
Direct/Technology Serv	95	5,399	0	0	0	0.00%
Office Supplies & Expense	258	10,621	3,000	3,000	0	0.00%
Professional Licenses	385	5,935	8,400	725	(7,675)	-91.37%
Dues & Memberships	0	0	47,139	184,750	137,611	291.93%
Printing & Binding	0	87,144	1,191	0	(1,191)	-100.00%
Advertising & Publicity	7,228	6,039	15,108	15,000	(108)	-0.71%
Special Supplies	1,102	6,556	7,500	1,500	(6,000)	-80.00%
Business Expense & Travel	819	230	0	0	0	0.00%
Committee Stipends & Expense	695	722	1,000	1,000	0	0.00%
Awards & Recognition	(4,311)	3,790	0	0	0	0.00%
Outside Education & Travel	3,135	7,895	7,900	9,500	1,600	20.25%
Miscellaneous Payments	123,416	41,492	38,500	41,585	3,085	8.01%
Account Funding/Contributions	1,790,555	1,939,419	2,172,049	2,290,287	118,238	5.44%
<b>MATERIALS &amp; SERVICES</b>	<b>72,912,838</b>	<b>75,185,256</b>	<b>97,783,236</b>	<b>89,264,822</b>	<b>(8,518,414)</b>	<b>-8.71%</b>
Professional Services	0	0	1,375	0	(1,375)	-100.00%
Land Acquisition	0	0	357,392	0	(357,392)	-100.00%
Acquisition & Construction	0	0	1,442,608	0	(1,442,608)	-100.00%
Improvements	108,775	0	50,000	50,000	0	0.00%
<b>CAPITAL PROJECTS</b>	<b>108,775</b>	<b>0</b>	<b>1,851,375</b>	<b>50,000</b>	<b>(1,801,375)</b>	<b>-97.30%</b>
<b>EXPENDITURES</b>	<b>73,021,614</b>	<b>75,185,256</b>	<b>99,634,611</b>	<b>89,314,822</b>	<b>(10,319,789)</b>	<b>-10.36%</b>



## Non-Departmental

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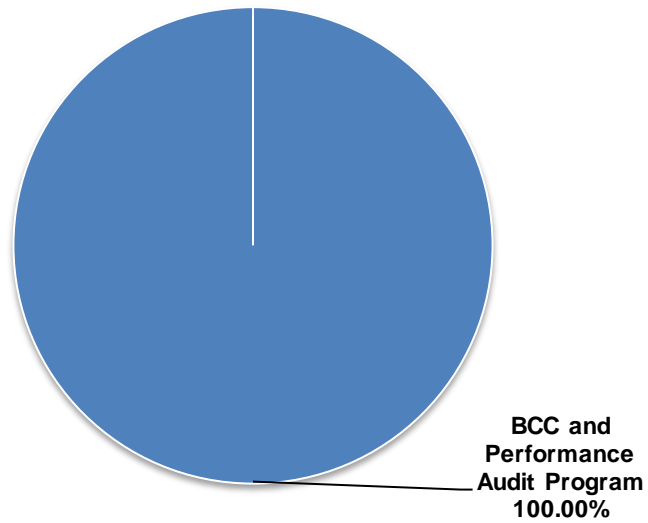
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# Board of County Commissioners

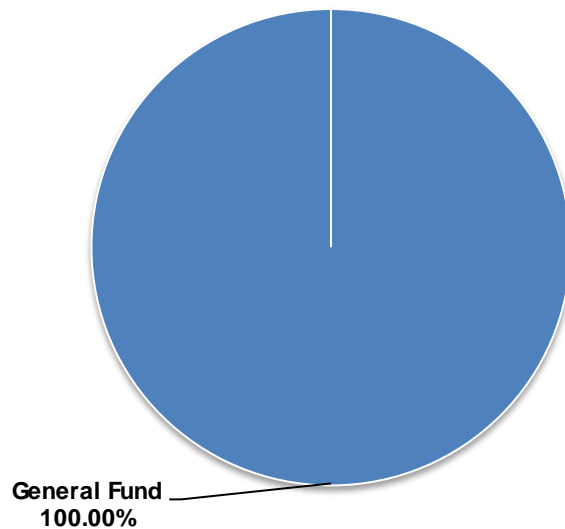
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FY 20-21 Adopted Expenditures: \$1,135,577

## FY 20-21 Requirements by Program



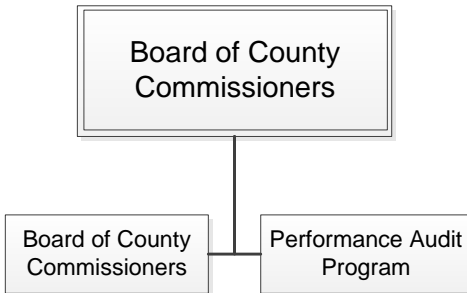
## FY 20-21 Expenditures by Fund



# Board of County Commissioners

## Division Purpose Statement

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



## Division Locator

### Board of County Commissioners

*Board of County Commissioners*   
*Performance Audit Program*



*Pete Sorenson*  
*District 3 South Eugene*



*Heather Buch*  
*District 5 East Lane*



*Jay Bozievich*  
*District 1 – West Lane County*



*Joe Berney*  
*District 2 Springfield*



*Pat Farr*  
*District 4 North Eugene*

## Board of County Commissioners

DEPARTMENT FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Administrative Charges	1,114,441	1,124,579	1,015,632	1,037,215	21,583	2.13%
Total Revenue	1,114,441	1,124,739	1,015,632	1,037,215	21,583	2.13%
<b>TOTAL RESOURCES</b>	<b>1,114,441</b>	<b>1,124,739</b>	<b>1,015,632</b>	<b>1,037,215</b>	<b>21,583</b>	<b>2.13%</b>
<b>EXPENDITURES:</b>						
Personnel Services	807,027	879,984	940,278	928,535	(11,743)	-1.25%
Materials & Services	104,163	106,910	206,651	207,042	391	0.19%
<b>TOTAL EXPENDITURES</b>	<b>911,190</b>	<b>986,894</b>	<b>1,146,929</b>	<b>1,135,577</b>	<b>(11,352)</b>	<b>-0.99%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	911,190	986,894	1,146,929	1,135,577	(11,352)	-0.99%
<b>TOTAL</b>	<b>911,190</b>	<b>986,894</b>	<b>1,146,929</b>	<b>1,135,577</b>	<b>(11,352)</b>	<b>-0.99%</b>

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
DIVISIONS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Board Of County Commissioners	811,836	828,073	967,368	954,608	(12,760)	-1.32%
Performance Audit Program	99,354	158,821	179,561	180,969	1,408	0.78%
<b>TOTAL EXPENDITURES</b>	<b>911,190</b>	<b>986,894</b>	<b>1,146,929</b>	<b>1,135,577</b>	<b>(11,352)</b>	<b>-0.99%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>	<b>0.00%</b>

POSITION LISTING	
<b>Board Of County Commissioners</b>	
5.00	County Commissioner
<b>5.00</b>	<b>Division FTE Total</b>
<b>Performance Audit Program</b>	
1.00	Program Manager
<b>1.00</b>	<b>Division FTE Total</b>
<b>6.00</b>	<b>Department FTE Total</b>

# Board of County Commissioners

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## **Program Overview**

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

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

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

## **Program Goals & Strategic Planning**

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

## **Major Accomplishments & Achievements in FY 19-20**

- On July 15, 2019 Moody's Investors Service has upgraded Lane County's credit rating from Aa2 to Aa1, which is the second highest rating it provides. This latest upgrade is a result of diligent efforts over several years to create structurally balanced budgets, lower debt, manage benefit costs and increase reserves.
- The Board of Commissioners adopted an updated Strategic Plan that outlines the focus of Lane County's work through 2021 with key areas: Vibrant Communities, Robust Infrastructure, Our People & Partnerships, and Safe, Healthy County. New to the plan are also the strategic lenses: Financial Stewardship, Equity, and Collective Impact.
- In 2019, the Board of Commissioners declared homelessness to be an emergency in our community. The declaration served to reinforce how committed commissioners, County staff and partner agencies are to ensuring homelessness in our community is rare, brief and non-recurring.
- The County's first-ever Climate Action Plan is put in place. Reducing greenhouse gas emissions through the use of clean fuels, public transit, cycling, alternative energy, technology enhancements, and higher efficiency vehicles and facilities has positive impacts on community health. Lane County is beginning the first phase of a three-phased approach to the development of the Climate Action Plan.

## Board of County Commissioners

RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCE ACCOUNTS</b>						
County Indirect Revenue	1,114,441	1,124,579	1,015,632	1,037,215	21,583	2.13%
<b>ADMINISTRATIVE CHARGES</b>	<b>1,114,441</b>	<b>1,124,579</b>	<b>1,015,632</b>	<b>1,037,215</b>	<b>21,583</b>	<b>2.13%</b>
<b>RESOURCES</b>	<b>1,114,441</b>	<b>1,124,739</b>	<b>1,015,632</b>	<b>1,037,215</b>	<b>21,583</b>	<b>2.13%</b>

## Board of County Commissioners

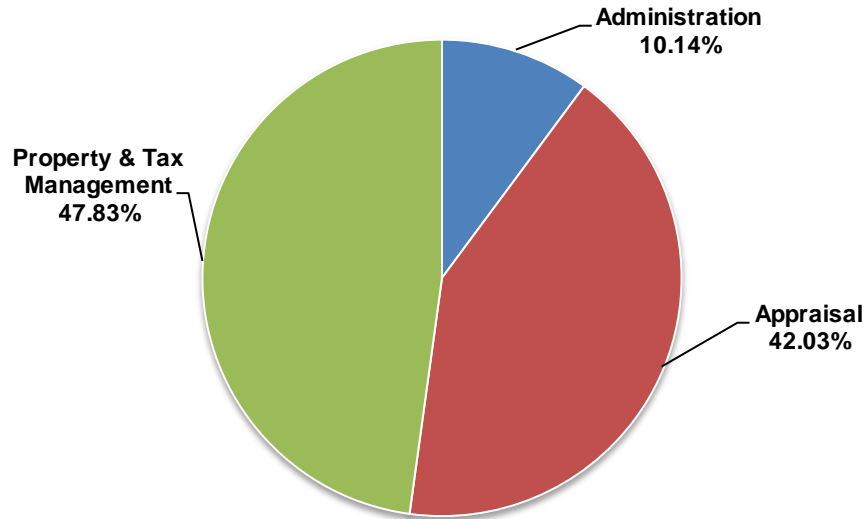
EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>EXPENDITURE ACCOUNTS</b>						
Regular Operating Wages	518,764	552,192	548,434	547,941	(493)	-0.09%
Extra Help	210	8,725	15,000	22,008	7,008	46.72%
Reduction Unfunded Vac Liab	3,702	0	0	0	0	0.00%
Social Security Expense	31,787	34,021	34,460	35,329	869	2.52%
Medicare Insurance Expense	7,434	7,956	8,083	8,279	196	2.42%
Unemployment Insurance (State)	138	311	614	663	49	7.98%
Workers Comp	1,528	1,791	1,663	1,724	61	3.67%
Disability Insurance - Long-term	1,960	3,048	3,897	3,899	2	0.05%
PERS - OPSRP Employer rate	68,232	77,823	106,007	106,157	150	0.14%
PERS Bond	37,896	38,761	39,778	41,101	1,323	3.33%
PERS - 6% Pickup	26,207	29,017	32,909	32,883	(26)	-0.08%
Optional ER IAP	0	0	7,512	0	(7,512)	-100.00%
Health Insurance	82,075	99,642	104,271	104,271	0	0.00%
Dental Insurance	7,040	7,716	7,589	6,938	(651)	-8.58%
EE Assistance Pgm	89	101	139	139	0	0.00%
Life Insurance	2,217	1,209	2,165	2,165	0	0.00%
Flexible Spending Admin	81	92	70	139	69	98.57%
Disability Insurance - Short Term	187	212	210	210	0	0.00%
Deferred Comp Employer Contrib	3,987	2,637	11,873	1,734	(10,139)	-85.40%
Retiree Medical	13,349	14,567	15,388	12,816	(2,572)	-16.71%
FMLA Administration	146	165	216	139	(77)	-35.65%
<b>PERSONNEL SERVICES</b>	<b>807,027</b>	<b>879,984</b>	<b>940,278</b>	<b>928,535</b>	<b>(11,743)</b>	<b>-1.25%</b>
Professional & Consulting	7,888	7,767	59,107	34,000	(25,107)	-42.48%
Subscriptions	366	(100)	800	500	(300)	-37.50%
Agency Payments	5,735	5,630	10,000	23,500	13,500	135.00%
Telephone Services	2,574	5,387	5,234	8,924	3,690	70.50%
General Liability	25,128	22,878	54,628	43,203	(11,425)	-20.91%
External Equipment Rental	99	88	0	0	0	0.00%
Fleet Services Rentals	18	0	300	0	(300)	-100.00%
Copier Charges	258	272	400	400	0	0.00%
Mail Room Charges	37	49	500	500	0	0.00%
License Replacement	0	0	1,652	1,650	(2)	-0.12%
Indirect/Technology Serv	39,772	41,083	39,795	45,948	6,153	15.46%
Infrastructure Replacement	0	0	1,299	1,375	76	5.85%
Direct/Technology Serv	194	0	0	1,386	1,386	100.00%
PC Replacement Services	1,350	1,350	1,350	1,350	0	0.00%
Office Supplies & Expense	207	3,009	1,700	4,250	2,550	150.00%
Professional Licenses	425	578	2,765	2,405	(360)	-13.02%
Printing & Binding	30	806	800	1,200	400	50.00%
Advertising & Publicity	320	295	400	300	(100)	-25.00%
Photo/Video Supplies & Svcs	0	0	100	100	0	0.00%
DP Supplies And Access	1,420	1,791	3,000	3,000	0	0.00%
Food	282	345	750	1,000	250	33.33%
Business Expense & Travel	14,160	13,490	17,723	26,053	8,330	47.00%
Awards & Recognition	259	278	800	700	(100)	-12.50%
Outside Education & Travel	3,640	1,845	3,298	5,048	1,750	53.06%
County Training Classes	0	0	250	250	0	0.00%
Parking	0	70	0	0	0	0.00%
<b>MATERIALS &amp; SERVICES</b>	<b>104,163</b>	<b>106,910</b>	<b>206,651</b>	<b>207,042</b>	<b>391</b>	<b>0.19%</b>
<b>EXPENDITURES</b>	<b>911,191</b>	<b>986,896</b>	<b>1,146,929</b>	<b>1,135,577</b>	<b>(11,352)</b>	<b>-0.99%</b>

# Department of Assessment and Taxation

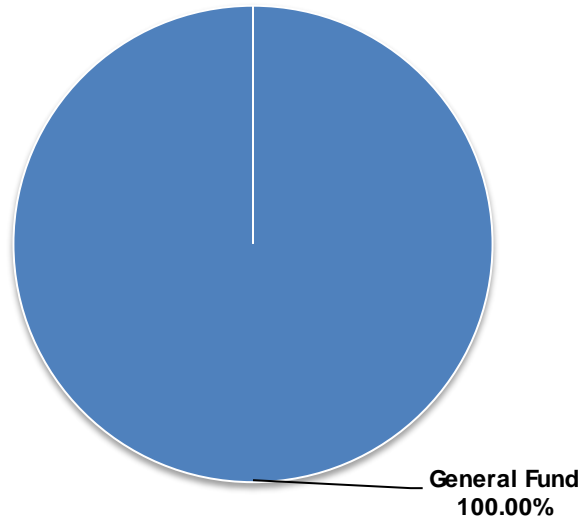
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FY 20-21 Adopted Expenditures: \$6,857,370

## FY 20-21 Expenditures by Division



## FY 20-21 Expenditures by Fund



Michael Cowles  
Assessor  
541-682-6798



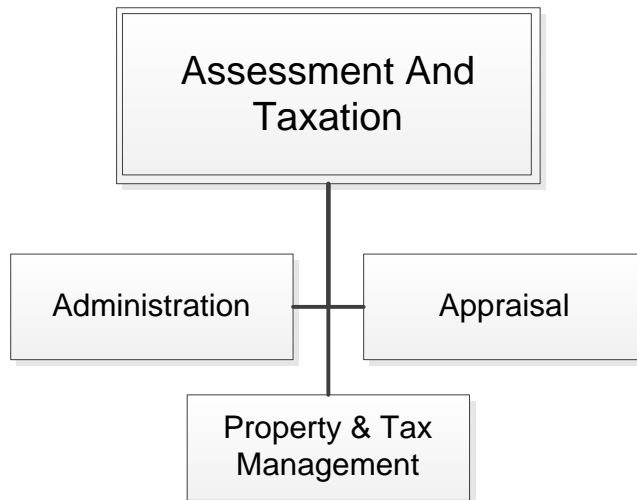
# Assessment and Taxation

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## Department Purpose & Overview

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

The purpose of A&T is to appraise property, to calculate, collect and distribute taxes and to provide related information to the public, in a manner that merits the highest degree of confidence in Assessment and Taxation's integrity, efficiency and fairness. We are a broad service organization, mandated by the Oregon Constitution and Oregon law, which collects revenue for 85 local governments, schools and special districts that provide essential public services for the citizens of Lane County.



## Assessment and Taxation

### Department Goals & Strategic Planning

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

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

#### Areas of Focus:

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

<b>Strategic Priority:</b>	<b>Vibrant Communities</b>		
<b>Key Strategic Initiative:</b>	<b>Activity Area:</b>		
A&T supports Lane County’s strategic priority of Vibrant Community by the fair, efficient and accurate assessment and collection of property taxes within Lane County and the timely distribution of those funds to all the taxing jurisdictions we support.	To ensure property values include accurate inventory and characteristics of improvements, physical reappraisal is imperative. Increasing reappraisal of residential properties each year has been identified as a priority.		
<b>Inputs:</b> <i>To accomplish our goals, we may need the following resources:</i>			
Dedicated, trained staff time.			
<b>Outputs:</b> <i>Accomplishing these projects will result in the following evidence of progress:</i>			
Updated property characteristics and real market value.			
<b>Intended Outcomes:</b>			
Accurate value assessment.			
<b>Comments:</b>			
<b>Related Metric: Reappraisal</b>			
<b>Year</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>
<b>Where are we now:</b>	3530 Accounts	4035 Accounts	2196 Accounts
<b>Target:</b>	Increase 10% per yr.	Increase 10% per yr.	Increase 10% per yr.
<b>Notes:</b>			COVID-19

## Assessment and Taxation

<b>Strategic Priority:</b>	<b>Vibrant Communities</b>		
<b>Key Strategic Initiative:</b>	<b>Activity Area:</b>		
A&T supports Lane County’s strategic priority of Vibrant Community by the fair, efficient and accurate assessment and collection of property taxes within Lane County and the timely distribution of those funds to all the taxing jurisdictions we support.	To ensure that the property tax system is administered fairly, exemptions are being audited for continued compliance with statutory requirements.		
<b>Inputs:</b> <i>To accomplish our goals, we may need the following resources:</i>			
Dedicated, trained staff time.			
<b>Outputs:</b> <i>Accomplishing these projects will result in the following evidence of progress:</i>			
Complete and updated electronic files.			
<b>Intended Outcomes:</b>			
An accurate tax roll.			
<b>Comments:</b>			
<b>Related Metric: Exemption Audit</b>			
<b>Year</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>
<b>Where are we now:</b>	50%	80%	100%
<b>Target:</b>	60%	100%	
<b>Notes:</b>			

### Partnerships

Partnerships includes a continued strong working relationship with the Lane Council of Government (LCOG) and local taxing districts, strong relationships with common A&T software counties, continued involvement with the Oregon State Association of County Assessors (OSACA) and Oregon Association of County Tax Collectors (OACTC)

## Assessment and Taxation

DEPARTMENT FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Taxes & Assessments	311,545	371,056	325,000	330,000	5,000	1.54%
Fines, Forfeitures, Penalties	82,830	78,313	83,000	90,000	7,000	8.43%
Property And Rentals	13,155	11,944	9,060	6,510	(2,550)	-28.15%
Fees And Charges	37,268	30,316	24,000	23,000	(1,000)	-4.17%
Fund Transfers	50,000	350,000	0	0	0	0.00%
<b>TOTAL RESOURCES</b>	<b>1,264,397</b>	<b>2,224,862</b>	<b>1,439,631</b>	<b>1,437,170</b>	<b>(2,461)</b>	<b>-0.17%</b>
<b>EXPENDITURES:</b>						
Personnel Services	4,097,715	4,358,530	4,831,130	5,033,790	202,660	4.19%
Materials & Services	1,801,122	1,793,248	2,037,469	1,823,580	(213,889)	-10.50%
Capital Expenses	20,421	38,888	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>5,919,258</b>	<b>6,190,666</b>	<b>6,868,599</b>	<b>6,857,370</b>	<b>(11,229)</b>	<b>-0.16%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	5,919,258	6,190,666	6,868,599	6,857,370	(11,229)	-0.16%
<b>TOTAL</b>	<b>5,919,258</b>	<b>6,190,666</b>	<b>6,868,599</b>	<b>6,857,370</b>	<b>(11,229)</b>	<b>-0.16%</b>

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
DIVISIONS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Administration	365,898	388,585	421,087	670,107	249,020	59.14%
Appraisal	2,455,113	2,602,233	2,862,227	2,886,541	24,314	0.85%
Property & Tax Management	3,098,247	3,199,848	3,585,285	3,300,722	(284,563)	-7.94%
<b>TOTAL EXPENDITURES</b>	<b>5,919,258</b>	<b>6,190,666</b>	<b>6,868,599</b>	<b>6,857,370</b>	<b>(11,229)</b>	<b>-0.16%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>48.00</b>	<b>49.00</b>	<b>49.00</b>	<b>50.00</b>	<b>1.00</b>	<b>2.04%</b>

# Assessment and Taxation

## DEPARTMENT POSITION LISTING

### Administration

1.00 Administrative Support Spec  
1.00 Assessment & Taxation Director  
1.00 Management Analyst  
1.00 Sr. Manager

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**4.00 Division FTE Total**

### Appraisal

1.00 Manager  
9.00 Property Appraiser 2  
1.00 Prof/Tech Supervisor  
8.00 Property Appraiser 3  
2.00 Sales Data Analyst

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**21.00 Division FTE Total**

### Property & Tax Management

6.00 Accounting Clerk, Sr  
15.00 Assessment & Taxation Spec  
2.00 Cartographer/GIS Specialist  
1.00 Prof/Tech Supervisor  
1.00 Sr. Manager

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**25.00 Division FTE Total**

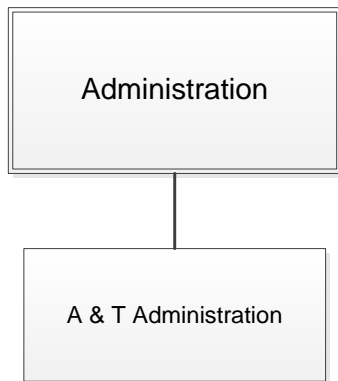
**50.00 Department FTE Total**

# Assessment and Taxation: Administration

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## **Division Purpose Statement**

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



## **Division Locator**

### **Assessment and Taxation**

*Administration ◀*  
*Appraisal*  
*Property and Tax Management*

## Assessment and Taxation: Administration

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Property And Rentals	213	86	0	510	510	100.00%
Fees And Charges	3,300	0	0	0	0	0.00%
Fund Transfers	50,000	350,000	0	0	0	0.00%
<b>TOTAL RESOURCES</b>	<b>823,113</b>	<b>1,733,289</b>	<b>998,571</b>	<b>988,170</b>	<b>(10,401)</b>	<b>-1.04%</b>
<b>EXPENDITURES:</b>						
Personnel Services	269,405	285,392	301,848	500,017	198,169	65.65%
Materials & Services	96,493	103,192	119,239	170,090	50,851	42.65%
<b>TOTAL EXPENDITURES</b>	<b>365,898</b>	<b>388,585</b>	<b>421,087</b>	<b>670,107</b>	<b>249,020</b>	<b>59.14%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	365,898	388,585	421,087	670,107	249,020	59.14%
<b>TOTAL</b>	<b>365,898</b>	<b>388,585</b>	<b>421,087</b>	<b>670,107</b>	<b>249,020</b>	<b>59.14%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
A & T Administration	365,898	388,585	421,087	670,107	249,020	59.14%
<b>TOTAL EXPENDITURES</b>	<b>365,898</b>	<b>388,585</b>	<b>421,087</b>	<b>670,107</b>	<b>249,020</b>	<b>59.14%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>4.00</b>	<b>2.00</b>	<b>100.00%</b>

# Assessment and Taxation: Administration

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## **Division Overview**

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

The Administration Division includes three positions: The Assessor/Tax Collector, also known as the Director of A&T, a newly created Management Analyst position and one Executive Assistant. The Assessor/Tax Collector is an elected position. The Assessor's 4-year term of office ends January 2, 2023.

## **Division Goals & Strategic Planning**

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

## **Major Accomplishments & Achievements in FY 19-20**

- A&T has been very efficient with A&T use of general fund resources and continually look for new ways to increase productivity, quality and work output.
- A&T continues to work with Technology Services to improve the A&T website features.
- Department recruitment/retention has been level over the past year and within normal historical standards. Succession planning is continually being reviewed for all levels of staffing in A&T.
- A&T continues to implement a comprehensive training path for all A&T employees.
- Crystal reports and Microsoft Access have been successively utilized for data reporting and data clean up in A&T. Tableau is a new tool to us, and as such, A&T has just started to explore using it as an intuitive data analysis resource.
- A&T continually evaluates information provided on our public facing website to ensure taxpayers have resources that are beneficial to their needs. Over the years, website usage is up and phone calls/counter visits are down. This trend is both beneficial to A&T staffing resources and our customers.

## **Anticipated Service & Budget Changes for FY 20-21**

- Estimated County Assessment Function Funding Assistance Program (CAFFA) funds for FY 20-21 is expected to be lower than the amounts received in FY 19-20. For budgeting purposes, A&T used a 14.5% reimbursement rate. Fund reimbursement for the past few years has typically been in the 16% range of A&T expenditures.
- The new Management Analyst position's duties will include: serving as a technical resource for A&T, being a liaison between TS and A&T, preparing analytical reports, researching and preparing statistical analysis, assisting with business process reviews and documentation, assisting with a fit gap analysis, and helping to prepare RFP's for the proposed A&T software system replacement project.
- As the Assessor will be retiring at the end of this current term (term ending 1/2/2023), a limited duration (2-3 years) Deputy Assessor position has been added in the current FY 20-21 budget year. The optimal time for the Deputy Assessor position to be hired would be 1/1/2021. The Deputy Assessor position will greatly assist with A&T's transition to a new Assessor. Having this position on staff while seasoned resources are available will ensure continuity of services to Lane County and the taxing districts Lane County serves.



## **Assessment and Taxation: Administration**

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### **Current & Future Service Challenges**

- COVID-19 impacts on A&T business processes, collections and staffing resources.
- A&T has submitted our base budget holding service levels even with the prior fiscal year. As the FY 20-21 budget currently stands, A&T continue to barely meet minimum statutory requirements and staffing in Appraisal is far from the optimal level. Legislative, regulatory and/or market condition changes could easily cause our department to fail to meet these requirements.
- An analysis to determine optimal staffing levels for A&T confirms current staffing is inadequate. Lane County currently spends one of the lowest amounts per account for assessment and tax collection as compared to the other 35 Oregon counties. The Oregon Department of Revenue (DOR) “suggested” staffing level for Lane County A&T is 72 FTE. A&T current staffing is 50 FTE.
- There is a structural issue related to the funding of the administration of the statewide property tax system. The County Assessment Function Funding Assistance (CAFFA) program provides a supplemental funding source for Assessment and Taxation (A&T) functions for both county assessors and the Property Tax Division (PTD) at the Department of Revenue (DOR). CAFFA revenues have failed to keep pace with inflationary increases in expenses, resulting in counties having to cover an increasing share of A&T costs.
- Additional concerns include staff depth and institutional knowledge, outdated assessment records, Technology Services (TS) support, A&T’s aging computer software, retirement of the current Assessor, and potential legislative changes.

### **Capital Projects – Planned and Known Needs**

The recent sale of the Thomson Reuter’s property tax assessment division (including our ProVal and Ascend software systems) to Harris Software has caused A&T to closely evaluate our future software replacement options.

The replacement of the A&T computer system is in the 2021-25 CIP and is tentatively scheduled for 2024-25. This date is fluid depending on evolving needs and software provider’s schedules.

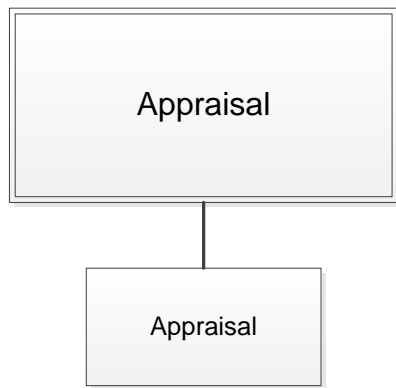
Minor capital improvement plans include the interior buildout of an office for the newly created Management Analyst position. A&T is just completing the repurposing of a secure storage room to an in-house check processing center.

# Assessment and Taxation: Appraisal Division

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## Division Purpose Statement

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



## Division Locator

### **Assessment and Taxation**

*Administration*

*Appraisal ◀*

*Property and Tax Management*

## Assessment and Taxation: Appraisal Division

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Property And Rentals	4,980	3,060	3,060	0	(3,060)	-100.00%
Fees And Charges	430	0	0	0	0	0.00%
<b>TOTAL RESOURCES</b>	<b>5,410</b>	<b>3,060</b>	<b>3,060</b>	<b>0</b>	<b>(3,060)</b>	<b>-100.00%</b>
<b>EXPENDITURES:</b>						
Personnel Services	1,716,684	1,843,290	2,093,038	2,175,223	82,185	3.93%
Materials & Services	718,007	720,055	769,189	711,318	(57,871)	-7.52%
Capital Expenses	20,421	38,888	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>2,455,113</b>	<b>2,602,233</b>	<b>2,862,227</b>	<b>2,886,541</b>	<b>24,314</b>	<b>0.85%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	2,455,113	2,602,233	2,862,227	2,886,541	24,314	0.85%
<b>TOTAL</b>	<b>2,455,113</b>	<b>2,602,233</b>	<b>2,862,227</b>	<b>2,886,541</b>	<b>24,314</b>	<b>0.85%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Appraisal	2,455,113	2,602,233	2,862,227	2,886,541	24,314	0.85%
<b>TOTAL EXPENDITURES</b>	<b>2,455,113</b>	<b>2,602,233</b>	<b>2,862,227</b>	<b>2,886,541</b>	<b>24,314</b>	<b>0.85%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	19.00	21.00	21.00	21.00	0.00	0.00%

# **Assessment and Taxation: Appraisal Division**

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## **Division Overview**

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

## **Division Goals & Strategic Planning**

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

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

## **Major Accomplishments & Achievements in FY 19-20**

- Achieved 100% of Real Market Value (RMV) for all property in Lane County as reported in the Ratio Report filed with the DOR July 17, 2019.
- Ensured that all appropriate properties were inspected and appraised, all data was recorded in the appraisal system; all new construction, exception, and Maximum Assessed values were calculated in compliance with Measure 50.
- Reappraisal continues including residential properties in Springfield and Thurston neighborhoods, and multifamily properties in Eugene.
- Valued 2,550 tax accounts with property changes (plats, divisions, lot line adjustments, etc.). Over 40% were as a result of the Department of Forestry's review and reclassification of property as forestland.
- Desk audited all new personal property account filings (443).
- Improvements continue to the appraisal work log, our system for tracking the inspection, data entry, valuation, and review processes. Reporting tools are still being refined.
- Continued to train appraisal staff in business processes, to create a more- balanced and experienced group.

## **Anticipated Service & Budget Changes for FY 20-21**

- Training & cross training staff will be a high priority.
- Despite the resources added in recent years, our staffing still remains at the minimum level to meet DOR compliance.
- Implementation of process changes resulting from legislative or administrative rule changes. The 2021 legislative session is expected to be full of proposed changes affecting the property system.

## **Assessment and Taxation: Appraisal Division**

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### **Current & Future Service Challenges**

- COVID-19 impacts on A&T business processes, collections and staffing resources.
- The current and proposed staffing level continues to be of concern to the DOR. Appraisal is still functioning at minimal levels in the FY 20-21 base budget.
- Lack of staff has resulted in property not being reappraised on a regular basis, which results in money being left on the table, and some residents not paying their fair share to support government services.
- Cyclical reappraisal efforts are still far from meeting the typical guideline of every 6 years. This will remain an unmet need and unattainable without significant increases in staffing levels. The DOR estimates appraisal staffing level of 32 full time employee's (FTE) based on the number of accounts within Lane County.
- Development of staff can be a struggle. Staffing levels are not adequate to complete all work to satisfactory levels, which leaves minimal time for cross training and documentation of business processes.
- The DOR is providing less support and training than in the past due to budget reductions.
- Multiyear appeals of large value properties continue. At times, A&T lack the staff and expertise to defend these properties in Tax Court. Consultant services were contracted this year to assist. A&T anticipates the need will continue.
- As A&T personal property and industrial equipment audits continue, additional property is added to the tax roll which increases the number of records to value and maintain in future years with limited staff.
- The list of unmet needs, or 'projects', remains. These include completing appraising cell tower sites, evaluation of exempt properties as well as completion of sketches and photos into our computer aided mass appraisal (CAMA) software.
- Inability to utilize mobile field devices causes inefficiency at site inspections.
- Challenges in hiring experienced appraisal staff increases time and expense for training.
- Optimally, future department-wide staffing levels will include funds for regular reappraisal of all accounts and enhanced appeal support.

### **Capital Projects – Planned and Known Needs**

“Assessment and Taxation Mobile Assessor”, is in the 2021-25 CIP but is not currently budgeted. The Mobile Assessor digital property record card allows the field appraiser to make real time changes to property records, eliminating the data entry process when back in the office. In addition to fulfilling mobile data collection and data entry, this software will streamline processes and eliminate duplication. It contains a workflow management system, routing tool for property inspections, GIS & GPS, sketching tool, camera and photo synchronization, and a review process for quality control. The efficiencies created by eliminating current data entry processes alone will increase field inspection numbers.

If additional staff is added in the Appraisal division, we will need to re-evaluate our departmental footprint and square footage needs.

# Assessment and Taxation: Property and Tax Management

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## **Division Purpose Statement**

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

## **Division Locator**

### **Assessment and Taxation**

*Administration*

*Appraisal*

*Property and Tax Management* ◀



## Assessment and Taxation: Property and Tax Management

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Taxes & Assessments	311,545	371,056	325,000	330,000	5,000	1.54%
Fines, Forfeitures, Penalties	82,830	78,313	83,000	90,000	7,000	8.43%
Property And Rentals	7,962	8,799	6,000	6,000	0	0.00%
Fees And Charges	33,538	30,316	24,000	23,000	(1,000)	-4.17%
<b>TOTAL RESOURCES</b>	<b>435,874</b>	<b>488,513</b>	<b>438,000</b>	<b>449,000</b>	<b>11,000</b>	<b>2.51%</b>
<b>EXPENDITURES:</b>						
Personnel Services	2,111,626	2,229,847	2,436,244	2,358,550	(77,694)	-3.19%
Materials & Services	986,621	970,001	1,149,041	942,172	(206,869)	-18.00%
<b>TOTAL EXPENDITURES</b>	<b>3,098,247</b>	<b>3,199,848</b>	<b>3,585,285</b>	<b>3,300,722</b>	<b>(284,563)</b>	<b>-7.94%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	3,098,247	3,199,848	3,585,285	3,300,722	(284,563)	-7.94%
<b>TOTAL</b>	<b>3,098,247</b>	<b>3,199,848</b>	<b>3,585,285</b>	<b>3,300,722</b>	<b>(284,563)</b>	<b>-7.94%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Property & Tax Management	3,098,247	3,199,848	3,585,285	3,300,722	(284,563)	-7.94%
<b>TOTAL EXPENDITURES</b>	<b>3,098,247</b>	<b>3,199,848</b>	<b>3,585,285</b>	<b>3,300,722</b>	<b>(284,563)</b>	<b>-7.94%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>27.00</b>	<b>26.00</b>	<b>26.00</b>	<b>25.00</b>	<b>(1.00)</b>	<b>-3.85%</b>

# **Assessment and Taxation: Property and Tax Management**

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## **Division Overview**

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

## **Division Goals & Strategic Planning**

The Property and Tax Management Division is responsible for maintaining the annual tax roll and the collection and distribution of taxes. \$581 million was certified for FY 19-20 on behalf of approximately 85 taxing districts. The division is also responsible for maintaining ownership records of all property tax accounts in Lane County, which includes mapping of tax parcels, maintaining property changes (such as divisions and lot line adjustments), managing exemption, deferral and special assessment programs and providing extensive public information.

## **Major Accomplishments & Achievements in FY 19-20**

- The reclassification of the Sr. Office Assistants to Assessment and Taxation Specialists has helped with recruitment efforts.
- The new classification better describes their work and the new pay grade aligns better with that of comparable positions in other counties.
- In FY 18-19 A&T started to audit and review tax-exempt properties (charitable, religious, governmental...) and are approximately 75% complete.
- Collected 89% of the certified total by the end of November 2019.
- Provided public information to over 19,150 customers via telephone and in person.
- Completed 15,300 ownership changes resulting from deeds and manufactured structure title transfers.
- Updated 2,550 tax accounts with property changes (plats, divisions, lot line adjustments, etc.). Over 40% were a result of the Department of Forestry's review and reclassification of property as forestland.
- In conjunction with staff from Clackamas and Wasco counties, produced three more (for a total of five) informative videos on property taxes in Oregon that can be used by any A&T office in the state.
- Continued to scan our microfilm and microfiche, the older ones of which are starting to deteriorate.

## **Anticipated Service & Budget Changes for FY 20-21**

- A highly-valued Technology Services (TS) staff member who worked very closely with our department retired in late 2018. As a result, most TS requests take longer and work products require careful review.
- Continuing project with TS that was put on hold last year due to a lack of TS resources: a database to track property changes, replacing the current, mostly manual, workflow.
- US Bank's Lockbox service that A&T has been utilizing since 2005 is no longer available. The office explored alternate methods of processing the high volume of payments in October and November. A&T put out a RFP selecting TUI as our vendor for in-house check processing for November 15<sup>th</sup> payments 2020.
- As a result of the Department of Forestry's recent review and reclassification of forestland property, approximately 500 acreage corrections remain to be completed and another 500 accounts need to be reviewed for possible corrections.



## **Assessment and Taxation: Property and Tax Management**

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- A&T is expected to implement interactive voice recognition through current online payment vendor to allow for payments via the telephone.
- A&T is evaluating the possibility of reviewing a portion of the designated forest properties if A&T has the resources.
- Continuation of offering the public a choice of e-mailed electronic tax statements or continued mailing of paper copies.

### **Current & Future Service Challenges**

- COVID-19 impacts on A&T business processes, collections and staffing resources.
- The 2021 legislative session will likely result in both minor and major changes that A&T will need to implement.
- A&T is continuing to look at no-cost or low-cost options to provide taxpayers the ability to pay with credit and debit cards in A&T's office without adding to the staff workload.
- Optimally, future department-wide staffing levels will include funds for enhanced customer service hours, as A&T is currently are only open to the public from 10:00-3:00 Monday to Thursday.

### **Capital Projects – Planned and Known Needs**

None

## Assessment and Taxation

DEPARTMENT RESOURCE DETAIL						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Tax Penalties	311,545	371,056	325,000	330,000	5,000	1.54%
<b>TAXES &amp; ASSESSMENTS</b>	<b>311,545</b>	<b>371,056</b>	<b>325,000</b>	<b>330,000</b>	<b>5,000</b>	<b>1.54%</b>
Foreclosure Penalty	61,369	64,785	58,000	65,000	7,000	12.07%
Late Filing Penalties	21,460	13,528	25,000	25,000	0	0.00%
<b>FINES, FORFEITURES, PENALTIES</b>	<b>82,830</b>	<b>78,313</b>	<b>83,000</b>	<b>90,000</b>	<b>7,000</b>	<b>8.43%</b>
Miscellaneous Sales	13,155	11,944	9,060	6,510	(2,550)	-28.15%
<b>PROPERTY AND RENTALS</b>	<b>13,155</b>	<b>11,944</b>	<b>9,060</b>	<b>6,510</b>	<b>(2,550)</b>	<b>-28.15%</b>
Witness	0	30	0	0	0	0.00%
<b>STATE GRANT REVENUES</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
Department of Revenue	769,600	1,383,204	998,571	987,660	(10,911)	-1.09%
<b>OTHER STATE REVENUES</b>	<b>769,600</b>	<b>1,383,204</b>	<b>998,571</b>	<b>987,660</b>	<b>(10,911)</b>	<b>-1.09%</b>
A&T Application Fee	20,010	15,100	12,000	10,000	(2,000)	-16.67%
Miscellaneous Svc Charges	6,745	7,810	5,000	6,000	1,000	20.00%
Refunds & Reimbursements	10,513	7,406	7,000	7,000	0	0.00%
<b>FEES AND CHARGES</b>	<b>37,268</b>	<b>30,316</b>	<b>24,000</b>	<b>23,000</b>	<b>(1,000)</b>	<b>-4.17%</b>
Transfer Fr General Fund (100)	50,000	350,000	0	0	0	0.00%
<b>FUND TRANSFERS</b>	<b>50,000</b>	<b>350,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>DEPARTMENT RESOURCES</b>	<b>1,264,397</b>	<b>2,224,862</b>	<b>1,439,631</b>	<b>1,437,170</b>	<b>(2,461)</b>	<b>-0.17%</b>

## Assessment and Taxation

DEPARTMENT EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>EXPENDITURE ACCOUNTS</b>						
Regular Operating Wages	2,330,453	2,469,074	2,692,338	2,836,890	144,552	5.37%
Extra Help	6,966	10,642	12,492	12,492	0	0.00%
Overtime	25,583	12,862	20,004	20,004	0	0.00%
Reduction Unfunded Vac Liab	17,966	19,499	16,043	16,640	597	3.72%
Compensatory Time	1,598	3,292	6,000	6,000	0	0.00%
Personal Time	0	549	0	0	0	0.00%
Risk Management Benefits	2,637	5,357	5,149	5,085	(64)	-1.24%
Social Security Expense	145,669	152,824	170,191	179,226	9,035	5.31%
Medicare Insurance Expense	34,068	35,741	39,804	41,941	2,137	5.37%
Unemployment Insurance (State)	4,345	4,611	4,967	5,272	305	6.14%
Workers Comp	8,148	8,579	8,276	8,717	441	5.33%
Disability Insurance - Long-term	15,237	18,118	19,124	20,467	1,343	7.02%
PERS - OPSRP Employer rate	270,846	303,492	439,195	449,592	10,397	2.37%
PERS Bond	169,763	188,538	198,118	215,899	17,781	8.97%
PERS - 6% Pickup	133,770	149,691	163,935	172,637	8,702	5.31%
Health Insurance	778,631	816,527	862,547	880,059	17,512	2.03%
Dental Insurance	63,143	64,700	65,859	62,351	(3,508)	-5.33%
EE Assistance Pgm	763	778	1,141	1,153	12	1.05%
Life Insurance	6,914	3,633	9,987	10,534	547	5.48%
Flexible Spending Admin	697	711	570	1,153	583	102.28%
Disability Insurance - Short Term	1,603	1,636	1,711	1,729	18	1.05%
Deferred Comp Employer Contrib	10,317	10,957	11,251	13,864	2,613	23.22%
Retiree Medical	67,350	75,445	80,700	70,955	(9,745)	-12.08%
FMLA Administration	1,250	1,275	1,728	1,130	(598)	-34.61%
<b>PERSONNEL SERVICES</b>	<b>4,097,715</b>	<b>4,358,530</b>	<b>4,831,130</b>	<b>5,033,790</b>	<b>202,660</b>	<b>4.19%</b>
Professional & Consulting	127,771	89,128	121,000	122,500	1,500	1.24%
Telephone Services	16,990	29,813	25,469	23,976	(1,493)	-5.86%
General Liability	81,063	31,042	33,847	31,941	(1,906)	-5.63%
Maintenance of Equipment	1,930	1,946	3,800	3,800	0	0.00%
Maintenance Agreements	2,526	1,547	250,784	264,964	14,180	5.65%
Fleet Services Rentals	32,039	29,696	48,416	43,993	(4,423)	-9.14%
Copier Charges	4,560	4,619	5,800	5,300	(500)	-8.62%
Mail Room Charges	13,261	16,384	20,252	19,500	(752)	-3.71%
License Replacement	0	0	13,493	13,772	279	2.07%
Indirect/Technology Serv	278,406	278,450	304,127	328,353	24,226	7.97%
Infrastructure Replacement	0	3,199	13,068	12,575	(493)	-3.77%
County Indirect Charges	537,424	542,053	470,867	474,309	3,442	0.73%
Direct/Technology Serv	516,252	564,432	328,231	236,275	(91,956)	-28.02%
PC Replacement Services	12,600	11,600	11,600	11,700	100	0.86%
Office Supplies & Expense	33,875	31,882	44,500	47,860	3,360	7.55%
Professional Licenses	3,659	6,230	5,900	1,850	(4,050)	-68.64%
Dues & Memberships	0	0	0	7,850	7,850	100.00%
Printing & Binding	20,683	24,412	20,700	21,705	1,005	4.86%
Advertising & Publicity	129	125	0	200	200	100.00%
Microfilm Imaging Services	2,332	4,238	178,880	4,300	(174,580)	-97.60%
Postage	72,040	69,477	77,050	77,325	275	0.36%
Radio/Communic Supplies & Svcs	5,545	9,129	16,015	9,672	(6,343)	-39.61%
DP Supplies And Access	6,904	13,181	7,000	10,285	3,285	46.93%
Printer & Copier Expenses	1,281	2,097	450	625	175	38.89%
Small Office Furniture	(300)	0	0	2,200	2,200	100.00%
Clothing	460	1,002	4,500	4,500	0	0.00%
Business Expense & Travel	17,440	10,199	9,500	15,880	6,380	67.16%

## Assessment and Taxation

DEPARTMENT EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Awards & Recognition	393	2,104	1,350	1,700	350	25.93%
Outside Education & Travel	8,464	14,180	17,000	20,300	3,300	19.41%
County Training Classes	3,395	1,085	3,750	4,250	500	13.33%
Training Services & Materials	0	0	120	120	0	0.00%
<b>MATERIALS &amp; SERVICES</b>	<b>1,801,122</b>	<b>1,793,248</b>	<b>2,037,469</b>	<b>1,823,580</b>	<b>(213,889)</b>	<b>-10.50%</b>
Vehicles	20,421	38,888	0	0	0	0.00%
<b>CAPITAL OUTLAY</b>	<b>20,421</b>	<b>38,888</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>DEPARTMENT EXPENDITURES</b>	<b>5,919,259</b>	<b>6,190,668</b>	<b>6,868,599</b>	<b>6,857,370</b>	<b>(11,229)</b>	<b>-0.16%</b>

## Assessment and Taxation

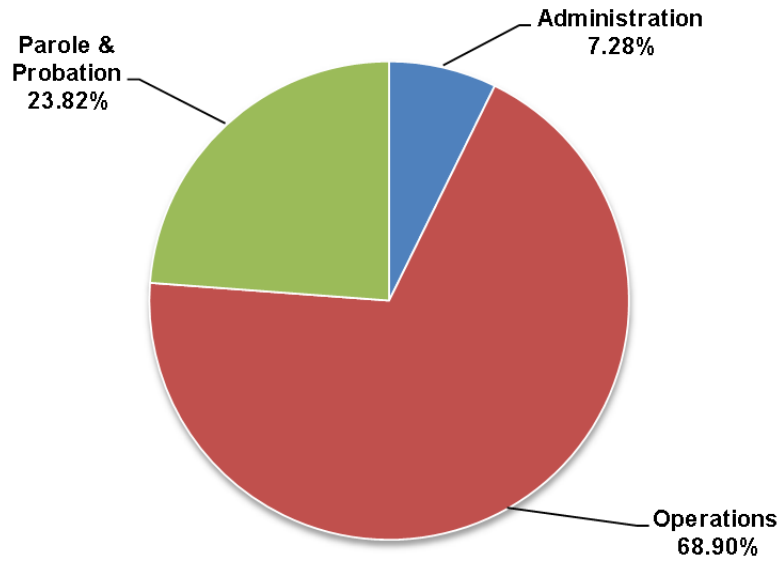
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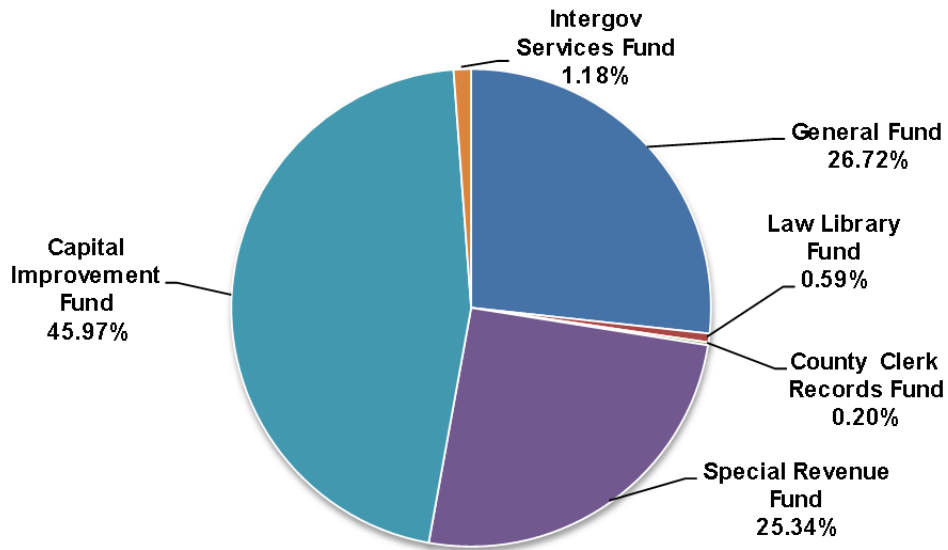
# Department of County Administration

FY 20-21 Adopted Expenditures: \$50,758,404

## FY 20-21 Expenditures by Division



## FY 20-21 Expenditures by Fund



Greg Rikhoff  
Director of Operations  
541-682-6262

Steve Mokrohisky  
County Administrator  
541-682-4203

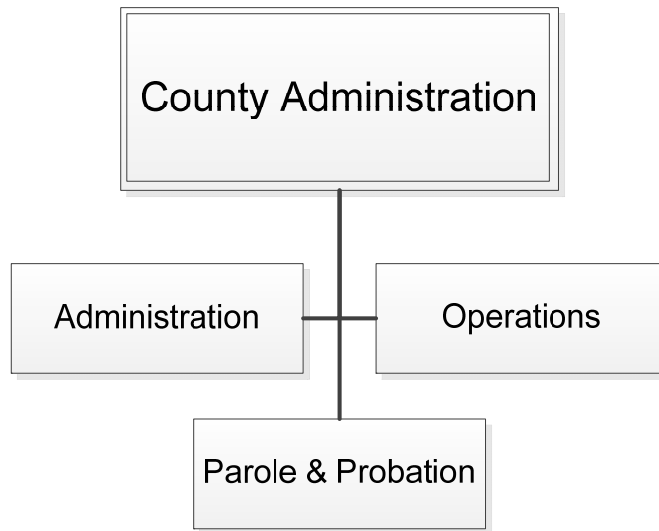
# County Administration

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## Department Purpose & Overview

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

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



## County Administration

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County Administration will continue to focus on tracking and reporting on the overall progress of the newly revised Strategic Plan. The priorities of the Strategic Plan are; A Safe, Healthy County, Vibrant Communities, Robust Infrastructure and our People and Partnerships. Our Department's focus is in all areas of these priorities.

### **Department Goals & Strategic Planning**

- Community and Economic Development will work to enhance rural prosperity and facilitate community development and infrastructure.
  - Housing Coordination implements the recommendations of the TAC report (Lane County Public Shelter Feasibility Study) adopted by City of Eugene and Lane County. Goals include expanding non-congregate and safer congregate shelter in the COVID-19 environment, implementing Coordinated Outreach, Rapid Resolution, Landlord Engagement, laying the groundwork to launch the Shelter and Navigation Center in FY 21/22, and making improvements to Coordinated Entry and the Centralized Waitlist.
- Equity and Access will implement the racial equity plan, which includes training, communication, strengthening the equity program, and the creation of an equity lens.
- Administration office continues to lead initiatives on affordable housing.
- Financial Services will manage the County's investment portfolio to ensure preservation of principal and adequate liquidity while maximizing investment returns.
- Financial Services will maintain investment grade rating from Moody's Investor Service.
- Intergovernmental Relations will coordinate and advocate for Lane County's legislative interests, seeking to secure state and federal funding for critical public services while collaborating with local municipalities, neighbor counties, and stakeholders to identify opportunities for meaningful, strategic partnerships.
- Law Library will continue to be a unique resource in the community for attorneys, non-attorneys, and public librarians to gain greater access to legal information and justice.
- Parole & Probation is focused on the development of the new location, which is currently in the final architectural phase of construction.
- Public Information will continue to enhance internal and external communications, focusing on openness, accessibility and responsiveness.
- Budget & Financial Planning will focus on performing financial and policy analysis, annual budget development and monitoring, and analysis of recommendations following review of internal service functions in order to promote sound fiscal management practices.



## County Administration

<b>Strategic Priority:</b>	<b>Our People and Partnerships</b>		
<b>Key Strategic Initiative:</b>			<b>Activity Area:</b>
Pursue strategies to enhance fiscal resilience and operational effectiveness.			Financial Stewardship through prudent and transparent financial management.
<b>Inputs:</b> <i>To accomplish our goals, we may need the following resources:</i>			
Standards of performance guidance and best practices.			
<b>Outputs:</b> <i>Accomplishing these projects will result in the following evidence of progress:</i>			
Stable service levels; ability to respond to emergencies without long term negative financial			
<b>Intended Outcomes:</b>			
Ability of taxpayers to judge the County's finances resulting in support of services and engagement in decision making processes. Increase and maintain strong bond ratings.			
<b>Comments:</b>			
Efforts over the past few years to strengthen the County's financial stability have included a goal to increase the general obligation limited tax (GOLT) bond rating. The bond rating is assigned by an outside agency and is a measure of the County's overall financial stability. The efforts have included revising of financial policies; increasing reserve levels to provide the ability to respond to emergencies and economic downturns; structural balancing of the budget; and prepayment and refinancing of debt where possible. Prior to these efforts, the County's GOLT bond rating was Aa3 since May 2010.			
<b>Related Metric: Lane County GOLT bond rating</b>			
<b>Year</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>
<b>Where are we now:</b>	Aa2	Aa1	Aa1
<b>Target:</b>	Aa1	Aa1	Aa1
<b>Notes:</b>	Upgraded from Aa3 to Aa2 Feb 2017	Upgraded from Aa2 to Aa1 July 2019	Goal - maintain through economic downturn

## County Administration

<b>Strategic Priority:</b>	<b>Robust Infrastructure</b>		
<b>Key Strategic Initiative:</b>	<b>Activity Area:</b>		
Facility Maintenance and Management and new Facility development.	Perform work orders submitted in a timely manner to provide safe and healthy buildings for our employees.		
<b>Inputs:</b> <i>To accomplish our goals, we may need the following resources:</i>			
Additional maintenance and custodial staff.			
<b>Outputs:</b> <i>Accomplishing these projects will result in the following evidence of progress:</i>			
Employees requests are responded to.			
<b>Intended Outcomes:</b>			
Support County employees to have a safe and healthy work environment.			
<b>Comments:</b>			
A work order is submitted by priority; industry standard is that high priority response is within 24 hours, medium is responded to in 72 hours and low is responded to within a week. The below measure identifies the response time for medium and low priority.			
<b>Related Metric: Work order priority response</b>			
<b>Year</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>
<b>Where are we now:</b>	N/A	45%	TBD
<b>Target:</b>	N/A	95%	TBD

## County Administration

Strategic Priority:	Safe, Healthy County		
<b>Key Strategic Initiative: Specialization</b>	<b>Activity Area:</b>		
Accurately identifying, prioritizing and addressing risk, needs and responsivity (barriers) of individuals to maximize our potential in improving the quality of life. This requires specialized expertise and services to fully embrace a safe and healthy community.	Enhanced caseload specializations to include: Justice Involved Women, Mental Health, Jail Intervention/Transition Services (FUSE), Misdemeanor Domestic Violence, Victim Services and Trauma Informed Initiative.		
<b>Inputs:</b> <i>To accomplish our goals, we may need the following resources:</i>			
Maintain: Current FTE to support manageable caseload sizes (quality over quantity). Current Training Budget (advance innovation and best practices). Additional Funding for Misdemeanor Domestic Violence Supervision. Access to an available prescriber to provide medication needs for those suffering from mental illness.			
<b>Outputs:</b> <i>Accomplishing these projects will result in the following evidence of progress:</i>			
Accurately identify risk, need and responsivity, incorporate quality interventions, reduce risk via our validated assessments, increase positive case closures, provide supervision services to a high risk misdemeanor domestic violence population and resolving medication barriers to advance in case planning efforts.			
<b>Intended Outcomes:</b>			
Reduce overall recidivism, bench probation failures and contribute to the safety and wellbeing of victims of domestic violence.			
<b>Comments:</b>			
In the area of specialized caseloads, we have made incredible progress. In filling vacant position: 1) We have increased our Justice Involved Women's Initiative to include an additional Officers. These four officers use a specialized assessment that accurately identifies the risk and need of women. 2) We have increased our Mental Health specialization from one to three officers. These Officers work with our courts and providers to address barriers and meet needs. 3) In addition to Frequent Users, we have expanded our Alternative Programs Position with LCSO to promote cognitive/ behavioral interventions with Adults in Custody and transition services into the community. 4) As misdemeanor supervision largely remains unfunded, we have successfully maintained grant funding to supervise one high risk misdemeanor domestic violence caseload of fifty clients. 5) Our Post Conviction Victim Advocate continues to coordinate with victim services at time of sentencing, community resources and work with those who have been impacted by crime. Victim collaboration and support continues through the course of community supervision. 5) Trauma informed efforts continues through our various caseload specializations and services. These efforts have been expanded to our relocation planning for our future office. Current needs include statutory change to fund misdemeanor domestic violence cases or alternative funding to support the supervision of these high risk cases. In addition, prescriber services are needed to fulfill the medication demands of those suffering from a significant barrier in mental illness.			
<b>Related Metric: Probation Officer hiring, training and FTE</b>			
<b>Year</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>
<b>Where are we now:</b>	Some Progress (65%)	Good Progress (85%)	
<b>Target:</b>	On Target	On Target	
<b>Notes:</b>	PO-FTE Hiring/ Training	PO-Training/ FTE 100%	PO-Fully Staffed

## County Administration

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### Partnerships

- County Administration partners with local and regional government entities, private organizations, and non-profits to facilitate the completion of large strategic objectives.
- Community and Economic Development partners with rural communities, chambers of commerce, workforce development agencies, utilities, Land Management, municipal partners and Sector Strategy leads. The partnerships with workforce development helps leverage funding for regional innovation and entrepreneur training.
- Partnership with the City of Eugene on addressing homelessness. Creation of Joint Housing and Shelter Strategist position. This position is leading our work to create 350 units of permanent supportive housing, as well as the siting and development of a 75-bed low-barrier shelter and navigation center.
- Lane County partnered with the City of Eugene, Lane Transit District, and Lane Council of Governments to pilot EmGo. EmGo is a micro-transit, on demand transportation system designed to complement existing transportation options, alleviate parking demand, and support commerce in downtown Eugene.
- Technology Association of Oregon (TAO) Lane County's continued partnership with TAO has resulted in successful business retention, expansion, and recruitment, created learning and work opportunities for youth through the Experience Oregon Tech Program, mobilized more than \$1,000,000 in volunteer hours at Hack for a Cause, and created innovative tools like Speed Up America to address rural broadband inequities. Our partnership has diversified and strengthened the regional economy and resulted in family wage jobs.
- COVID-19 further exposed the chronic issue of rural broadband access and highlighted the critical role of high-speed internet connectivity for distance learning, remote work, and telemedicine. The state released \$10 million to support rural broadband access. Staff worked with partners and rural internet providers to identify eligible projects. Rural internet providers received over \$2.5 million to support critical broadband projects throughout rural Lane County. Staff continue to identify potential resources and working with providers to further expand access.
- During the COVID-19 pandemic Community and Economic Development staff joined the County's emergency operations center and convened regional partners, catalyzed economic efforts, and connected partners and businesses with critical resources. In addition to supporting and creating financial and technical assistance programs tailored to meet the needs of our community, we continue to engage with the community to identify challenges and elevate key issues to state and federal partners to inform resources and policy.

## County Administration

DEPARTMENT FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Taxes & Assessments	115,115	101,687	111,000	111,000	0	0.00%
Licenses & Permits	58,239	59,962	64,000	64,000	0	0.00%
Fines, Forfeitures, Penalties	455,313	380,412	413,000	391,000	(22,000)	-5.33%
Property And Rentals	82,342	3,229,740	147,000	5,078,600	4,931,600	3,354.83%
Federal Revenues	117,264	140,347	147,759	147,759	0	0.00%
State Revenues	11,884,650	11,819,902	11,948,510	12,182,225	233,715	1.96%
Local Revenues	648,774	177,667	604,270	154,270	(450,000)	-74.47%
Fees And Charges	2,694,768	2,765,124	2,747,571	2,740,550	(7,021)	-0.26%
Administrative Charges	10,405,276	10,519,852	11,241,106	11,600,079	358,973	3.19%
Interest Earnings	510,013	679,520	454,922	454,378	(544)	-0.12%
<b>Total Revenue</b>	<b>26,971,753</b>	<b>29,874,213</b>	<b>27,879,138</b>	<b>32,923,861</b>	<b>5,044,723</b>	<b>18.09%</b>
Fund Transfers	363,800	466,096	6,504,893	10,891,794	4,386,901	67.44%
<b>TOTAL RESOURCES</b>	<b>27,335,553</b>	<b>30,340,308</b>	<b>34,384,031</b>	<b>43,815,655</b>	<b>9,431,624</b>	<b>27.43%</b>
<b>EXPENDITURES:</b>						
Personnel Services	13,233,615	13,699,166	15,754,243	16,565,950	811,707	5.15%
Materials & Services	9,997,342	10,319,847	11,286,058	10,680,926	(605,132)	-5.36%
Capital Expenses	1,698,267	7,365,512	13,836,575	23,511,528	9,674,953	69.92%
<b>TOTAL EXPENDITURES</b>	<b>24,929,224</b>	<b>31,384,524</b>	<b>40,876,876</b>	<b>50,758,404</b>	<b>9,881,528</b>	<b>24.17%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Capital Improvement Fund	1,183,077	7,386,662	12,540,557	23,366,061	10,825,504	86.32%
County Clerk Records Fund	25,766	19,453	63,149	74,005	10,856	17.19%
General Fund	10,330,655	10,621,369	12,128,897	13,581,887	1,452,990	11.98%
Intergovernmental Services Fund	517,729	586,116	582,567	564,423	(18,144)	-3.11%
Law Library Fund	185,673	243,822	289,294	297,315	8,021	2.77%
Road Fund	1,454,630	877,960	2,216,629	0	(2,216,629)	-100.00%
Special Revenue Fund	11,231,693	11,649,143	13,055,783	12,874,713	(181,070)	-1.39%
<b>TOTAL</b>	<b>24,929,224</b>	<b>31,384,524</b>	<b>40,876,876</b>	<b>50,758,404</b>	<b>9,881,528</b>	<b>24.17%</b>

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
DIVISIONS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Administration	3,010,745	3,009,450	3,569,092	3,677,316	108,224	3.03%
Operations	11,232,806	17,296,076	25,251,287	34,955,620	9,704,333	38.43%
Parole & Probation	10,685,673	11,078,999	12,056,497	12,125,468	68,971	0.57%
<b>TOTAL EXPENDITURES</b>	<b>24,929,224</b>	<b>31,384,524</b>	<b>40,876,876</b>	<b>50,758,404</b>	<b>9,881,528</b>	<b>24.17%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>130.74</b>	<b>132.74</b>	<b>136.25</b>	<b>140.00</b>	<b>3.75</b>	<b>2.75%</b>

# County Administration

## DEPARTMENT POSITION LISTING

### Administration

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

**18.75 Division FTE Total**

### Operations

1.00 Accountant  
 3.00 Accounting Analyst  
 2.00 Accounting Clerk, Sr  
 2.00 Administrative Analyst  
 0.50 Administrative Support Spec  
 15.00 Custodian  
 1.00 Dept Director (TS, HR, OPs)  
 1.00 Detention Custodian  
 1.00 Facilities Electrician  
 2.00 Landscape Technician  
 1.00 Mail Clerk  
 2.00 Maintenance Specialist 2  
 5.00 Maintenance Specialist 3  
 2.00 Manager  
 4.00 Office Assistant 2  
 1.00 Office Assistant 2-Bilingual  
 3.00 Office Assistant, Sr  
 3.00 Payroll Specialist  
 2.00 Prof/Tech Supervisor  
 1.00 Program Manager  
 4.75 Program Supervisor  
 2.00 Sr. Management Analyst  
 1.00 Sr. Manager  
 1.00 Sr. Program Specialist  
 1.00 Stores Clerk  
 1.00 TEMP - Custodian

**63.25 Division FTE Total**

### Parole & Probation

1.00 Accounting Analyst  
 1.00 Correctional Svcs Technician  
 1.00 Manager (P&F)  
 5.00 Office Assistant 2  
 3.00 Office Assistant, Sr  
 3.25 Parole/Probation Officer 1  
 36.75 Parole/Probation Officer 2  
 5.00 Prof/Tech Supervisor  
 1.00 Program Specialist  
 1.00 Victim Advocate

**58.00 Division FTE Total**

**140.00 Department FTE Total**

# County Administration: Administration

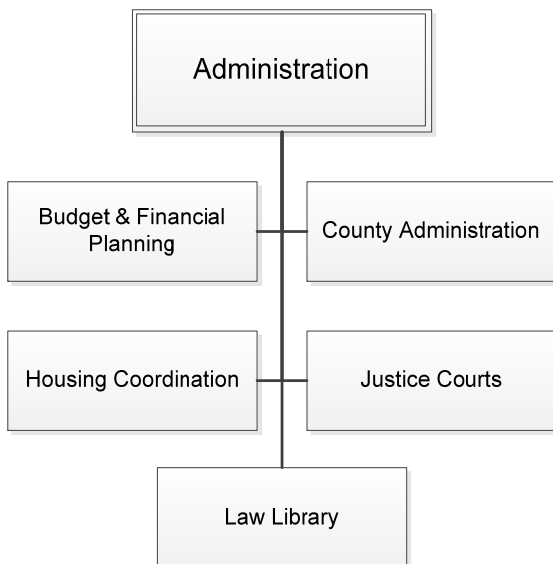
## **Division Purpose Statement**

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

## **Division Locator**

### **County Administration**

*Administration ◀  
Operations  
Parole and Probation*



## County Administration: Administration

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Fines, Forfeitures, Penalties	455,313	380,412	413,000	391,000	(22,000)	-5.33%
Property And Rentals	856	650	500	500	0	0.00%
State Revenues	795,829	822,261	847,811	784,732	(63,079)	-7.44%
Local Revenues	0	1,600	86,104	86,104	0	0.00%
Fees And Charges	19,101	23,799	15,000	24,000	9,000	60.00%
Administrative Charges	1,731,519	1,772,954	2,181,377	1,950,589	(230,788)	-10.58%
Interest Earnings	4,701	7,373	2,000	2,346	346	17.30%
<b>Total Revenue</b>	<b>3,007,318</b>	<b>3,009,049</b>	<b>3,545,792</b>	<b>3,239,271</b>	<b>(306,521)</b>	<b>-8.64%</b>
<b>TOTAL RESOURCES</b>	<b>3,007,318</b>	<b>3,009,049</b>	<b>3,545,792</b>	<b>3,239,271</b>	<b>(306,521)</b>	<b>-8.64%</b>
<b>EXPENDITURES:</b>						
Personnel Services	2,232,787	2,305,362	2,793,726	2,798,506	4,780	0.17%
Materials & Services	767,622	609,718	775,366	878,810	103,444	13.34%
Capital Expenses	10,336	94,370	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>3,010,745</b>	<b>3,009,450</b>	<b>3,569,092</b>	<b>3,677,316</b>	<b>108,224</b>	<b>3.03%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	2,331,545	2,246,976	2,745,082	2,901,262	156,180	5.69%
Law Library Fund	185,673	243,822	289,294	297,315	8,021	2.77%
Special Revenue Fund	493,527	518,652	534,716	478,739	(55,977)	-10.47%
<b>TOTAL</b>	<b>3,010,745</b>	<b>3,009,450</b>	<b>3,569,092</b>	<b>3,677,316</b>	<b>108,224</b>	<b>3.03%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Budget & Financial Planning	652,321	519,063	573,626	600,102	26,476	4.62%
County Administration	1,814,036	1,888,456	2,178,883	2,243,870	64,987	2.98%
Housing Coordination	0	0	172,207	172,208	1	0.00%
Justice Courts	358,716	358,109	355,082	363,821	8,739	2.46%
Law Library	185,673	243,822	289,294	297,315	8,021	2.77%
<b>TOTAL EXPENDITURES</b>	<b>3,010,745</b>	<b>3,009,450</b>	<b>3,569,092</b>	<b>3,677,316</b>	<b>108,224</b>	<b>3.03%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>17.75</b>	<b>18.25</b>	<b>18.75</b>	<b>18.75</b>	<b>0.00</b>	<b>0.00%</b>



# County Administration: Administration

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## **Division Overview**

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

The Division includes the programs of: County Administration (Public Information Office, Intergovernmental Relations, Equity & Access, and Economic Development), Housing Coordination, Budget & Financial Planning, Justice Courts, and Law Library.

## **Division Goals & Strategic Planning**

- Budget & Financial Planning will focus on fiscal resilience by providing financial management, analysis, planning and support to the County Administrator and Board of Commissioners.
- Community and Economic Development will work to enhance rural prosperity and facilitate community development and infrastructure.
- Equity and Access (E&A) will implement the racial equity plan, which includes training, communication, strengthening the equity program, and the creation of an equity lens.
- Intergovernmental Relations will coordinate and advocate for Lane County's legislative interests, seeking to secure state and federal funding for critical public services while collaborating with local municipalities, neighbor counties, and stakeholders to identify opportunities for meaningful, strategic partnerships.
- Law Library will continue to be a unique resource in the community for attorneys, non-attorneys, and public librarians to gain greater access to legal information and justice.
- Public Information will continue to enhance internal and external communications, focusing on openness, accessibility and responsiveness.

## **Major Accomplishments & Achievements in FY 19-20**

- County Administration coordinated updating the 2018-2021 Lane County Strategic Plan for 2018-2021.
- Public Information Office developed materials and messaging regarding the Lane County Justice Center project and proposed bond measure.
- The County's bond rating was upgraded to Aa1 in July 2019, the second increase in two years, and the highest rating in Lane County's history. This rating is recognition of the strengthening of the County's fiscal resilience and follows years of focus on debt payoff, building of reserves and structural balancing of the budget based upon recommendations from the Budget & Financial Planning Office.
- Budget & Financial Planning provided support to the County Administrator and departments through coordination of the countywide annual budget development process which resulted in a FY 20-21 Proposed Budget that maintains overall financial stability with no service reductions, structurally balanced General and Road Funds, vacancy variance, and strong reserve levels.
- Equity 2.0, Lane County's plan to re-focus our efforts to increase equity among all of our employees and to create equity in our community and in the services Lane County provides kicked off.
- Through membership with the Government Alliance on Race & Equity, eight employees participated in a northwest cohort, lasting 9 months and bringing a wealth of knowledge to the organization.
- The Equity and Access Advisory Board continued to build good processes and structures for their meetings and communication channels with departments and County leadership.
- Trained 6 Equity 101 facilitators to increase capacity for providing trainings to employees.
- Broadband connectivity in rural communities is essential to long-term prosperity in Lane County. The County partnered with the Technology Association of Oregon, M-Lab, US Ignite, and the City of Eugene to develop Speed Up America, to provide accurate information about the availability of Internet Service Providers and real speeds received.
- Partnered with Eugene's Table to connect these rural food and beverage producers with tailored expertise and resources, strengthening the regional economy and supporting rural small businesses.

## County Administration: Administration

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- Continued to partner with Oregon RAIN to catalyze entrepreneurial ecosystems, connect entrepreneurs to resources, and contribute to the creation of prosperous rural economies. RAIN's services are currently available in Florence, Veneta, Coburg, Lowell, Westfir and Oakridge. RAIN creates equitable economic opportunity across the county and has resulted in a resilient entrepreneurship ecosystem.
- Following over 12 months of regional and state-wide recruitment efforts and collaboration, Wayfair opened their first west coast office in Springfield earlier this year. The office brings 600 new jobs to the regional economy and supports Wayfair's global customer service experience.
- Continued to successfully implement the Rural Prosperity Initiative, bringing expertise, resources, capacity, and opportunity to rural communities throughout the county and connecting/convening resources resulting in regional benefit and leveraging key partnerships.
- Partnered with the Lane Workforce Partnership to fund and implement the Regional Workforce Innovation Training Fund. The Fund was created to support collective training projects in targeted industry sectors and has resulted in growth and retention of innovation talent in Lane County by retaining 81 jobs and ensured local small businesses had access to the training and expertise necessary for industry safety and compliance over the last year.
- Launched an emergency business assistance fund for small businesses across rural and urban Lane County (funded by Lane County, the City of Springfield, and the City of Eugene). To date, we have received \$625,000 from the state to support businesses impacted by COVID-19.
- COVID-19 pandemic business assistance funding:
  - \$100,000 Small Business Relief Fund, Round 1, (recipient Lane County)
  - \$125,000 Small Business Relief Fund, Round 2 ( recipient Community Lending Works)
  - \$400,000 Small Business Relief Fund, Round 3 (recipient Lane County)
  - Coronavirus Relief Fund of \$10.678M awarded to Lane County.

### **Anticipated Service & Budget Changes for FY 20-21**

- Increase in expenses in order to prepare for and conduct a required redistricting process.
- The membership to Government Alliance on Race and Equity (GARE) was elevated to the next level and the fee increased by \$2,000 for FY 20-21.

### **Current & Future Service Challenges**

- Limited Economic Development staffing for our large region continues to require thought and strategy on how staff resources are deployed.
- The increasing demand for communication, real-time social media interactions, and support for special outreach projects – along with the addition of support for the Emergency Management Office to the communications portfolio – are increasingly difficult to accomplish with 1.0 FTE in the Public Information Office.
- As Lane County continues to increase the Equity Program's work, will need to strategize how to remain open to emerging issues while maintaining the program's current work with limited staff.
- COVID-19 and other disparities continue to call our attention to ongoing issues of racial inequities in our health care, education, economic, public safety and other systems. The Board of County Commissioners passed a resolution in support of the Black Lives Matter movement, recognizing the work that Lane County must do in order to reach racial equity. Listening sessions will be held with the community. Our goal is to listen to employees and the public, and seek solutions that improve policies, institutions and structures to create a more equitable organization and community.
- With the increasing demand for affordable and emergency housing options, staff will need to continue to partner with other jurisdictions and local nonprofit organizations to come up with creative ways to address housing and homelessness in Lane County.

## **County Administration: Administration**

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- COVID-19 Community Emergency Response Plan: Contain the spread of disease (flatten the curve); Ensure health care providers, first responders and hospitals have the supplies, equipment, and staffing needed; Minimize economic impacts on businesses and individuals; Provide public information and guidance; Prepare for fall and winter needs.

### **Capital Projects – Planned and Known Needs**

- Built 60 years ago, the current Courthouse now receives more than 33,000 case filings each year and the population of Lane County has more than doubled since 1959. It is home to the Circuit Court, Sheriff's Office, District Attorney's Office and Victim Services. Today, the building can't support the use it receives and its mechanical systems are unreliable. In FY 20-21, Lane County will continue efforts to secure the local match portion of the project.

# County Administration: Operations

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## **Division Purpose Statement**

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

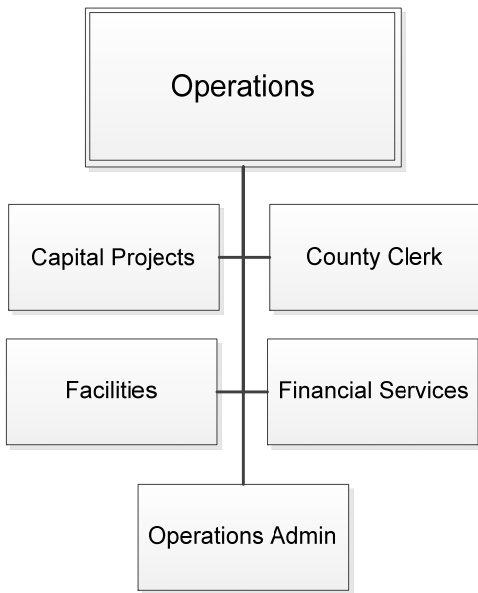
## **Division Locator**

### **County Administration**

*Administration*

*Operations* ↙

*Parole and Probation*



## County Administration: Operations

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Taxes & Assessments	115,115	101,687	111,000	111,000	0	0.00%
Licenses & Permits	58,239	59,962	64,000	64,000	0	0.00%
Property And Rentals	81,486	3,226,990	146,500	5,078,100	4,931,600	3,366.28%
State Revenues	37,686	40,305	41,987	38,000	(3,987)	-9.50%
Local Revenues	645,628	156,401	500,000	50,000	(450,000)	-90.00%
Fees And Charges	2,198,594	2,099,491	2,132,521	2,141,500	8,979	0.42%
Administrative Charges	8,673,757	8,746,898	9,059,729	9,649,490	589,761	6.51%
Interest Earnings	477,899	614,755	427,922	427,032	(890)	-0.21%
<b>Total Revenue</b>	<b>12,288,404</b>	<b>15,046,490</b>	<b>12,483,659</b>	<b>17,559,122</b>	<b>5,075,463</b>	<b>40.66%</b>
Fund Transfers	363,800	466,096	6,504,893	10,891,794	4,386,901	67.44%
<b>TOTAL RESOURCES</b>	<b>12,652,204</b>	<b>15,512,586</b>	<b>18,988,552</b>	<b>28,450,916</b>	<b>9,462,364</b>	<b>49.83%</b>
<b>EXPENDITURES:</b>						
Personnel Services	5,206,430	5,454,887	6,122,617	6,735,663	613,046	10.01%
Materials & Services	4,338,445	4,574,919	5,292,095	4,708,429	(583,666)	-11.03%
Capital Expenses	1,687,931	7,266,269	13,836,575	23,511,528	9,674,953	69.92%
<b>TOTAL EXPENDITURES</b>	<b>11,232,806</b>	<b>17,296,076</b>	<b>25,251,287</b>	<b>34,955,620</b>	<b>9,704,333</b>	<b>38.43%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Capital Improvement Fund	1,183,077	7,386,662	12,540,557	23,366,061	10,825,504	86.32%
County Clerk Records Fund	25,766	19,453	63,149	74,005	10,856	17.19%
General Fund	7,999,110	8,374,392	9,383,815	10,680,625	1,296,810	13.82%
Intergovernmental Services Fund	517,729	586,116	582,567	564,423	(18,144)	-3.11%
Road Fund	1,454,630	877,960	2,216,629	0	(2,216,629)	-100.00%
Special Revenue Fund	52,493	51,493	464,570	270,506	(194,064)	-41.77%
<b>TOTAL</b>	<b>11,232,806</b>	<b>17,296,076</b>	<b>25,251,287</b>	<b>34,955,620</b>	<b>9,704,333</b>	<b>38.43%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Capital Projects	1,384,070	7,646,372	13,072,993	24,044,500	10,971,507	83.92%
County Clerk	2,590,203	2,578,012	3,293,775	3,276,829	(16,946)	-0.51%
Facilities	4,636,676	4,309,369	5,929,160	4,584,178	(1,344,982)	-22.68%
Financial Services	2,379,816	2,508,860	2,677,210	2,732,470	55,260	2.06%
Operations Admin	242,041	253,463	278,149	317,643	39,494	14.20%
<b>TOTAL EXPENDITURES</b>	<b>11,232,806</b>	<b>17,296,076</b>	<b>25,251,287</b>	<b>34,955,620</b>	<b>9,704,333</b>	<b>38.43%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>54.99</b>	<b>55.49</b>	<b>58.50</b>	<b>63.25</b>	<b>4.75</b>	<b>8.12%</b>

# County Administration: Operations

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## **Division Overview**

The Operations Division provides accurate, efficient and timely support for the citizens of Lane County and other County departments while complying with federal, state and local laws. The Operations division includes the following programs: County Clerk, Financial Services, Facilities and Capital Projects, and Operations Administration.

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

Financial Services is responsible for receiving and recording all County expenditures, revenues, and other authorized payments on a timely basis in accordance with Generally Accepted Accounting Principles (GAAP) and preparing the Comprehensive Annual Financial Report (CAFR). The program manages central payroll, accounts payable, cash & investment management, tax distributions, procurement, mail & courier services, warehouse services, and financial reporting.

Facilities is responsible for custodial, maintenance, landscaping and routine and emergency structural repairs for all County facilities. The Facilities program is moving back to County Administration after being managed by the Department of Public Works since FY 15-16.

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

## **Division Goals & Strategic Planning**

- County Clerk aims to provide accurate, efficient, and timely customer service to the citizens of Lane County while complying with federal, state, and local laws for conducting elections and processing voter registrations.
- County Clerk aims to fulfill the statutory mandates to record documents, provide property records research, issue marriage licenses and domestic partnerships, and administer the Board of Property Tax Appeals accurately and completely, while providing exceptional customer service.
- Financial Services will maintain an unmodified opinion in the independent auditor's report stating that the audited financial statements present fairly, in all material respects, the financial position, results of operations, and cash flows of the County in conformity with Generally Accepted Accounting Principles; and receive the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting.
- Financial Services will maintain investment grade rating from Moody's Investor Service.
- Procurement's strategic priority to actively encourage participation by minority and woman owned businesses (as well as other underutilized businesses) link to the County's Strategic Plan priority of "Vibrant Communities" and the key initiative to "Enhance equity and access in service delivery and representation in governance." The intended outcomes in this area are to strengthen the businesses within the various communities through education and outreach, and to add value to the communities that call Lane County home.
- Facilities will pursue implementing Service Level Agreements and other recommendations made in the 2019 facilities performance audit.
- Facilities will maintain County facilities in a secure, clean, and aesthetically acceptable condition as resources allow and support increasing efficiencies.

## **County Administration: Operations**

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### **Major Accomplishments & Achievements in FY 19-20**

- Elections staff processed over 88,000 voter registration transactions, with 90% of that work received electronically. The voter registration continues to climb due to automatic voter registration and the estimated registration at the end of this FY is expected to be 270,000, the highest ever.
- Elections purchased a second high speed sorter to serve as a backup to the primary sorter. It would increase throughput by an anticipated 50% to help manage the increased volume processed for major elections. Building modifications were completed to accommodate the additional sorter.
- Deeds & Records staff recorded 66,464 documents, performed 302 marriage ceremonies, and issued 2,241 marriage licenses. Board of Property Tax Appeals processed 343 petitions.
- For the seventeenth consecutive year Financial Services was awarded a Certificate of Achievement for Excellence in Financial Reporting for its CAFR for the fiscal year ended June 30, 2019 by the Government Finance Officers Association.
- The County received an unmodified (“clean”) opinion from the report of independent auditors for the period ended June 30, 2019 indicating the County’s financial data is presented fairly according to general accounting principles.
- Procurement reached out to community organizations to better understand different business cultures and surveyed area businesses to help formulate a contracting diversity program.
- In January 2020, Facilities moved back to County Administration Operations after being in the Department of Public Works since FY 15-16. The purpose of the reorganization is to manage this program as a central service, to respond to audit recommendations, to improve customer service, and to provide better alignment with Capital Projects.
- Began implementation of the comprehensive review and assessment of Lane County’s Facilities program completed by FM Insight Consulting, an independent consultant hired by the County.
- Capital Projects’ Completion of the County’s first-ever comprehensive facility condition assessment of all General Fund buildings.

### **Anticipated Service & Budget Changes for FY 20-21**

- Elections will continue to place emphasis on accurately processing voter registration and conducting elections with the highest degree of integrity and transparency. Overall expenses will increase, primarily with overtime and extra help utilization, as Lane County strives to complete the work accurately and by the statutory deadlines.
- Overall, the Financial Services division budget and service levels remain consistent with prior years. An additional Accounting Analyst 1.0 FTE to support the work of the division has been added beginning FY 20-21.
- Additional 4.0 FTE has been approved in Facilities for FY 20-21 based on the results of the independent consultant’s evaluation of the Facilities program. These positions are needed to support the current 43 buildings with a footprint of over 870,000 square feet. This request does not take into account the additional buildings that are scheduled to come online within the next one to two years.
- Restructuring the Capital Projects program by eliminating the existing Manager position following the current year creation of a Facilities and Capital Improvements Manager position, and adding a .75 FTE Program Supervisor in preparation and planning on the County Justice Center, and to better address long-term preservation and maintenance issues and space planning.

# County Administration: Operations

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## **Current & Future Service Challenges**

- Staffing has remained the same in the County Clerk Division despite voter registration increases of 28% (over 58,000 registered voters) due to automatic voter registration. In addition, there are now four voter registration modules which have increased the complexity and volume of the work. Review of current classifications to accommodate these job changes has been an ongoing discussion with no clear resolution. As retirements occur, it will be a challenge to hire and retain individuals with the skillset to perform the job at the existing pay rate. Thus, creating a high risk for conducting elections in an accurate manor. The loss of experienced and talented staff will also be a challenge in Recording as staff retirements are expected.
- The November 2020 Presidential General Election is estimated to have the highest voter registration in the County's history with an expected turnout of over 90%.
- Financial Services will need to implement various new financial reporting standards as established by the Governmental Accounting Standards Board (GASB) to ensure financial statements are prepared in conformity with GAAP as applied to governmental units.
- Financial Services minimal staffing level does not allow capacity for the analysis, nimbleness, process improvement, or training required of a large organization. Due to retirements, promotions and other transitions, there continues to be significant staff turnover. With about half of the staff being relatively new in their positions, a commitment to ongoing training and process improvement is needed to ensure effective accounting systems and processing.
- Facilities Maintenance programs will pursue placing emphasis on preventative maintenance activities in accordance with industry best practices and standards. Balancing this with customer driven service requests falling outside preventative maintenance, emergency and corrective repairs may at times require cooperative partnering with departments and staff for solutions.
- The Facilities Assessment indicates that current funding levels for capital preservation and maintenance are inadequate to keep up with emerging condition deficiencies in County facilities.

## **Capital Projects – Planned and Known Needs**

- Elections has received two security assessments in which vulnerabilities were identified. Although these cannot be publicly disclosed, solutions will need to be implemented for the major election year.
- Fleet building HVAC Upgrades – project delayed from FY19-20.
- Capital Projects will continue to advance planning, design, and cost estimating work for a new Lane County Justice Center which includes space for the Circuit Court, Sheriff's Office, District Attorney's Office, victim services, and other related functions critical to supporting the criminal justice system in Lane County.



# County Administration: Parole and Probation

## Division Purpose Statement

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

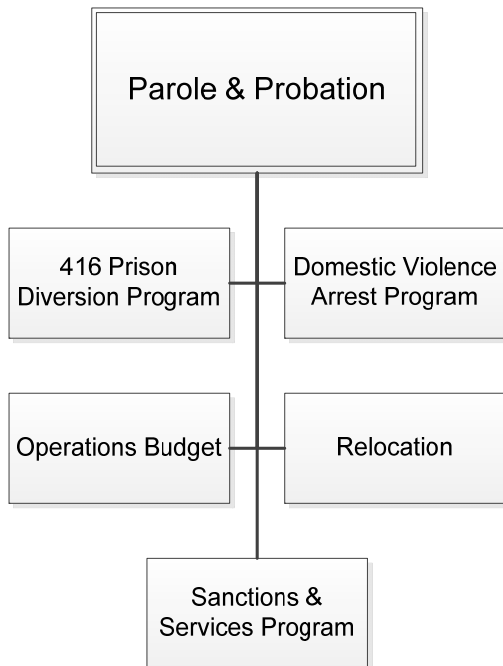
## Division Locator

### **County Administration**

*Administration*

*Operations*

*Parole and Probation ◀*



## County Administration: Parole and Probation

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Property And Rentals	0	2,100	0	0	0	0.00%
Federal Revenues	117,264	140,347	147,759	147,759	0	0.00%
State Revenues	11,051,135	10,957,336	11,058,712	11,359,493	300,781	2.72%
Local Revenues	3,146	19,666	18,166	18,166	0	0.00%
Fees And Charges	477,073	641,834	600,050	575,050	(25,000)	-4.17%
Interest Earnings	27,412	57,392	25,000	25,000	0	0.00%
<b>Total Revenue</b>	<b>11,676,030</b>	<b>11,818,674</b>	<b>11,849,687</b>	<b>12,125,468</b>	<b>275,781</b>	<b>2.33%</b>
<b>TOTAL RESOURCES</b>	<b>11,676,030</b>	<b>11,818,674</b>	<b>11,849,687</b>	<b>12,125,468</b>	<b>275,781</b>	<b>2.33%</b>
<b>EXPENDITURES:</b>						
Personnel Services	5,794,398	5,938,917	6,837,900	7,031,781	193,881	2.84%
Materials & Services	4,891,275	5,135,210	5,218,597	5,093,687	(124,910)	-2.39%
Capital Expenses	0	4,873	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>10,685,673</b>	<b>11,078,999</b>	<b>12,056,497</b>	<b>12,125,468</b>	<b>68,971</b>	<b>0.57%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Special Revenue Fund	10,685,673	11,078,999	12,056,497	12,125,468	68,971	0.57%
<b>TOTAL</b>	<b>10,685,673</b>	<b>11,078,999</b>	<b>12,056,497</b>	<b>12,125,468</b>	<b>68,971</b>	<b>0.57%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
416 Prison Diversion Pgm	653,664	755,776	441,349	539,842	98,493	22.32%
Domestic Violence Arrest Pgm	121,247	150,214	147,759	147,759	0	0.00%
Operations Budget	7,169,315	7,252,633	8,321,762	8,468,971	147,209	1.77%
Relocation	0	24,378	100,000	75,000	(25,000)	-25.00%
Sanctions & Services Program	2,741,448	2,895,997	3,045,627	2,893,896	(151,731)	-4.98%
<b>TOTAL EXPENDITURES</b>	<b>10,685,673</b>	<b>11,078,999</b>	<b>12,056,497</b>	<b>12,125,468</b>	<b>68,971</b>	<b>0.57%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>58.00</b>	<b>59.00</b>	<b>59.00</b>	<b>58.00</b>	<b>(1.00)</b>	<b>-1.69%</b>

# County Administration: Parole and Probation

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## **Division Overview**

Parole/Probation services aims to build a better community through improving the quality of life for all in our community. The Division utilizes evidence based practices to effectively reduce recidivism and restore those impacted by crime.

- Operations (Supervision): There are approximately 3,000 (200 Misdemeanor and 2,800 Felony) clients on community supervision. The Division's main operations budget funds the majority of our supervision services, with the exception of 2.5 FTE associated with specific grant funded programs.
- 416 Prison Diversion Program (Supervision): The 416 Prison Diversion Program is a State Grant funded program aimed at non-violent drug and property clients on community supervision. It funds 1 FTE Parole/Probation Officer and .5 FTE Corrections Tech at Parole & Probation; and 1 FTE District Attorney's in the Lane County District Attorney's Office. It also provides funding for victim services.
- Domestic Violence Arrest Program (Supervision): This is a federally funded grant program from the Department of Justice, Office of Violence against Women. It addresses victim safety and reducing recidivism by providing intensive case management (supervision and programming) of a revolving caseload of approximately 50 to 60 high risk misdemeanor domestic violence clients by a dedicated (1.0 FTE) Parole/Probation Officer working with a multi-disciplinary domestic violence team.
- Sanctions & Services: In addressing antisocial and criminal behavior, we utilize a continuum of sanctions to hold clients accountable for violations of conditions of supervision and provide prescriptive services to assist individuals in becoming productive and healthy members of our community.
- Sanctions: Parole & Probation partner with the Lane County Sheriff's Office who provides many services that assist in the behavior change process that encourages a prosocial lifestyle. These Sanctions include Jail, Community Corrections Center, Work Crew, Community Services and Electronic Surveillance.
- Services: Many clients begin community supervision with the very basics of life and are challenged by addiction, substance abuse, mental health issues, criminal attitudes, unhealthy relationships, limited education, scattered work history, coping/life skills, trauma and abuse. We work closely with community partners to provide clients with the most effective services possible to overcome barriers, addressing needs and reducing risk to the community. Some of these services include Cognitive Behavioral Therapy, Motivational Enhancement, Transitional Housing, Victim Services, Employment Assistance, GED Assistance, Substance Abuse Treatment, Sex Offender Treatment, Batterer Intervention Treatment, Mentoring Services and Crisis Funds to assist with basic needs.

## **Division Goals & Strategic Planning**

- Incorporate Continuous Quality Improvement (CQI) in Service Delivery: Implement developed CQI strategies that promote evidence based practices for both our internal services and external providers.
- 416 Prison Diversion Program (Supervision): Continue and expand 416 Prison Diversion Program efforts and partnerships aimed at non-violent drug and property clients on community supervision.
- Develop Future Parole/Probation Office Space: Develop future office space that supports the divisions established brand (vision, mission, values and expectations) and expands the use of CCC as an alternative program and a transition resource for individuals releasing to the community.

# County Administration: Parole and Probation

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## **Major Accomplishments & Achievements in FY 19-20**

- FTE Staffing Levels: The Division has filled all vacant officer positions.
- Completed 416 Prison Diversion Program Evaluation: The 416 Prison Diversion Program completed an intensive three year randomized control trial and evaluation process. Early data reveals significant reductions in recidivism for Lane County.
- Purchase of Parole/Probation's Future Office Space: The County successfully purchased property and existing structures to develop the Division's future office space.

## **Anticipated Service & Budget Changes for FY 20-21**

Parole and Probation will be losing 1 FTE Corrections Technician due to the SAMHSA Adult Treatment Court Enhancement project grant ending September 30, 2020.

For the past several years, Parole and Probation has identified the need to relocate to a building that provides enough space for all staff and that meets our operational needs. In FY 19-2020 the County identified a building and in FY 20-21 Parole & Probation is transferring the funds in the Future Projects Reserve account to the Capital Fund so renovation operations can begin.

A 2018 Actual Cost Study (ACS) identified the need to increase the daily cost of community supervision from the current rate of \$12.067 per day to \$14.24, which amounts to a difference of \$2.17 per day per person. The increases recommended within the ACS were not funded in the last legislative session which equated to a 25 million dollar statewide shortage in community corrections funding. The Legislature agreed to review this need in the short session. Despite the need, this funding has yet to be delivered and is currently leaving community corrections short funded for FY 20-21.

## **Current & Future Service Challenges**

Specialized Misdemeanor Domestic Violence Supervision/ Case Management: State Community Corrections Allocation funding does not extend to misdemeanor supervision and case management. The County has been reliant on a dwindling OVW Arrest Grant to case manage and supervise up to 50 high risk domestic violence clients. In 2019, the District Attorney's Office estimates that 180 individuals received misdemeanor domestic violence related convictions. Of these 180 cases, approximately 2/3 of these convictions received bench probation instead of much needed community supervision and treatment services.

## **Capital Projects – Planned and Known Needs**

Parole and Probation is planning to renovate the facility located at 2699 Roosevelt Boulevard that was part of a property purchase by County General Fund in January 2020. Construction is set to begin in January 2021 and conclude summer 2021. Part of this renovation will include site work, and renovation work to bring the building to a warm vanilla shell to be funded by the General Fund. Operating expenses are forecasted to increase as a result of this renovation and subsequent move due to operating in a larger facility.

## County Administration

DEPARTMENT RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Other Assessment	115,115	101,687	111,000	111,000	0	0.00%
<b>TAXES &amp; ASSESSMENTS</b>	<b>115,115</b>	<b>101,687</b>	<b>111,000</b>	<b>111,000</b>	<b>0</b>	<b>0.00%</b>
Marriage	57,854	59,737	64,000	64,000	0	0.00%
Domestic Partnership Fee	385	225	0	0	0	0.00%
<b>LICENSES &amp; PERMITS</b>	<b>58,239</b>	<b>59,962</b>	<b>64,000</b>	<b>64,000</b>	<b>0</b>	<b>0.00%</b>
Court Fines	213,977	201,024	226,000	215,000	(11,000)	-4.87%
Collection Agency Receipts	182,216	138,598	140,000	135,000	(5,000)	-3.57%
Drivers License Suspension	10,355	8,823	10,000	9,000	(1,000)	-10.00%
Fines From Other Courts	48,765	31,967	37,000	32,000	(5,000)	-13.51%
<b>FINES, FORFEITURES, PENALTIES</b>	<b>455,313</b>	<b>380,412</b>	<b>413,000</b>	<b>391,000</b>	<b>(22,000)</b>	<b>-5.33%</b>
Sale Of Capital Assets	2,500	347	0	0	0	0.00%
Land Sales	0	2,493,602	0	0	0	0.00%
Scrap Metal Sales	1,821	0	0	0	0	0.00%
Miscellaneous Sales	38,421	35,835	27,000	3,000	(24,000)	-88.89%
Bond Sales	0	0	0	5,000,000	5,000,000	100.00%
Real Property	15,600	693,861	96,000	0	(96,000)	-100.00%
Parking	24,000	5,920	24,000	60,000	36,000	150.00%
Rent - Other Properties	0	175	0	15,600	15,600	100.00%
<b>PROPERTY AND RENTALS</b>	<b>82,342</b>	<b>3,229,740</b>	<b>147,000</b>	<b>5,078,600</b>	<b>4,931,600</b>	<b>3,354.83%</b>
HUD SB Rcpt Gmt	4,200	0	0	0	0	0.00%
Department Of Justice	113,064	140,347	147,759	147,759	0	0.00%
<b>FEDERAL REVENUES</b>	<b>117,264</b>	<b>140,347</b>	<b>147,759</b>	<b>147,759</b>	<b>0</b>	<b>0.00%</b>
Community Corrections	8,590,574	8,525,202	8,351,556	8,893,858	542,302	6.49%
M57 Supp Transition Funds	61,250	61,250	141,000	124,333	(16,667)	-11.82%
Justice Reinvestment	2,064,494	2,096,514	2,154,245	1,991,772	(162,473)	-7.54%
Release Subsidy Funds	34,730	34,730	37,072	37,072	0	0.00%
Local Staff	80,503	112,747	198,637	137,731	(60,906)	-30.66%
Miscellaneous State Revenue	219,584	126,894	176,202	174,727	(1,475)	-0.84%
<b>STATE GRANT REVENUES</b>	<b>11,051,135</b>	<b>10,957,336</b>	<b>11,058,712</b>	<b>11,359,493</b>	<b>300,781</b>	<b>2.72%</b>
Motor Voter Funds	33,347	32,031	32,000	32,000	0	0.00%
Department of Revenue	4,339	8,274	9,987	6,000	(3,987)	-39.92%
Video Lottery Grant	493,931	520,363	534,716	478,393	(56,323)	-10.53%
Court Fees	301,898	301,898	313,095	306,339	(6,756)	-2.16%
<b>OTHER STATE REVENUES</b>	<b>833,515</b>	<b>862,566</b>	<b>889,798</b>	<b>822,732</b>	<b>(67,066)</b>	<b>-7.54%</b>
Eugene	0	0	0	86,104	86,104	100.00%
<b>LOCAL GRANTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>86,104</b>	<b>86,104</b>	<b>100.00%</b>
Eugene	0	18,166	104,270	18,166	(86,104)	-82.58%
Other Local	3,146	3,100	0	0	0	0.00%
Special Elections	645,628	156,401	500,000	50,000	(450,000)	-90.00%
<b>LOCAL REVENUES</b>	<b>648,774</b>	<b>177,667</b>	<b>604,270</b>	<b>68,166</b>	<b>(536,104)</b>	<b>-88.72%</b>
Supervised Probationer Fees	394,468	480,016	475,000	450,000	(25,000)	-5.26%
DOR - Probationer Fees	81,300	161,214	125,000	125,000	0	0.00%

## County Administration

DEPARTMENT RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Justice Court Fees	15,210	23,799	15,000	24,000	9,000	60.00%
Witness Fees	176	65	50	50	0	0.00%
Elections Fees	27,454	12,979	5,000	5,000	0	0.00%
Recording Fees	1,691,210	1,512,231	1,575,000	1,625,000	50,000	3.17%
Marriage Ceremonies	45,662	44,987	40,000	40,000	0	0.00%
State Processing Fee	30,710	27,467	28,000	28,000	0	0.00%
BOPTA Filing Fee	12,425	10,885	11,000	12,000	1,000	9.09%
Construction Reimbursement	0	120,225	0	0	0	0.00%
Maintenance Reimbursement	20,846	2,819	233	0	(233)	-100.00%
Miscellaneous Fees/Reimbursement	372	0	0	0	0	0.00%
Miscellaneous Svc Charges	178,732	174,057	165,000	161,500	(3,500)	-2.12%
Refunds & Reimbursements	5,022	2,539	0	0	0	0.00%
Cash Over & Under	21	0	0	0	0	0.00%
Mailroom Services	170,049	170,107	180,000	160,000	(20,000)	-11.11%
Miscellaneous Internal Services	96	(72)	110,000	110,000	0	0.00%
Facilities Services	21,015	21,806	18,288	0	(18,288)	-100.00%
<b>FEES AND CHARGES</b>	<b>2,694,768</b>	<b>2,765,124</b>	<b>2,747,571</b>	<b>2,740,550</b>	<b>(7,021)</b>	<b>-0.26%</b>
County Indirect Revenue	9,513,459	9,752,975	10,517,226	10,856,912	339,686	3.23%
Departmental Administration	891,817	766,877	723,880	743,167	19,287	2.66%
<b>ADMINISTRATIVE CHARGES</b>	<b>10,405,276</b>	<b>10,519,852</b>	<b>11,241,106</b>	<b>11,600,079</b>	<b>358,973</b>	<b>3.19%</b>
Investment Earnings	510,013	679,520	454,922	454,378	(544)	-0.12%
<b>INTEREST EARNINGS</b>	<b>510,013</b>	<b>679,520</b>	<b>454,922</b>	<b>454,378</b>	<b>(544)</b>	<b>-0.12%</b>
Transfer Fr General Fund (100)	50,000	50,000	5,625,257	3,227,040	(2,398,217)	-42.63%
Transfer Fr General Fund ONGOING	0	0	50,000	50,000	0	0.00%
Transfer Fr Spec Rev Funds (200)	112,842	103,110	189,432	6,739,481	6,550,049	3,457.73%
Transfer Fr Spec Rev Funds ONGOING	0	0	107,914	113,463	5,549	5.14%
Transfer Fr Capital Fund (400)	200,958	247,943	74,438	0	(74,438)	-100.00%
Transfer Fr Capital Fund ONGOING	0	0	447,852	678,439	230,587	51.49%
Intrafund Transfer	0	65,043	10,000	83,371	73,371	733.71%
<b>FUND TRANSFERS</b>	<b>363,800</b>	<b>466,096</b>	<b>6,504,893</b>	<b>10,891,794</b>	<b>4,386,901</b>	<b>67.44%</b>
<b>DEPARTMENT RESOURCES</b>	<b>27,335,553</b>	<b>30,340,308</b>	<b>34,384,031</b>	<b>43,815,655</b>	<b>9,431,624</b>	<b>27.43%</b>

## County Administration

DEPARTMENT EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>EXPENDITURE ACCOUNTS</b>						
Regular Operating Wages	7,357,141	7,694,526	8,628,591	9,103,586	474,995	5.50%
Extra Help	235,639	195,592	282,416	343,056	60,640	21.47%
Unclassified Temporary	3,586	0	27,444	26,040	(1,404)	-5.12%
Overtime	48,153	51,751	51,696	61,704	10,008	19.36%
Reduction Unfunded Vac Liab	134,601	121,924	187,782	171,267	(16,515)	-8.79%
Compensatory Time	24,954	9,292	20,169	25,656	5,487	27.21%
Personal Time	1,711	666	0	0	0	0.00%
Risk Management Benefits	131,277	108,480	93,643	80,244	(13,399)	-14.31%
Social Security Expense	464,850	478,683	569,314	598,551	29,237	5.14%
Medicare Insurance Expense	109,977	113,345	133,128	140,253	7,125	5.35%
Unemployment Insurance (State)	12,944	13,223	14,066	15,062	996	7.08%
Workers Comp	26,301	26,961	27,570	29,739	2,169	7.87%
Disability Insurance - Long-term	40,264	49,356	62,064	66,022	3,958	6.38%
PERS - OPSRP Employer rate	1,107,374	1,159,341	1,548,944	1,594,956	46,012	2.97%
PERS Bond	537,871	595,414	644,673	703,392	58,719	9.11%
PERS - 6% Pickup	433,447	457,330	526,192	554,572	28,380	5.39%
Optional ER IAP	0	0	2,523	0	(2,523)	-100.00%
Health Insurance	2,073,021	2,127,554	2,374,733	2,520,339	145,606	6.13%
Dental Insurance	161,149	164,747	179,084	177,628	(1,456)	-0.81%
EE Assistance Pgm	1,973	2,012	3,145	3,174	29	0.92%
Life Insurance	23,224	12,191	30,957	32,632	1,675	5.41%
Flexible Spending Admin	1,786	1,822	1,601	3,151	1,550	96.81%
Disability Insurance - Short Term	4,145	4,229	4,638	6,112	1,474	31.78%
Deferred Comp Employer Contrib	74,291	76,700	79,439	80,200	761	0.96%
Retiree Medical	220,730	230,757	255,635	225,311	(30,324)	-11.86%
FMLA Administration	3,203	3,270	4,796	3,303	(1,493)	-31.13%
<b>PERSONNEL SERVICES</b>	<b>13,233,615</b>	<b>13,699,166</b>	<b>15,754,243</b>	<b>16,565,950</b>	<b>811,707</b>	<b>5.15%</b>
Professional & Consulting	3,752,156	4,180,492	4,578,577	4,073,455	(505,122)	-11.03%
Banking & Armored Car Svc	78,076	102,975	80,370	83,650	3,280	4.08%
Construction Services	1,182	2,158	0	0	0	0.00%
Engineering Services	0	121	0	0	0	0.00%
Road Work Services	0	1,203	1,500	1,500	0	0.00%
Support Services	49,076	20,535	45,000	45,000	0	0.00%
Subscriptions	901	2,325	2,240	8,975	6,735	300.67%
Intergovernmental Agreements	132,509	16,993	7,000	7,500	500	7.14%
Agency Payments	0	3,847	2,000	65,000	63,000	3,150.00%
Release Subsidy - P & P	34,730	34,729	37,072	37,072	0	0.00%
Motor Fuel & Lubricants	5,042	2,242	4,900	4,700	(200)	-4.08%
Machinery & Equipment Parts	12,221	17,770	37,400	37,100	(300)	-0.80%
Refuse & Garbage	37,663	41,642	36,919	38,495	1,576	4.27%
Spec Handling & Haz Waste Disp	0	4,607	1,000	500	(500)	-50.00%
Light, Power & Water	725,738	713,097	780,843	798,689	17,846	2.29%
Telephone Services	124,585	150,954	148,428	151,635	3,207	2.16%
General Liability	71,460	68,656	121,462	156,027	34,565	28.46%
SAIF Assessments	0	0	1,335	1,335	0	0.00%
Claims	0	289	0	0	0	0.00%
Maintenance of Equipment	227,782	187,190	205,250	204,290	(960)	-0.47%
Maintenance of Structures	161,205	135,505	168,335	140,831	(27,504)	-16.34%
Maintenance of Grounds	31,832	25,250	12,500	11,500	(1,000)	-8.00%
Maintenance Agreements	164,195	165,951	230,027	253,450	23,423	10.18%
Operating Licenses & Permits	13,843	29,638	2,500	2,500	0	0.00%
Department Materials	3,519	2,415	2,500	3,500	1,000	40.00%

## County Administration

DEPARTMENT EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
External Equipment Rental	2,422	3,597	7,500	7,500	0	0.00%
Real Estate & Space Rentals	25,759	46,519	65,303	60,780	(4,523)	-6.93%
Fleet Services Rentals	100,459	99,187	104,930	111,309	6,379	6.08%
Groundskeeping Services	93,338	61,440	0	0	0	0.00%
Copier Charges	28,303	32,590	27,752	29,600	1,848	6.66%
Mail Room Charges	11,988	20,123	17,462	15,634	(1,828)	-10.47%
License Replacement	0	0	36,222	37,188	966	2.67%
Indirect/Technology Serv	791,027	750,130	840,971	896,808	55,837	6.64%
Infrastructure Replacement	0	0	27,610	26,875	(735)	-2.66%
County Indirect Charges	1,355,957	1,344,469	1,513,475	1,671,092	157,617	10.41%
Direct/Technology Serv	311,753	378,192	71,811	(128,594)	(200,405)	-279.07%
Dept Support/Direct	141,674	158,278	101,182	0	(101,182)	-100.00%
PC Replacement Services	38,700	34,250	29,150	34,850	5,700	19.55%
Dept Support/Indirect	3,249	177,929	188,564	160,723	(27,841)	-14.76%
Office Supplies & Expense	43,773	50,158	57,398	61,584	4,186	7.29%
Educational Materials	477	0	0	0	0	0.00%
Professional Licenses	10,593	17,953	12,954	11,600	(1,354)	-10.45%
Dues & Memberships	0	0	7,670	11,440	3,770	49.15%
Printing & Binding	347,485	316,717	288,522	330,275	41,753	14.47%
Advertising & Publicity	12,872	12,085	59,985	14,860	(45,125)	-75.23%
Microfilm Imaging Services	0	0	1,500	1,000	(500)	-33.33%
Photo/Video Supplies & Svcs	0	0	250	250	0	0.00%
Postage	220,691	198,613	296,344	286,400	(9,944)	-3.36%
Radio/Communic Supplies & Svcs	21,769	27,861	28,814	30,500	1,686	5.85%
DP Supplies And Access	134,673	32,415	56,981	46,000	(10,981)	-19.27%
DP Equipment	2,952	2,886	18,500	13,000	(5,500)	-29.73%
Printer & Copier Expenses	11,884	4,722	3,800	4,500	700	18.42%
Small Tools & Equipment	11,189	10,211	26,769	22,753	(4,016)	-15.00%
Small Office Furniture	47,696	117,270	85,000	30,000	(55,000)	-64.71%
Library - Serials & Conts	36,356	30,684	23,850	25,750	1,900	7.97%
Library - Monographs	0	0	40,000	30,000	(10,000)	-25.00%
Food	4,964	6,994	9,300	9,487	187	2.01%
Kitchen & Dining Supplies	401	0	0	0	0	0.00%
Miscellaneous Supplies	278	218	500	500	0	0.00%
Special Supplies	114,548	103,566	183,000	204,800	21,800	11.91%
Clothing & Personal Supplies	22,397	2,403	19,500	5,700	(13,800)	-70.77%
Safety Supplies	17,626	4,128	21,920	11,200	(10,720)	-48.91%
Campsite Supplies	0	223	0	0	0	0.00%
Janitorial Supplies	101,908	101,468	146,829	106,629	(40,200)	-27.38%
Agricultural Supplies	0	0	500	500	0	0.00%
Building Materials Supplies	44,332	29,446	30,100	21,500	(8,600)	-28.57%
Electrical Supplies	27,067	21,547	21,500	21,300	(200)	-0.93%
Low Voltage System Supplies	0	92	0	5,000	5,000	100.00%
HVAC Supplies	0	3,375	0	20,000	20,000	100.00%
Plumbing/Pipefitting Supplies	0	2,261	0	20,000	20,000	100.00%
Medical Supplies	4,872	4,440	5,000	5,000	0	0.00%
Stores Inventory	24,769	9,303	25,000	2,500	(22,500)	-90.00%
Business Expense & Travel	57,283	65,382	103,435	98,980	(4,455)	-4.31%
Committee Stipends & Expense	4,697	4,047	5,900	6,025	125	2.12%
Awards & Recognition	6,468	2,599	5,000	5,800	800	16.00%
Outside Education & Travel	100,861	92,045	136,233	138,318	2,085	1.53%
County Training Classes	9,709	8,161	13,309	17,700	4,391	32.99%



## County Administration

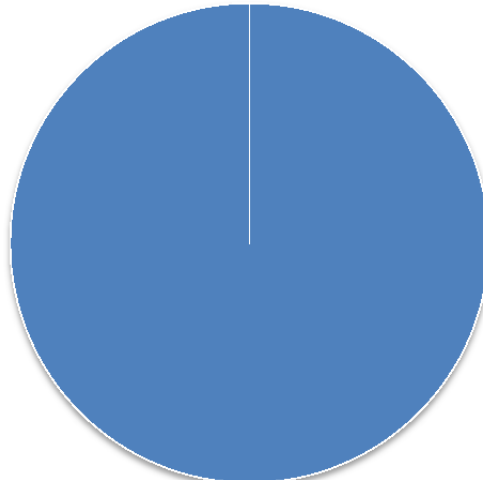
DEPARTMENT EXPENDITURE DETAIL						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Training Services & Materials	12,674	18,251	8,400	8,400	0	0.00%
Miscellaneous Payments	7,057	413	2,205	1,200	(1,005)	-45.58%
Parking	680	624	1,000	6	(994)	-99.40%
<b>MATERIALS &amp; SERVICES</b>	<b>9,997,342</b>	<b>10,319,847</b>	<b>11,286,058</b>	<b>10,680,926</b>	<b>(605,132)</b>	<b>-5.36%</b>
Office Machines	7,875	8,134	404,000	200,000	(204,000)	-50.50%
Law Enforcement Equipment	6,721	0	0	0	0	0.00%
Machinery & Equipment	10,349	0	0	0	0	0.00%
<b>CAPITAL OUTLAY</b>	<b>24,945</b>	<b>8,134</b>	<b>404,000</b>	<b>200,000</b>	<b>(204,000)</b>	<b>-50.50%</b>
Professional Services	45,768	17,977	0	105,000	105,000	100.00%
Architectural Services	0	83,124	350,000	800,000	450,000	128.57%
Engineering Services	0	38,710	0	90,000	90,000	100.00%
Land Acquisition	130,650	5,531,295	461,111	0	(461,111)	-100.00%
Land Improvements	0	0	200,000	0	(200,000)	-100.00%
Testing & Inspection	0	82	4,000	75,000	71,000	1,775.00%
Improvements	796,417	1,555,624	10,783,834	22,091,528	11,307,694	104.86%
Maintenance Shops	582,305	129,237	1,413,630	0	(1,413,630)	-100.00%
Miscellaneous	118,182	1,329	20,000	0	(20,000)	-100.00%
Permits & System Development	0	0	200,000	150,000	(50,000)	-25.00%
<b>CAPITAL PROJECTS</b>	<b>1,673,322</b>	<b>7,357,378</b>	<b>13,432,575</b>	<b>23,311,528</b>	<b>9,878,953</b>	<b>73.54%</b>
<b>DEPARTMENT EXPENDITURES</b>	<b>24,929,224</b>	<b>31,384,526</b>	<b>40,876,876</b>	<b>50,758,404</b>	<b>9,881,528</b>	<b>24.17%</b>

# Department of County Counsel

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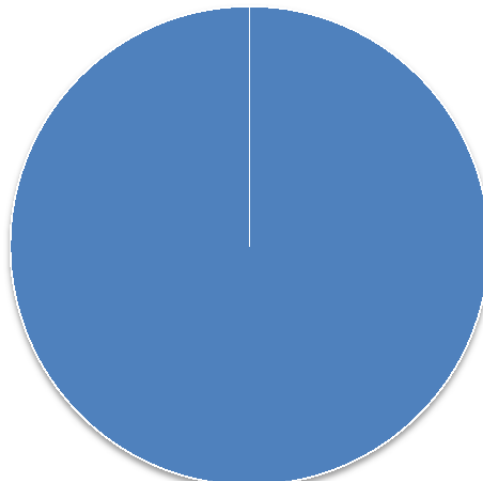
FY 20-21 Adopted Expenditures: \$1,937,073

## FY 20-21 Expenditures by Division



Legal Services  
100.00%

## FY 20-21 Expenditures by Fund



General Fund  
100.00%

Stephen Dingle  
County Counsel  
541-682-6561

# County Counsel

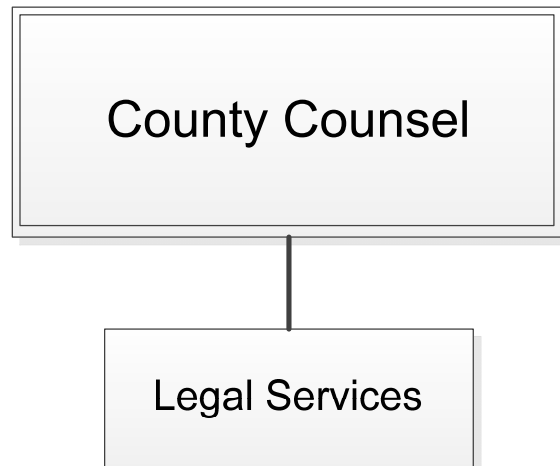
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## **Department Purpose & Overview**

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

The staff provides day-to-day legal advice by reviewing County ordinances, Board Orders, Lane Code amendments, resolutions, contracts, leases and other legal issues. This service includes the evaluation, review, drafting and assistance to County staff pertaining to legal documents. The Public Records Officer reviews and responds to all requests submitted for access to or copies of public records. The office also provides training to County staff on a variety of topics designed to reduce the County’s legal exposure to lawsuits. The Risk Management program, including general liability claims, purchased insurance, and Workers’ Compensation, resides in the County Counsel’s Office.

This support service includes 11 full-time regular staff consisting of: one County Counsel, five Assistant County Counsels, one Paralegal, two Administrative Support Technicians, a Risk Manager, and a Workers’ Compensation Analyst. One to two law clerks and occasional extra help temporary staff may assist regular staff with research and clerical duties.



# County Counsel

## Department Goals & Strategic Planning

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

- Continuing to streamline Legal Counsel’s processes to improve customer service and limit liability and costs.
- Modernizing Lane Code and Lane Manual with user-friendly options for ease of public access.
- Continuing to provide a high level of support to special projects as well as daily duties.

<b>Strategic Priority:</b>	<b>Our People and Partnerships</b>		
<b>Key Strategic Initiative:</b>	<b>Activity Area:</b>		
Fiscal Resilience & Operational Effectiveness.	Number of Public Records requests handled.		
<b>Inputs:</b> <i>To accomplish our goals, we may need the following resources:</i>			
Adequate availability of personnel.			
<b>Outputs:</b> <i>Accomplishing these projects will result in the following evidence of progress:</i>			
Quick and complete response to all Public Records Requests received.			
<b>Intended Outcomes:</b>			
Achieve a high level of customer satisfaction while ensuring County remains in compliance with the law.			
<b>Comments:</b>			
<b>Related Metric: Public Records Requests</b>			
<b>Year</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>
<b>Where are we now:</b>	355	334	46
<b>Target:</b>	n/a	n/a	300
<b>Notes:</b>			

## County Counsel

<b>Strategic Priority:</b>	<b>Our People and Partnerships</b>		
<b>Key Strategic Initiative:</b>			<b>Activity Area:</b>
Fiscal Resilience & Operational Effectiveness			Percent of cost savings in legal services using office attorneys and support staff compared with outside counsel
<b>Inputs:</b> <i>To accomplish our goals, we may need the following resources:</i>			
Adequate availability of personnel - attorneys to provide legal services, staff to support attorneys' research and administrative needs.			
<b>Outputs:</b> <i>Accomplishing these projects will result in the following evidence of progress:</i>			
Provide timely legal advice to elected officials, directors, and county staff.			
<b>Intended Outcomes:</b>			
Be good stewards of public funds by providing quality legal advice at a less-than-market rate.			
<b>Comments:</b>			
<b>Related Metric: Percent of cost savings for in house legal services compared with outside</b>			
<b>Year</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>
<b>Where are we now:</b>	65%	63%	n/a
<b>Target:</b>	n/a	n/a	60%
<b>Notes:</b>			

## County Counsel

<b>Strategic Priority:</b>	<b>Safe, Healthy County</b>		
<b>Key Strategic Initiative:</b>	<b>Activity Area:</b>		
Contribute to Safe, Healthy County by being good stewards of public resources.	Provide training to employees to reduce litigation exposures and preserve County funds.		
<b>Inputs:</b> <i>To accomplish our goals, we may need the following resources:</i>			
Adequate availability of personnel.			
<b>Outputs:</b> <i>Accomplishing these projects will result in the following evidence of progress:</i>			
Educate all County supervisors on proper and legal employee interactions; provide training on purchasing, procurement, and contractor insurance requirements.			
<b>Intended Outcomes:</b>			
Preserve County funds by preventing litigation, employment claims, and contract disputes.			
<b>Comments:</b>			
<b>Related Metric: Provide Training to County Staff to Mitigate Losses</b>			
<b>Year</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>
<b>Where are we now:</b>	11	12	2
<b>Target:</b>	8	10	15
<b>Notes:</b>			

### Partnerships

- Partner with Human Resources and/or contracted consultants to provide trainings in multiple formats to departments and employees.
- Department is partnering with other County departments, as well as local, state, and private agencies to reduce traffic fatalities in Lane County. As a result of this specific focus, Lane County is accessing grant funds for mechanisms that would otherwise be unavailable (such as rural driver's education).
- Use of legal interns through postings with University of Oregon and other local law schools.
- Partnered with Lane County Public Works Engineering staff for innovative methods of condemnation, right of way acquisition, and consultants for reconstruction of Territorial Highway, the largest county road project in over a decade.
- Metro Risk Managers Network - Partner with local public entities to build resilient risk programs that decrease risk exposure by sharing expertise and experience.

### Major Accomplishments & Achievements in FY 19-20

- Negotiated new Collective Bargaining Agreements with AFSCME Physicians and Local 626. The 626 contract used Interest Based Bargaining.
- Continued to deliver full services remotely during COVID-19 national emergency.
- Enhanced Managing Within the Law Discussion Sessions, the training program designed to educate supervisors and managers for risk mitigation in employment claims.
- Provided Seventeen hours of training to both County employees and affiliated organizations.

## County Counsel

- Created Lane Code solutions to improve road safety, including controls over tree cutting next to roads, creation of LARs, remediation of dangerous conditions.
- Prepared exemptions and bidding documents for Events Center and Parks projects, resulting in over \$23,000 in savings in one project.
- Prior to 2012, County generally had one or two contract disputes per year that went to dispute resolution or litigation. None since 2013, thanks to improved bidding documents and contract process.

### Anticipated Service & Budget Changes for FY 20-21

There are no service or budget changes anticipated for FY 20-21.

### Current & Future Service Challenges

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

### Capital Projects – Planned and Known Needs

Lane County Legal Counsel has no planned capital projects for FY 20-21.

DEPARTMENT FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Fees And Charges	170,123	1,676	0	0	0	0.00%
Administrative Charges	1,502,765	1,586,717	1,538,690	1,788,395	249,705	16.23%
<b>TOTAL RESOURCES</b>	<b>1,672,888</b>	<b>1,588,393</b>	<b>1,538,690</b>	<b>1,788,395</b>	<b>249,705</b>	<b>16.23%</b>
<b>EXPENDITURES:</b>						
Personnel Services	1,509,015	1,532,084	1,752,419	1,733,940	(18,479)	-1.05%
Materials & Services	165,386	166,397	184,580	203,133	18,553	10.05%
<b>TOTAL EXPENDITURES</b>	<b>1,674,401</b>	<b>1,698,481</b>	<b>1,936,999</b>	<b>1,937,073</b>	<b>74</b>	<b>0.00%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	1,674,401	1,698,481	1,936,999	1,937,073	74	0.00%
<b>TOTAL</b>	<b>1,674,401</b>	<b>1,698,481</b>	<b>1,936,999</b>	<b>1,937,073</b>	<b>74</b>	<b>0.00%</b>

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Legal Services	1,674,401	1,698,481	1,943,323	1,937,073	(6,250)	-0.32%
<b>TOTAL EXPENDITURES</b>	<b>1,674,401</b>	<b>1,698,481</b>	<b>1,936,999</b>	<b>1,937,073</b>	<b>74</b>	<b>0.00%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>0.00</b>	<b>0.00%</b>

# County Counsel

## DEPARTMENT POSITION LISTING

### Legal Services

- 2.00 Administrative Support Tech
- 1.00 Assistant County Counsel 1
- 4.00 Assistant County Counsel 2
- 1.00 Co Counsel Paralegal
- 1.00 County Counsel
- 1.00 Management Analyst
- 1.00 Program Manager

**11.00 Division FTE Total**

**11.00 Department FTE Total**



## County Counsel

DEPARTMENT RESOURCE DETAIL						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Refunds & Reimbursements	170,123	1,676	0	0	0	0.00%
<b>FEES AND CHARGES</b>	<b>170,123</b>	<b>1,676</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
County Indirect Revenue	1,502,765	1,586,717	1,538,690	1,788,395	249,705	16.23%
<b>ADMINISTRATIVE CHARGES</b>	<b>1,502,765</b>	<b>1,586,717</b>	<b>1,538,690</b>	<b>1,788,395</b>	<b>249,705</b>	<b>16.23%</b>
<b>DEPARTMENT RESOURCES</b>	<b>1,672,888</b>	<b>1,588,393</b>	<b>1,538,690</b>	<b>1,788,395</b>	<b>249,705</b>	<b>16.23%</b>

## County Counsel

DEPARTMENT EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>EXPENDITURE ACCOUNTS</b>						
Regular Operating Wages	926,282	938,842	998,087	1,004,455	6,368	0.64%
Extra Help	24,783	15,655	26,796	26,796	0	0.00%
Unclassified Temporary	0	0	20,004	20,004	0	0.00%
Reduction Unfunded Vac Liab	23,230	33,081	61,532	45,629	(15,903)	-25.85%
Compensatory Time	0	45	0	0	0	0.00%
Social Security Expense	56,376	56,862	68,392	67,843	(549)	-0.80%
Medicare Insurance Expense	13,935	14,144	15,989	15,845	(144)	-0.90%
Unemployment Insurance (State)	1,138	1,123	1,194	1,231	37	3.10%
Workers Comp	3,095	3,097	3,306	3,280	(26)	-0.79%
Disability Insurance - Long-term	3,655	5,089	7,521	7,435	(86)	-1.14%
PERS - OPSRP Employer rate	131,290	134,314	183,409	181,680	(1,729)	-0.94%
PERS Bond	66,385	73,905	76,694	78,660	1,966	2.56%
PERS - 6% Pickup	56,692	56,555	63,472	62,927	(545)	-0.86%
Health Insurance	136,099	134,811	156,372	154,498	(1,874)	-1.20%
Dental Insurance	13,122	13,221	14,131	12,999	(1,132)	-8.01%
EE Assistance Pgm	169	168	256	256	0	0.00%
Life Insurance	4,145	2,076	3,970	3,970	0	0.00%
Flexible Spending Admin	154	153	129	256	127	98.45%
Disability Insurance - Short Term	354	353	384	384	0	0.00%
Deferred Comp Employer Contrib	19,010	19,256	21,148	20,979	(169)	-0.80%
Retiree Medical	28,825	29,059	29,237	24,557	(4,680)	-16.01%
FMLA Administration	276	275	396	256	(140)	-35.35%
<b>PERSONNEL SERVICES</b>	<b>1,509,015</b>	<b>1,532,084</b>	<b>1,752,419</b>	<b>1,733,940</b>	<b>(18,479)</b>	<b>-1.05%</b>
Professional & Consulting	236	0	0	370	370	100.00%
Motor Fuel & Lubricants	233	245	200	0	(200)	-100.00%
Telephone Services	5,804	8,675	7,140	8,184	1,044	14.62%
General Liability	15,136	14,529	15,268	21,163	5,895	38.61%
Maintenance of Equipment	47	0	900	0	(900)	-100.00%
External Equipment Rental	104	77	125	125	0	0.00%
Fleet Services Rentals	10,328	9,750	10,396	10,101	(295)	-2.84%
Copier Charges	6,899	6,205	5,000	5,100	100	2.00%
Mail Room Charges	1,161	697	700	700	0	0.00%
License Replacement	0	0	3,028	3,024	(4)	-0.13%
Indirect/Technology Serv	75,125	82,165	83,194	97,868	14,674	17.64%
Infrastructure Replacement	0	0	3,117	3,125	8	0.26%
Direct/Technology Serv	640	0	0	0	0	0.00%
PC Replacement Services	3,700	4,000	4,150	4,150	0	0.00%
Office Supplies & Expense	5,209	6,245	5,518	5,500	(18)	-0.33%
Professional Licenses	5,274	5,149	7,000	7,000	0	0.00%
Dues & Memberships	0	0	0	25	25	100.00%
Advertising & Publicity	0	20	0	0	0	0.00%
Postage	0	0	75	75	0	0.00%
Radio/Communic Supplies & Svcs	3	3	25	25	0	0.00%
DP Supplies And Access	256	814	0	0	0	0.00%
Printer & Copier Expenses	0	694	0	0	0	0.00%
Small Office Furniture	1,904	388	500	500	0	0.00%
Special Supplies	12,291	9,707	10,551	10,773	222	2.10%
Business Expense & Travel	564	177	344	175	(169)	-49.13%
Outside Education & Travel	20,261	16,612	27,149	24,950	(2,199)	-8.10%
County Training Classes	210	245	200	200	0	0.00%
<b>MATERIALS &amp; SERVICES</b>	<b>165,386</b>	<b>166,397</b>	<b>184,580</b>	<b>203,133</b>	<b>18,553</b>	<b>10.05%</b>
<b>DEPARTMENT EXPENDITURES</b>	<b>1,674,401</b>	<b>1,698,481</b>	<b>1,936,999</b>	<b>1,937,073</b>	<b>74</b>	<b>0.00%</b>

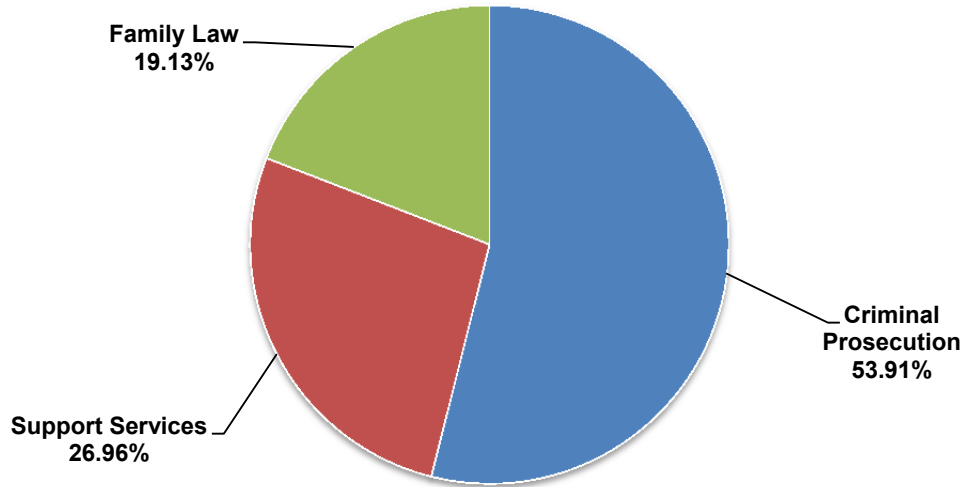
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# Department of District Attorney

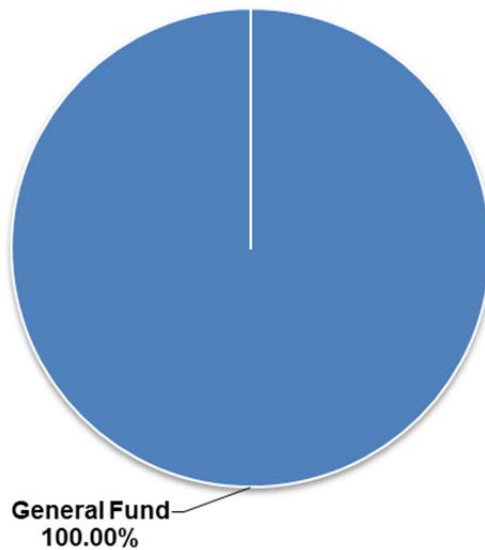
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FY 20-21 Adopted Expenditures: \$11,541,127

## FY 20-21 Expenditures by Division



## FY 20-21 Expenditures by Fund



Patty Perlow  
District Attorney  
541-682-4261

# District Attorney

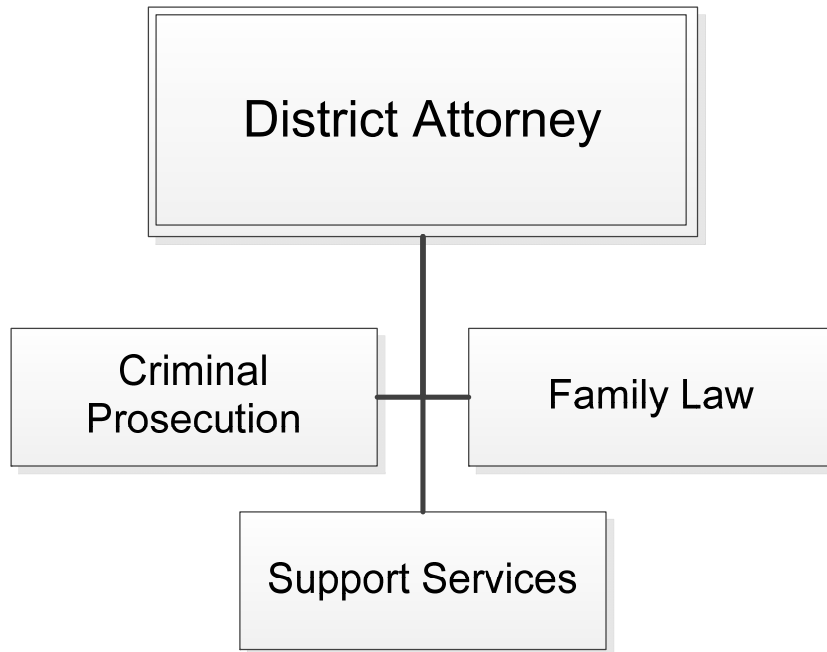
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## Department Purpose & Overview

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

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

The District Attorney’s Office is comprised of three divisions. The Criminal Prosecution Division prosecutes adults and juveniles for criminal misconduct. The Family Law Division assists with setting, modifying and enforcing child support orders. The Support Services Division includes Death Investigations, which investigates and determines the cause and manner of all unexplained or unattended deaths; Victim Services, which provides support to adult victims of crime, and Prosecution Clerical Support, which assists with case management, court filings, discovery, and records management.



# District Attorney

## Department Goals & Strategic Planning

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

The District Attorney’s priorities are: enforcing the rights of victims of crime, reduction of property crimes through a Justice Reinvestment funded Program for the 416 Project and alternative dispute resolution for low risk offenders; diversion programs through our Treatment Court Prosecutor (drug, veterans, & mental health); and improving Highway Safety through a dedicated DUII investigator, working to make Lane a “No Refusal” county.

<b>Strategic Priority:</b>	<b>Our People &amp; Partnerships</b>		
<b>Key Strategic Initiative:</b>	<b>Activity Area:</b>		
Resolve cases through increased use of alternative dispositions including Treatment Courts, District Attorney diversions and discharges	Offer to resolve cases through alternative dispositions		
<b>Inputs: <i>To accomplish our goals, we may need the following resources:</i></b>			
Ability of Center for Dialog and Resolution (CDR) to take additional cases			
<b>Outputs: <i>Accomplishing these projects will result in the following evidence of progress:</i></b>			
Final disposition on our target number of cases			
<b>Intended Outcomes:</b>			
Reduce the backlog of non-intimate partner Domestic Violence and non-DUII misdemeanors and felony property crime cases created by COVID-19			
<b>Related Metric:</b>			
This is a new metric; no previous data			
<b>Related Metric: 70% of cases resolved through alternative disposition programs</b>			
<b>Year</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>
<b>Where are we now:</b>		70%	
<b>Target:</b>		70%	70%
<b>Notes:</b>		461 of 661	

## District Attorney

<b>Strategic Priority:</b>	<b>Safe, Healthy County</b>		
<b>Key Strategic Initiative:</b>	<b>Activity Area:</b>		
Enforcing support, medical care and education for children of Lane County	Collection of child support as percentage of federal performance criteria for incentives		
<b>Inputs:</b> <i>To accomplish our goals, we may need the following resources:</i>			
<b>Outputs:</b> <i>Accomplishing these projects will result in the following evidence of progress:</i>			
Maximize funding through performance-based federal incentives			
<b>Intended Outcomes:</b>			
<ul style="list-style-type: none"> <li>Secure appropriate support for children and families.</li> <li>Reduce the number of families reliant upon a single parent for financial support.</li> <li>Increase parent compliance with health care coverage orders for children.</li> </ul>			
<b>Comments:</b>			
Program operates on federal fiscal year (10/1/19-9/30/19) so numbers for 19-20 are estimated			
<b>Related Metric: % of federal incentives achieved based on support collected</b>			
<b>Year</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>
<b>Where are we now:</b>	82%	92%	
<b>Target:</b>	100%	100%	100%
<b>Notes:</b>			

## District Attorney

<b>Strategic Priority:</b>	<b>Vibrant Communities</b>		
<b>Key Strategic Initiative:</b>	<b>Activity Area:</b>		
Ensuring all victims in our community have access to services regardless of language or other barriers.	Provide services to crime victims including victim notification, restitution investigation and documentation, filing for protective orders, referrals to community agencies, and assisting with claims with the State of Oregon Crime Victims' Compensation program		
<b>Inputs:</b> <i>To accomplish our goals, we may need the following resources:</i>			
<b>Outputs:</b> <i>Accomplishing these projects will result in the following evidence of progress:</i>			
Services provided to Lane County crime victims			
<b>Intended Outcomes:</b>			
Guarantee victims' constitutional and statutory rights are upheld.			
<b>Comments:</b>			
The VS program achieves these outcomes with just 7 FTE and 25 volunteer victim advocates			
<b>Related Metric: 100% of victims receiving notification w/in 5 days of arraignment</b>			
<b>Year</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>
<b>Where are we now:</b>	100%	100%	
<b>Target:</b>	100%	100%	100%
<b>Notes:</b>	2,305 victims served	2,446 victims served	

### Partnerships

The District Attorney's continued partnerships with the following agencies impact prosecution of property crimes and sexual assault, and provide victim services:

- Lane County Sheriff's Office, Lane County Parole & Probation, Sponsors, Inc., Emergence, and Laurel Hill work in tandem with the DA's office to provide programming and supervision for high risk, repeat property offenders, drug offenders, veterans and people suffering from mental illness.
- Center for Dialog and Resolution provides grant funded mediation services for our diversion program.
- University of Oregon, U of O Police Department, Sexual Assault Support Services, Eugene Police Department, PeaceHealth University District work together to improve response to sexual assaults on campus.
- Collaboration with local non-profit agencies to provide services to crime victims: Womenspace, Sexual Assault Support Services (SASS), Lane County Legal Aid and Kids FIRST.



## District Attorney

DEPARTMENT FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Fines, Forfeitures, Penalties	12,352	16,293	9,000	8,000	(1,000)	-11.11%
Federal Revenues	1,593,453	1,587,718	1,552,809	1,532,115	(20,694)	-1.33%
State Revenues	1,369,437	1,641,797	1,324,921	1,204,477	(120,444)	-9.09%
Local Revenues	95,100	0	0	0	0	0.00%
Fees And Charges	386,189	431,449	332,100	330,100	(2,000)	-0.60%
Interest Earnings	36	11	19	10	(9)	-47.37%
<b>Total Revenue</b>	<b>3,456,568</b>	<b>3,677,268</b>	<b>3,218,849</b>	<b>3,074,702</b>	<b>(144,147)</b>	<b>-4.48%</b>
Fund Transfers	0	0	108,400	243,607	135,207	124.73%
<b>TOTAL RESOURCES</b>	<b>3,456,568</b>	<b>3,677,268</b>	<b>3,327,249</b>	<b>3,318,309</b>	<b>(8,940)</b>	<b>-0.27%</b>
<b>EXPENDITURES:</b>						
Personnel Services	8,708,848	9,002,127	9,306,197	9,449,000	142,803	1.53%
Materials & Services	1,586,316	1,642,588	1,896,885	2,092,127	195,242	10.29%
Capital Expenses	0	0	68,977	0	(68,977)	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>10,295,165</b>	<b>10,644,715</b>	<b>11,272,059</b>	<b>11,541,127</b>	<b>269,068</b>	<b>2.39%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>FUNDS</b>						
General Fund	10,286,905	10,635,485	11,258,041	11,525,374	267,333	2.37%
Liquor Law Enforcement Fund	5,759	9,097	13,465	15,186	1,721	12.78%
Special Revenue Fund	2,501	133	553	567	14	2.53%
<b>TOTAL</b>	<b>10,295,165</b>	<b>10,644,715</b>	<b>11,272,059</b>	<b>11,541,127</b>	<b>269,068</b>	<b>2.39%</b>

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>DIVISIONS</b>						
Criminal Prosecution	6,854,862	7,169,658	7,678,956	6,184,503	(1,494,453)	-19.46%
Family Law	2,179,446	2,234,187	2,177,276	2,246,527	69,251	3.18%
Support Services	1,260,857	1,240,871	1,415,827	3,110,097	1,694,270	119.67%
<b>TOTAL EXPENDITURES</b>	<b>10,295,165</b>	<b>10,644,715</b>	<b>11,272,059</b>	<b>11,541,127</b>	<b>269,068</b>	<b>2.39%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>71.00</b>	<b>72.00</b>	<b>73.00</b>	<b>72.00</b>	<b>(1.00)</b>	<b>-1.37%</b>

# District Attorney

## DEPARTMENT POSITION LISTING

### **Criminal Prosecution**

6.00 Deputy District Attorney 1  
8.00 Deputy District Attorney 2  
3.00 Deputy District Attorney 3  
1.00 District Attorney  
1.00 Investigator (P&F PERS)  
1.00 Paralegal  
1.00 Prof/Tech Supervisor  
8.00 Sr Prosecutor

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**29.00 Division FTE Total**

### **Family Law**

1.00 Deputy District Attorney 1  
2.00 Deputy District Attorney 3  
1.00 Investigator (P&F PERS)  
1.00 Legal Secretary 1  
3.00 Legal Secretary 2  
1.00 Office Assistant 2  
2.00 Office Assistant, Sr  
1.00 Paralegal  
1.00 Program Supervisor  
1.00 Sr Prosecutor

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**14.00 Division FTE Total**

### **Support Services**

0.25 Accountant  
0.75 Accounting Analyst  
1.00 Administrative Support Spec  
1.00 Administrative Support Supv  
1.00 Legal Secretary 1  
5.00 Legal Secretary 2  
1.00 Manager  
2.00 Medical -Legal Death Investigator  
1.00 Office Assistant 1  
8.00 Office Assistant 2  
1.00 Paralegal  
1.00 Prof/Tech Supervisor  
1.00 Program Supervisor  
3.00 Victim Advocate  
2.00 Victim Advocate-Bilingual

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**29.00 Division FTE Total**

**72.00 Department FTE Total**

# District Attorney: Criminal Prosecution

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## Division Purpose Statement

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



## Division Locator

### **District Attorney**

*Criminal Prosecution* ◀  
*Family Law*  
*Support Services*

## District Attorney: Criminal Prosecution

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Fines, Forfeitures, Penalties	12,352	16,293	9,000	8,000	(1,000)	-11.11%
State Revenues	735,692	1,018,943	578,708	343,830	(234,878)	-40.59%
Local Revenues	95,100	0	0	0	0	0.00%
Fees And Charges	382,411	431,662	329,100	327,100	(2,000)	-0.61%
Interest Earnings	1	4	0	0	0	0.00%
<b>Total Revenue</b>	<b>1,225,557</b>	<b>1,466,902</b>	<b>916,808</b>	<b>678,930</b>	<b>(237,878)</b>	<b>-25.95%</b>
Fund Transfers	0	0	108,400	243,607	135,207	124.73%
<b>TOTAL RESOURCES</b>	<b>1,225,557</b>	<b>1,466,902</b>	<b>1,025,208</b>	<b>922,537</b>	<b>(102,671)</b>	<b>-10.01%</b>
<b>EXPENDITURES:</b>						
Personnel Services	5,889,093	6,177,447	6,498,808	4,907,772	(1,591,036)	-24.48%
Materials & Services	965,769	992,210	1,111,171	1,276,731	165,560	14.90%
Capital Expenses	0	0	68,977	0	(68,977)	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>6,854,862</b>	<b>7,169,658</b>	<b>7,678,956</b>	<b>6,184,503</b>	<b>(1,494,453)</b>	<b>-19.46%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	6,849,100	7,160,561	7,665,234	6,168,993	(1,496,241)	-19.52%
Liquor Law Enforcement Fund	5,759	9,097	13,465	15,186	1,721	12.78%
Special Revenue Fund	3	0	257	324	67	26.07%
<b>TOTAL</b>	<b>6,854,862</b>	<b>7,169,658</b>	<b>7,678,956</b>	<b>6,184,503</b>	<b>(1,494,453)</b>	<b>-19.46%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Criminal Prosecution	6,849,100	7,160,561	7,665,234	6,168,993	(1,496,241)	-19.52%
DA Employee Incentive Program	3	0	257	324	67	26.07%
Liquor Law Enforcement	5,759	9,097	13,465	15,186	1,721	12.78%
<b>TOTAL EXPENDITURES</b>	<b>6,854,862</b>	<b>7,169,658</b>	<b>7,678,956</b>	<b>6,184,503</b>	<b>(1,494,453)</b>	<b>-19.46%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>47.00</b>	<b>48.00</b>	<b>49.00</b>	<b>29.00</b>	<b>(20.00)</b>	<b>-40.82%</b>

# District Attorney: Criminal Prosecution

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## **Division Overview**

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

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

## **Division Goals & Strategic Planning**

The Criminal Prosecution Division supports the County Strategic Plan through the following:

- Addition of a grant-funded DUII investigator for investigation and prosecution of serious vehicle crashes and the return of those with warrants to court for prosecution.
- Diversion programs through our Treatment Court Prosecutor. (drug, veterans, & mental health)
- Dedicated Prosecutor to address sexual violence on the University of Oregon campus.

## **Major Accomplishments & Achievements in FY 19-20**

- Lane County Criminal Prosecution DUII investigator serves warrants and assists the seven assigned prosecutors with the major vehicle crash related assault cases and DUII cases. From July 2019 to present:
  - -38 DUII warrant attempts
  - -16 DUII warrants served
- The division investigated, reviewed, and made a prosecution decision on over 6,800 referrals from law enforcement. Possession of drug cases were down by 551 in 2018 from 2017 due to the change in the Possession of Controlled Substances (PCS) statute to make possession of a residue amount a misdemeanor and remained consistent with 2018 in 2019.
- Lane County Treatment Court participants graduated in FY 19-20 (as of the date of this publication):
  - Drug Court:                    Graduated 19 from July – December 2019  
    Graduated 11 from January – March 2020
  - Veterans Court:                Graduated 7 from July – December 2019  
    Graduated 2 from January – March 2020
  - Mental Health Court:        Graduated 2 from July – December 2019  
    Graduated 3 from January – March 2020
- Renovation of the Grand Jury room to accommodate those with mobility issues as well as Grand Jury recordation was completed in June.

## **District Attorney: Criminal Prosecution**

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### **Anticipated Service & Budget Changes for FY 20-21**

In July 2019 Criminal Prosecution was required to record all Grand Jury proceedings. As of this writing, the funding recommendation from the State does not include any deputy district attorney time, including grand jury time, review of recordings, protective orders, preliminary hearings, or review of preliminary hearings. The estimated on-going annual costs are \$137,739.00 for Lane County. It should be noted there is currently a proposal before the legislature that would pay for storage and transcription of recordings; however, there is no estimated date on when that determination will be made. If that change is made, the costs of additional attorney time to review transcripts and the paralegal to process the recordings and discover them will not be covered.

### **Current & Future Service Challenges**

- COVID-19 has created a backlog in criminal prosecutions and a reduction in court proceedings in child support enforcement. Victims are not receiving justice due to postponement of cases.

### **Capital Projects – Planned and Known Needs**

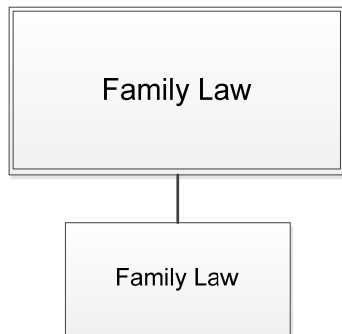
None anticipated.

# District Attorney: Family Law

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## **Division Purpose Statement**

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



## **Division Locator**

### **District Attorney**

*Criminal Prosecution*

*Family Law ◀*

*Support Services*

## District Attorney: Family Law

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Federal Revenues	1,593,453	1,587,718	1,552,809	1,532,115	(20,694)	-1.33%
State Revenues	109,568	137,241	151,713	127,746	(23,967)	-15.80%
Fees And Charges	3,763	(339)	3,000	3,000	0	0.00%
Total Revenue	1,706,784	1,724,620	1,707,522	1,662,861	(44,661)	-2.62%
<b>TOTAL RESOURCES</b>	<b>1,706,784</b>	<b>1,724,620</b>	<b>1,707,522</b>	<b>1,662,861</b>	<b>(44,661)</b>	<b>-2.62%</b>
<b>EXPENDITURES:</b>						
Personnel Services	1,840,586	1,887,841	1,788,959	1,853,854	64,895	3.63%
Materials & Services	338,860	346,346	388,317	392,673	4,356	1.12%
<b>TOTAL EXPENDITURES</b>	<b>2,179,446</b>	<b>2,234,187</b>	<b>2,177,276</b>	<b>2,246,527</b>	<b>69,251</b>	<b>3.18%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	2,179,446	2,234,187	2,177,276	2,246,527	69,251	3.18%
<b>TOTAL</b>	<b>2,179,446</b>	<b>2,234,187</b>	<b>2,177,276</b>	<b>2,246,527</b>	<b>69,251</b>	<b>3.18%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Family Law Division	2,179,446	2,234,187	2,177,276	2,246,527	69,251	3.18%
<b>TOTAL EXPENDITURES</b>	<b>2,179,446</b>	<b>2,234,187</b>	<b>2,177,276</b>	<b>2,246,527</b>	<b>69,251</b>	<b>3.18%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	14.00	14.00	14.00	14.00	0.00	0.00%



# District Attorney: Family Law

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## **Division Overview**

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

## **Division Goals & Strategic Planning**

- Secure appropriate support for children and families.
- Reduce the number of families reliant upon a single parent for financial support.
- Increase parent compliance with health care coverage orders for children.
- Meet or exceed all federal time frames for mandated services.
- Maximize available funding through performance-based federal incentives.
- Continue implementation of new statewide child support computer system named ORIGIN, while maintaining a high level of services to children and families.
- Ensure that work flow in the Family Law Division continues efficiently as it moves into the refinement period of ORIGIN transition. Continue ongoing staff skill development necessary to handle cases using ORIGIN.

## **Major Accomplishments & Achievements in FY 19-20**

- The Family Law Division collected just under \$20.0 million in weighted child support for Lane county children and families.
- Handled more than 4,100 child support cases for children and families.
- Achieved high levels of success under multiple federal criteria for incentive payments.
- Handled a high volume caseload while adjusting to requirements of new statewide computer system.

## **Anticipated Service & Budget Changes for FY 20-21**

- The Family Law Division continues to adjust work flow and office practices to best utilize the new statewide computer system. The priority is to avoid any impact on the services the Family Law Division provides. The ORIGIN system is undergoing a continual process of adjustment and refinement at the state level.
- There are no known budget changes at this time.

## District Attorney: Family Law

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### **Current & Future Service Challenges**

- The Family Law Division has not experienced any recent reductions.
- There are no known impending funding or service changes. State level budget reductions may result in a reduction of State general fund sub recipient distributions. The extent of any such reduction is in flux at this time. The Family Law Division is continuing to adjust work flow to best utilize the new statewide computer system. The system is subject to ongoing adjustment and refinement at the state level. The Family Law Division is partnering with the Oregon Division of Child Support to improve system functioning.
- Work practices will be reviewed to ensure services to children and families are provided in the most efficient and effective manner while adjusting to new best practices.

### **Capital Projects – Planned and Known Needs**

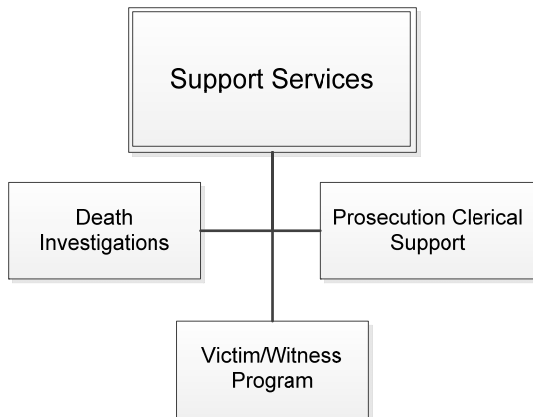
None known.

# District Attorney: Support Services

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## **Division Purpose Statement**

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



## **Division Locator**

### **District Attorney**

*Criminal Prosecution  
Family Law  
Support Services ↙*

## District Attorney: Support Services

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
State Revenues	524,177	485,613	594,500	732,901	138,401	23.28%
Fees And Charges	15	126	0	0	0	0.00%
Interest Earnings	35	7	19	10	(9)	-47.37%
Total Revenue	524,227	485,746	594,519	732,911	138,392	23.28%
<b>TOTAL RESOURCES</b>	<b>524,227</b>	<b>485,746</b>	<b>594,519</b>	<b>732,911</b>	<b>138,392</b>	<b>23.28%</b>
<b>EXPENDITURES:</b>						
Personnel Services	979,169	936,839	1,018,430	2,687,374	1,668,944	163.87%
Materials & Services	281,687	304,032	397,397	422,723	25,326	6.37%
<b>TOTAL EXPENDITURES</b>	<b>1,260,857</b>	<b>1,240,871</b>	<b>1,415,827</b>	<b>3,110,097</b>	<b>1,694,270</b>	<b>119.67%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	1,258,359	1,240,738	1,415,531	3,109,854	1,694,323	119.70%
Special Revenue Fund	2,498	133	296	243	(53)	-17.91%
<b>TOTAL</b>	<b>1,260,857</b>	<b>1,240,871</b>	<b>1,415,827</b>	<b>3,110,097</b>	<b>1,694,270</b>	<b>119.67%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Death Investigations	426,090	454,083	564,802	590,933	26,131	4.63%
Prosecution Clerical Supp	0	0	0	1,583,554	1,583,554	100.00%
Victim Services Program	834,767	786,788	851,025	935,610	84,585	9.94%
<b>TOTAL EXPENDITURES</b>	<b>1,260,857</b>	<b>1,240,871</b>	<b>1,415,827</b>	<b>3,110,097</b>	<b>1,694,270</b>	<b>119.67%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>29.00</b>	<b>19.00</b>	<b>190.00%</b>

# District Attorney: Support Services

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## **Division Overview**

In August 2019 the District Attorney's Office reorganized Death Investigations and the Victim/Witness Program, as well as Prosecution Clerical Support into the Support Services division, in part to alleviate the workload on the District Attorney after the elimination of the Chief Deputy position.

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

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

Prosecution Clerical Support staff assist with case management, court filings, discovery, and records management.

## **Division Goals & Strategic Planning**

- Death Investigations, with three FTE and seven part-time employees, continues to perform approximately 1,200 comprehensive death investigations in Lane County on an annual basis within the parameters set under ORS 146. The office collects pertinent information on all youth suicides (under 24 years-old) and provides the data to a designated H&HS representative. Afterwards, a multidisciplinary team collaborates to provide the community a "postvention" response. The group provides support and community resources to survivors of suicide that include family members, friends, community members and other organizations with both an immediate crisis response as well as follow up with mid-term and long-term support.
- Victim Services, with seven FTE and 20 volunteers, will assist 2,000 petitioners filing for protective orders; provide 15,000 services to 2,300 crime victims in Lane County.
- The Prosecution Clerical Support group, staff turnover resulted in significant hiring in the fourth quarter of 2019; training continues to be a focus, as well as implementation of a cross-training/utilization program to fill gaps created by leaves, resignations, and retirements.

## **Major Accomplishments & Achievements in FY 19-20**

- Death Investigations was required to respond to the closure of the body transportation company previously used in February 2019. The office was able to implement a new contract for all transports from a location to the morgue. Archive death investigations are being scanned and saved on the server as an electronic document before being destroyed. One of Lane County's Medical Legal Death Investigators received the "focused on solutions" challenge coin after managing a difficult situation and constructed a solution that addressed the concerns for all parties involved.
- Victim Services staff and volunteers provided services to 1,851 petitioners seeking Protective orders. Beyond the petitioners Support Services has assisted, VSP staff and volunteers have provided 17,353 services to 2,446 crime victims in Lane County, and 20 Volunteers have donated 4,396 hours to provide services to crime victims in Lane County.
- Prosecution Clerical Support successfully hired and is in the process of training eight staff in 3Q and 4Q 2019, while maintaining full support to the criminal division attorneys.

## **District Attorney: Support Services**

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### **Anticipated Service & Budget Changes for FY 20-21**

- The new contract for the transport service referenced above has increased that cost for Death Investigations office by 500% over the monthly average with the previous vendor. This will be an ongoing cost as long as the DA's office is responsible for this function.
- Victim Services anticipates increased VOCA grant funding.
- Prosecution Clerical Support anticipates no service or budget changes.

### **Current & Future Service Challenges**

- Death Investigations has experienced an increase of deaths reported by local funeral homes, which in turn has increased the work load on each MLDI. While the three full time employees continue to perform all investigations as efficiently and thoroughly as possible, this has, at times, caused slight delays in the completion of investigations; impacting community members.
- Victim Services foresees no challenges at this time; the office has trained staff and volunteers who excel at their work.
- Prosecution Clerical Support will continue training of new hires and the implementation of a rotating schedule to ensure coverage of all duties.

### **Capital Projects – Planned and Known Needs**

None anticipated.

## District Attorney

DEPARTMENT RESOURCE DETAIL						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Court Fines	7,290	11,230	7,000	6,000	(1,000)	-14.29%
Forfeitures Other	5,063	5,063	2,000	2,000	0	0.00%
<b>FINES, FORFEITURES, PENALTIES</b>	<b>12,352</b>	<b>16,293</b>	<b>9,000</b>	<b>8,000</b>	<b>(1,000)</b>	<b>-11.11%</b>
Child Support Enforcement	1,593,453	1,587,718	1,552,809	1,532,115	(20,694)	-1.33%
<b>FEDERAL REVENUES</b>	<b>1,593,453</b>	<b>1,587,718</b>	<b>1,552,809</b>	<b>1,532,115</b>	<b>(20,694)</b>	<b>-1.33%</b>
ODOT	0	141,527	98,629	74,326	(24,303)	-24.64%
Miscellaneous State	216,799	419,633	498,500	656,797	158,297	31.75%
Justice Reinvestment	566,202	631,352	233,866	0	(233,866)	-100.00%
Victim - Witness Program	205,921	205,921	206,000	205,921	(79)	-0.04%
Miscellaneous State Revenue	380,515	243,365	287,926	267,433	(20,493)	-7.12%
<b>STATE GRANT REVENUES</b>	<b>1,369,437</b>	<b>1,641,797</b>	<b>1,324,921</b>	<b>1,204,477</b>	<b>(120,444)</b>	<b>-9.09%</b>
INET Drug Court Revenue	95,100	0	0	0	0	0.00%
<b>LOCAL REVENUES</b>	<b>95,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
Miscellaneous Svc Charges	21,424	71,559	28,000	25,000	(3,000)	-10.71%
Special Projects	17	41	100	100	0	0.00%
Report Fees	15	40	0	0	0	0.00%
Discovery - Police Records	355,267	357,202	301,000	303,000	2,000	0.66%
Refunds & Reimbursements	5,406	2,436	3,000	2,000	(1,000)	-33.33%
Cash Over & Under	0	6	0	0	0	0.00%
Legal Services	4,060	165	0	0	0	0.00%
<b>FEES AND CHARGES</b>	<b>386,189</b>	<b>431,449</b>	<b>332,100</b>	<b>330,100</b>	<b>(2,000)</b>	<b>-0.60%</b>
Investment Earnings	36	11	19	10	(9)	-47.37%
<b>INTEREST EARNINGS</b>	<b>36</b>	<b>11</b>	<b>19</b>	<b>10</b>	<b>(9)</b>	<b>-47.37%</b>
Intrafund Transfer	0	0	108,400	243,607	135,207	124.73%
<b>FUND TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>108,400</b>	<b>243,607</b>	<b>135,207</b>	<b>124.73%</b>
<b>DEPARTMENT RESOURCES</b>	<b>3,456,568</b>	<b>3,677,268</b>	<b>3,327,249</b>	<b>3,318,309</b>	<b>(8,940)</b>	<b>-0.27%</b>

## District Attorney

DEPARTMENT EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>EXPENDITURE ACCOUNTS</b>						
Regular Operating Wages	4,917,346	5,133,099	5,268,900	5,391,601	122,701	2.33%
Extra Help	139,838	167,367	146,124	154,608	8,484	5.81%
Unclassified Temporary	13,557	17,852	14,976	14,976	0	0.00%
Overtime	10,336	12,039	14,592	14,592	0	0.00%
Reduction Unfunded Vac Liab	180,362	152,011	49,557	45,914	(3,643)	-7.35%
Compensatory Time	23	163	0	0	0	0.00%
Risk Management Benefits	76,065	74,729	23,213	5,247	(17,966)	-77.40%
Social Security Expense	309,792	320,890	340,212	348,163	7,951	2.34%
Medicare Insurance Expense	75,353	78,384	79,547	81,446	1,899	2.39%
Unemployment Insurance (State)	7,564	7,880	7,618	7,826	208	2.73%
Workers Comp	18,300	18,581	16,444	16,817	373	2.27%
Disability Insurance - Long-term	22,956	29,833	37,885	38,669	784	2.07%
PERS - OPSRP Employer rate	682,696	710,454	905,017	945,674	40,657	4.49%
PERS Bond	354,963	381,445	387,545	421,170	33,625	8.68%
PERS - 6% Pickup	293,996	306,810	318,417	333,638	15,221	4.78%
Optional ER IAP	116,982	111,105	124,217	130,366	6,149	4.95%
Health Insurance	1,210,533	1,201,689	1,278,323	1,237,740	(40,583)	-3.17%
Dental Insurance	91,275	89,596	95,572	83,110	(12,462)	-13.04%
EE Assistance Pgm	1,145	1,147	1,712	1,665	(47)	-2.75%
Life Insurance	13,714	9,454	14,822	15,167	345	2.33%
Flexible Spending Admin	1,045	1,047	850	1,665	815	95.88%
Disability Insurance - Short Term	2,405	2,411	2,550	2,514	(36)	-1.41%
Deferred Comp Employer Contrib	17,261	16,971	17,806	16,885	(921)	-5.17%
Retiree Medical	149,468	155,290	157,706	137,859	(19,847)	-12.58%
FMLA Administration	1,874	1,879	2,592	1,688	(904)	-34.88%
<b>PERSONNEL SERVICES</b>	<b>8,708,848</b>	<b>9,002,127</b>	<b>9,306,197</b>	<b>9,449,000</b>	<b>142,803</b>	<b>1.53%</b>
Professional & Consulting	105,403	105,286	185,750	195,035	9,285	5.00%
Court Related Personal Service	30,352	36,478	90,400	86,400	(4,000)	-4.42%
Relief & Assistance	15,962	17,417	24,201	44,174	19,973	82.53%
Intergovernmental Agreements	0	0	0	125,541	125,541	100.00%
Agency Payments	14,572	21,911	22,250	24,000	1,750	7.87%
Motor Fuel & Lubricants	32	0	0	0	0	0.00%
Telephone Services	33,911	56,693	51,700	46,176	(5,524)	-10.68%
General Liability	26,134	26,457	27,966	28,370	404	1.44%
Insurance Premiums	2,670	3,519	3,500	4,375	875	25.00%
Claims	5,751	500	0	0	0	0.00%
Maintenance of Equipment	2,489	0	0	0	0	0.00%
External Equipment Rental	26	24	26	30	4	15.38%
Real Estate & Space Rentals	133,744	136,716	152,215	154,129	1,914	1.26%
Fleet Services Rentals	43,592	43,561	40,672	40,697	25	0.06%
Copier Charges	8,810	7,579	5,700	8,640	2,940	51.58%
Mail Room Charges	19,234	16,495	22,450	20,000	(2,450)	-10.91%
License Replacement	0	0	19,826	20,070	244	1.23%
Indirect/Technology Serv	406,561	424,522	472,437	509,838	37,401	7.92%
Infrastructure Replacement	0	9,347	24,634	24,189	(445)	-1.81%
County Indirect Charges	475,461	498,163	475,094	483,344	8,250	1.74%
Direct/Technology Serv	20,618	13,697	14,004	8,761	(5,243)	-37.44%
PC Replacement Services	17,850	19,900	24,600	25,450	850	3.46%
Office Supplies & Expense	39,501	27,384	33,200	33,200	0	0.00%
Professional Licenses	31,572	18,075	27,900	27,300	(600)	-2.15%
Dues & Memberships	0	0	0	8,850	8,850	100.00%
Printing & Binding	7,391	8,808	10,750	10,250	(500)	-4.65%



## District Attorney

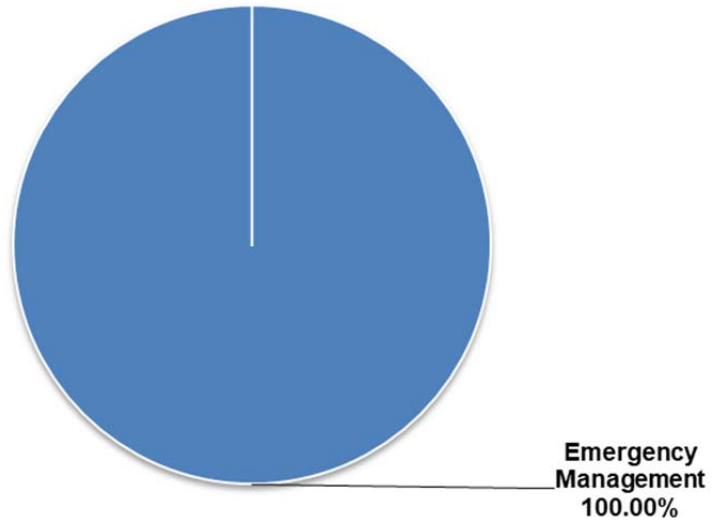
DEPARTMENT EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Advertising & Publicity	129	350	0	0	0	0.00%
Postage	79	1,176	11,900	10,350	(1,550)	-13.03%
Radio/Communic Supplies & Svcs	2,608	2,247	3,100	3,250	150	4.84%
DP Supplies And Access	17,910	36,778	16,800	17,888	1,088	6.48%
DP Equipment	1,291	2,241	2,200	2,200	0	0.00%
Printer & Copier Expenses	15,245	21,646	21,000	23,800	2,800	13.33%
Small Tools & Equipment	258	2,423	200	150	(50)	-25.00%
Small Office Furniture	0	905	700	250	(450)	-64.29%
Food	13	0	0	0	0	0.00%
Special Supplies	31,884	19,947	24,691	21,909	(2,782)	-11.27%
Clothing & Personal Supplies	0	521	0	500	500	100.00%
Medical Supplies	11,741	11,163	10,800	11,500	700	6.48%
Business Expense & Travel	4,429	5,840	1,850	4,500	2,650	143.24%
Awards & Recognition	1,004	1,296	13,429	6,221	(7,208)	-53.67%
Outside Education & Travel	57,302	42,035	60,000	58,500	(1,500)	-2.50%
County Training Classes	305	489	440	390	(50)	-11.36%
Training Services & Materials	483	1,000	500	1,900	1,400	280.00%
<b>MATERIALS &amp; SERVICES</b>	<b>1,586,316</b>	<b>1,642,588</b>	<b>1,896,885</b>	<b>2,092,127</b>	<b>195,242</b>	<b>10.29%</b>
Construction Management	0	0	68,977	0	(68,977)	-100.00%
<b>CAPITAL PROJECTS</b>	<b>0</b>	<b>0</b>	<b>68,977</b>	<b>0</b>	<b>(68,977)</b>	<b>-100.00%</b>
<b>DEPARTMENT EXPENDITURES</b>	<b>10,295,165</b>	<b>10,644,715</b>	<b>11,272,059</b>	<b>11,541,127</b>	<b>269,068</b>	<b>2.39%</b>

# Office of Emergency Management

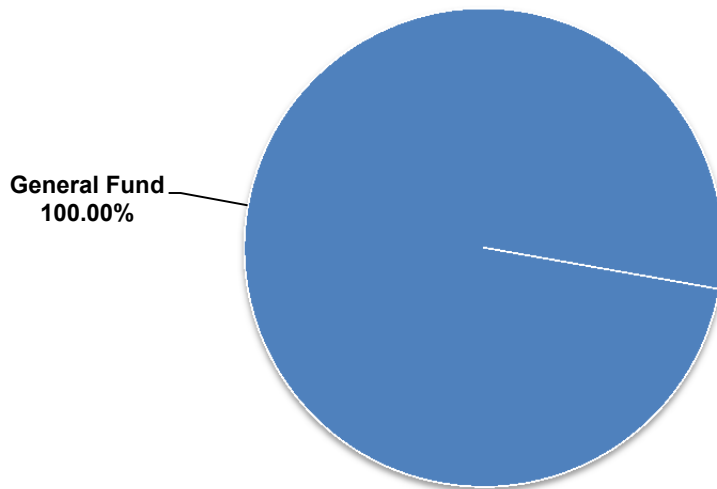
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FY 20-21 Adopted Expenditures: \$480,688

## FY 20-21 Expenditures by Division



## FY 20-21 Expenditures by Fund



Patence Winingham-Melcher  
Emergency Program Manager  
541-682-6999

# Emergency Management

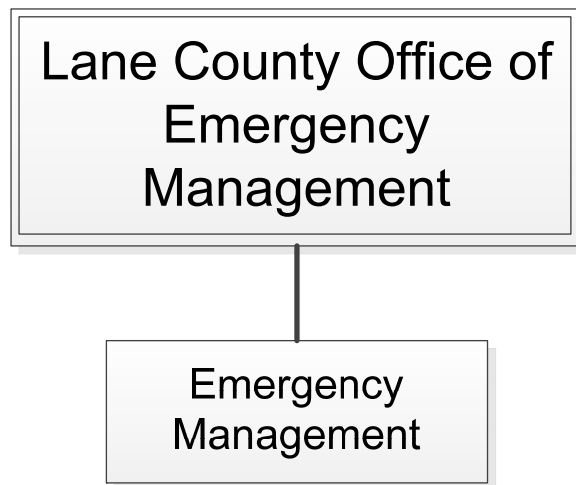
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## **Department Purpose & Overview**

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

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

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



# Emergency Management

## Department Goals & Strategic Planning

The Emergency Management Office has aligned several goals and objectives for FY 20-21 with the following Strategic Areas of Focus included in the Board of County Commissioners 2018-2021 Strategic Plan:

- Safe, Healthy County.
- Develop Emergency Operations Plan - Emergency Support Functions (ESF).
- Update the Community Wildfire Protection Plan.
- Cultivate safe, prepared and resilient communities.

## Our People & Partnerships

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

<b>Strategic Priority:</b>		<b>Safe, Healthy County, Vibrant Communities</b>	
<b>Key Strategic Initiative: Advanced safety throughout our county</b>		<b>Activity Area: Development of Emergency Operations Center (EOC) and Emergency Operations Plan (EOP).</b>	
Synchronized and integrated response capabilities that leverage resources across the county.		Evaluate and embrace partnership opportunities to assist in preparedness, response, and recovery across the county.	
<b>Inputs:</b> <i>To accomplish our goals, we may need the following resources:</i>			
Review of capabilities, interagency agreements, cross-disciplines communication, centralized EOC build-out.			
<b>Outputs:</b> <i>Accomplishing these projects will result in the following evidence of progress:</i>			
Reviewed, updated capabilities assessment.			
<b>Intended Outcomes:</b>			
Resilient communities with synchronized resources to prevent, respond, and recover from disaster.			
<b>Comments:</b>			
We have continued to refine process and procedures through natural and pandemic disaster responses.			
<b>Related Metric:</b>			
<b>Year</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>
<b>Where are we now:</b>	Restructure EM as Dept level function	Relocation and development of EOC	EOP update and completion
<b>Target:</b>			Complete EOP
<b>Notes:</b>	Moved from LCSO to Dept	EOC established	Includes reoccurring exercises

# Emergency Management

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## **Partnerships**

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

## **Major Accomplishments & Achievements in FY 19-20**

- Updated and formally Promulgated Lane County Emergency Operations Plan.
- Facilitated the Homeland Security Grant application.
- Completed update of Community Wildfire Protection Plan, in coordination with Land Management.
- Filled Program Coordinator and Management Analyst position in Emergency Management.
- Facilitated the COVID-19 EOC response efforts, in coordination with Public Health, February-June 2020.

## **Anticipated Service & Budget Changes for FY 20-21**

There are no anticipated service/budget changes at this time.

## **Current & Future Service Challenges**

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

## **Capital Projects – Planned and Known Needs**

There are no known capital projects at this time.

## Emergency Management

DEPARTMENT FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Federal Revenues	0	131,526	152,700	167,144	14,444	9.46%
Local Revenues	0	17,561	15,600	0	(15,600)	-100.00%
Administrative Charges	0	0	419,878	299,750	(120,128)	-28.61%
Total Revenue	0	149,087	588,178	466,894	(121,284)	-20.62%
Fund Transfers	0	0	105,000	0	(105,000)	-100.00%
<b>TOTAL RESOURCES</b>	<b>0</b>	<b>149,087</b>	<b>693,178</b>	<b>466,894</b>	<b>(226,284)</b>	<b>-32.64%</b>
<b>EXPENDITURES:</b>						
Personnel Services	0	135,442	303,101	300,233	(2,868)	-0.95%
Materials & Services	0	199,737	220,804	180,455	(40,349)	-18.27%
Capital Expenses	0	0	30,000	0	(30,000)	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>335,179</b>	<b>553,905</b>	<b>480,688</b>	<b>(73,217)</b>	<b>-13.22%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	0	335,179	553,905	480,688	(73,217)	-13.22%
<b>TOTAL</b>	<b>0</b>	<b>335,179</b>	<b>553,905</b>	<b>480,688</b>	<b>(73,217)</b>	<b>-13.22%</b>

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Emergency Management	0	335,179	553,905	480,688	(73,217)	-13.22%
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>335,179</b>	<b>553,905</b>	<b>480,688</b>	<b>(73,217)</b>	<b>-13.22%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	0.00	1.00	2.50	2.50	0.00	0.00%

DEPARTMENT POSITION LISTING	
<b>Emergency Management</b>	
1.00	Program Supervisor
0.50	Program Specialist
1.00	Sr. Management Analyst
<hr/>	
<b>2.50</b>	<b>Division FTE Total</b>
<b>2.50</b>	<b>Department FTE Total</b>

## Emergency Management

DEPARTMENT RESOURCE DETAIL						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Civil Defense Grants	0	131,526	152,700	167,144	14,444	9.46%
<b>FEDERAL REVENUES</b>	<b>0</b>	<b>131,526</b>	<b>152,700</b>	<b>167,144</b>	<b>14,444</b>	<b>9.46%</b>
Other Local	0	17,561	15,600	0	(15,600)	-100.00%
<b>LOCAL REVENUES</b>	<b>0</b>	<b>17,561</b>	<b>15,600</b>	<b>0</b>	<b>(15,600)</b>	<b>-100.00%</b>
County Indirect Revenue	0	0	419,878	299,750	(120,128)	-28.61%
<b>ADMINISTRATIVE CHARGES</b>	<b>0</b>	<b>0</b>	<b>419,878</b>	<b>299,750</b>	<b>(120,128)</b>	<b>-28.61%</b>
Intrafund Transfer	0	0	105,000	0	(105,000)	-100.00%
<b>FUND TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>105,000</b>	<b>0</b>	<b>(105,000)</b>	<b>-100.00%</b>
<b>DEPARTMENT RESOURCES</b>	<b>0</b>	<b>149,087</b>	<b>693,178</b>	<b>466,894</b>	<b>(226,284)</b>	<b>-32.64%</b>

# Emergency Management

DEPARTMENT EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>EXPENDITURE ACCOUNTS</b>						
Regular Operating Wages	0	80,051	171,867	178,422	6,555	3.81%
Extra Help	0	2,198	5,000	4,680	(320)	-6.40%
Compensatory Time	0	0	0	504	504	100.00%
Social Security Expense	0	5,092	10,659	11,380	721	6.76%
Medicare Insurance Expense	0	1,191	2,492	2,675	183	7.34%
Unemployment Insurance (State)	0	98	256	276	20	7.81%
Workers Comp	0	277	521	547	26	4.99%
Disability Insurance - Long-term	0	402	1,219	1,258	39	3.20%
PERS - OPSRP Employer rate	0	13,214	24,437	25,433	996	4.08%
PERS Bond	0	7,438	12,452	13,419	967	7.77%
PERS - 6% Pickup	0	5,010	10,316	10,748	432	4.19%
Health Insurance	0	15,078	50,527	38,796	(11,731)	-23.22%
Dental Insurance	0	1,007	3,592	3,036	(556)	-15.48%
EE Assistance Pgm	0	14	59	58	(1)	-1.69%
Life Insurance	0	182	913	815	(98)	-10.73%
Flexible Spending Admin	0	13	36	58	22	61.11%
Disability Insurance - Short Term	0	30	83	81	(2)	-2.41%
Deferred Comp Employer Contrib	0	1,601	3,439	3,573	134	3.90%
Retiree Medical	0	2,522	5,149	4,416	(733)	-14.24%
FMLA Administration	0	24	84	58	(26)	-30.95%
<b>PERSONNEL SERVICES</b>	<b>0</b>	<b>135,442</b>	<b>303,101</b>	<b>300,233</b>	<b>(2,868)</b>	<b>-0.95%</b>
Professional & Consulting	0	2,788	50,000	50,000	0	0.00%
Agency Payments	0	39,775	0	61,168	61,168	100.00%
Motor Fuel & Lubricants	0	15	0	0	0	0.00%
Telephone Services	0	13,829	2,359	8,380	6,021	255.24%
General Liability	0	521	884	916	32	3.62%
Maintenance of Equipment	0	4,028	5,975	0	(5,975)	-100.00%
Maintenance Agreements	0	1,500	0	0	0	0.00%
Real Estate & Space Rentals	0	13,819	6,000	16,000	10,000	166.67%
Fleet Services Rentals	0	4,601	7,207	3,026	(4,181)	-58.01%
Copier Charges	0	0	200	200	0	0.00%
License Replacement	0	0	275	687	412	149.82%
Indirect/Technology Serv	0	0	10,033	50,935	40,902	407.67%
Infrastructure Replacement	0	0	390	375	(15)	-3.85%
Direct/Technology Serv	0	45,879	0	(44,937)	(44,937)	100.00%
PC Replacement Services	0	622	700	750	50	7.14%
Dept Support/Indirect	0	0	0	6,906	6,906	100.00%
Office Supplies & Expense	0	7,452	1,291	2,000	709	54.92%
Professional Licenses	0	517	500	500	0	0.00%
Printing & Binding	0	400	0	400	400	100.00%
Advertising & Publicity	0	230	200	230	30	15.00%
Postage	0	3	200	200	0	0.00%
Radio/Communic Supplies & Svcs	0	241	4,390	867	(3,523)	-80.25%
DP Supplies And Access	0	1,760	77,000	5,000	(72,000)	-93.51%
Printer & Copier Expenses	0	0	200	200	0	0.00%
Small Tools & Equipment	0	2,206	1,500	1,500	0	0.00%
Library - Serials & Conts	0	40,168	44,000	0	(44,000)	-100.00%
Food	0	257	0	0	0	0.00%
Special Supplies	0	10,857	0	5,452	5,452	100.00%
Safety Supplies	0	80	1,000	1,000	0	0.00%
Building Materials Supplies	0	251	0	0	0	0.00%
Outside Education & Travel	0	1,528	5,000	5,000	0	0.00%



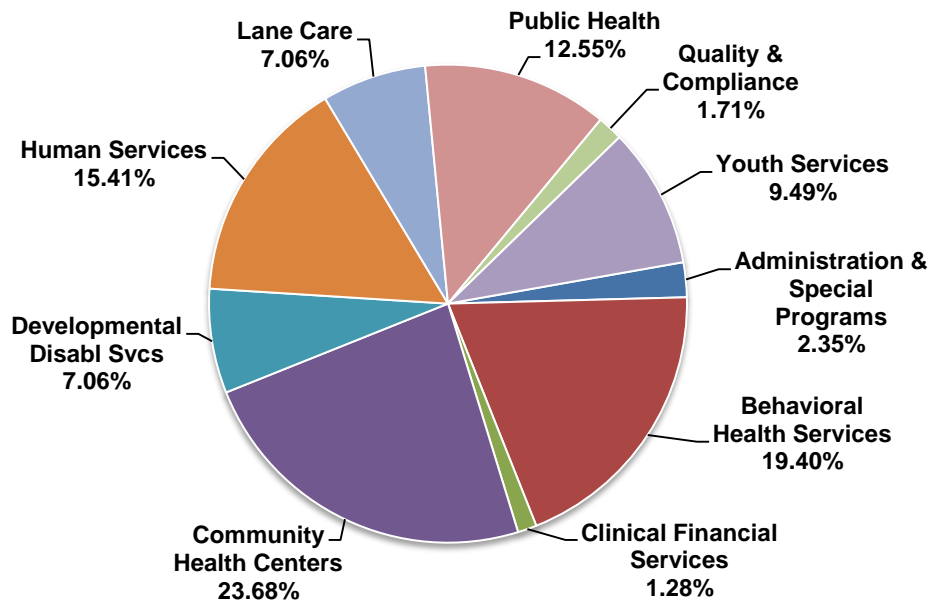
## Emergency Management

DEPARTMENT EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
County Training Classes	0	102	1,500	2,500	1,000	66.67%
Training Services & Materials	0	89	0	1,200	1,200	100.00%
Miscellaneous Payments	0	6,222	0	0	0	0.00%
<b>MATERIALS &amp; SERVICES</b>	<b>0</b>	<b>199,737</b>	<b>220,804</b>	<b>180,455</b>	<b>(40,349)</b>	<b>-18.27%</b>
Vehicles	0	0	30,000	0	(30,000)	-100.00%
<b>CAPITAL OUTLAY</b>	<b>0</b>	<b>0</b>	<b>30,000</b>	<b>0</b>	<b>(30,000)</b>	<b>-100.00%</b>
<b>DEPARTMENT EXPENDITURES</b>	<b>0</b>	<b>335,181</b>	<b>553,905</b>	<b>480,688</b>	<b>(73,217)</b>	<b>-13.22%</b>

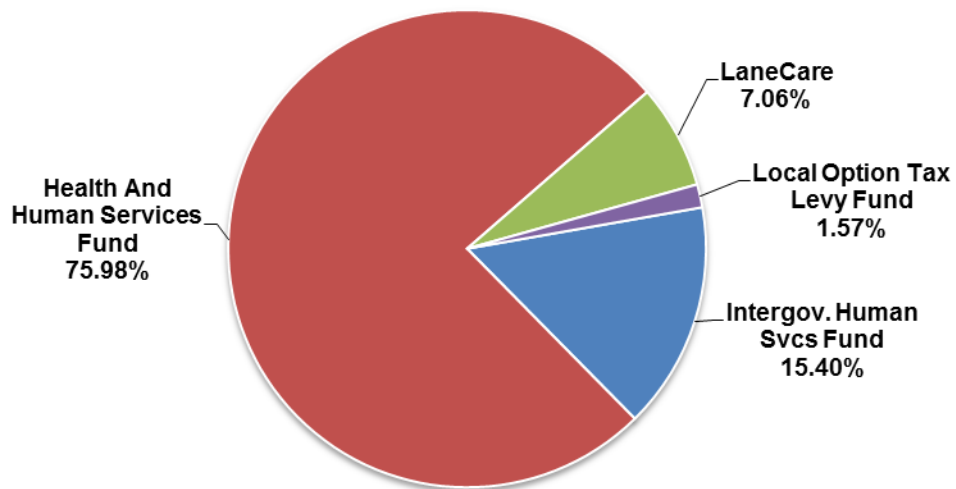
# Department of Health and Human Services

FY 20-21 Adopted Expenditures: \$140,252,109

## FY 20-21 Expenditures by Division



## FY 20-21 Expenditures by Fund



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

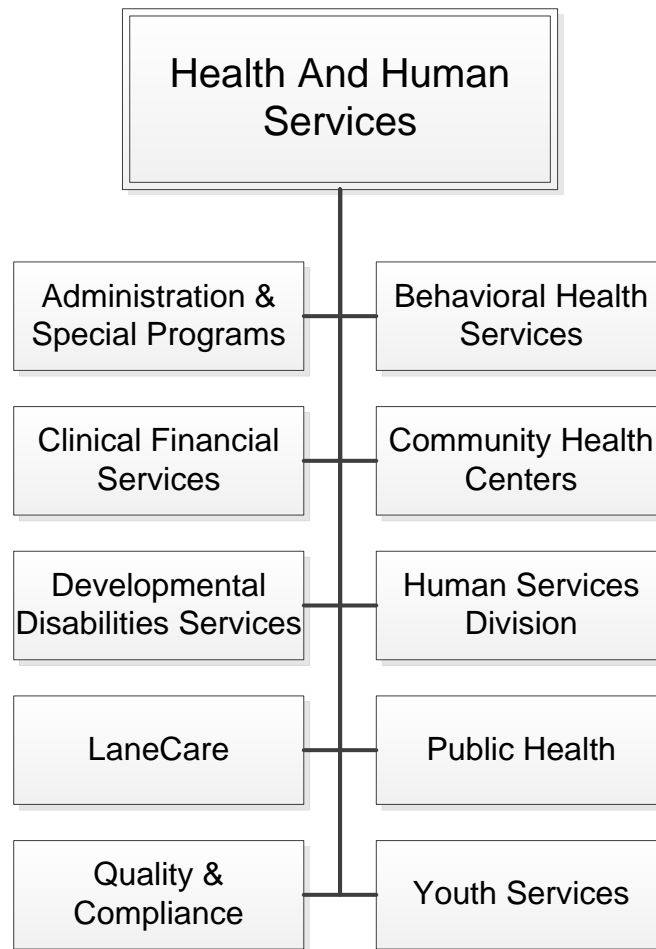
# Health and Human Services

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## Department Purpose & Overview

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

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



# Health and Human Services

## Department Goals & Strategic Planning

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

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

<b>Strategic Priority:</b>	<b>Safe, Healthy County</b>		
<b>Key Strategic Initiative:</b>	<b>Activity Area:</b>		
Increase housing options for residents to reduce the incidence of homelessness and increase affordability.	Implement the 10 Housing and Shelter recommendations from the TAC Report - Homeless Prevention and Diversion Services including rental assistance		
<b>Inputs:</b> <i>To accomplish our goals, we may need the following resources:</i>			
Federal, State and local funding for homeless prevention and diversion programming. Contracts with community based organizations to provide services.			
<b>Outputs:</b> <i>Accomplishing these projects will result in the following evidence of progress:</i>			
Assuming that the inventory of beds remains constant or increases each year, the decrease in the percent of persons experiencing homelessness for the first time is evidence that 1.) the population experiencing homeless has decreased overall while the shelter and housing resources have maintained capacity and/or; 2.) the system has been able divert people from the homeless system before they are enrolled in a homeless shelter or housing project.			
<b>Intended Outcomes:</b>			
A reduction in the percent of persons with no prior homeless system enrollments who enter the homeless housing and service system.			
<b>Comments:</b>			
This metric is based on Measure 5.2 of the HUD System Performance Measures (SPM): Percent of persons enrolled who become homeless for the 1st time. This report published to HUD.HDX on the Federal Fiscal Year (Oct through Sept.) The numbers provided below are from the County's Fiscal Year (July through June.) Report name in WellSky Advanced Reporting Public Folder> SPM> 0704 - Number of Persons First Time Homeless, Metric 5			
<b>Related Metric: Rate of first time homelessness</b>			
<b>Year</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>
<b>Where are we now:</b>	68.7%	65.9%	
<b>Target:</b>	60.0%	55.0%	50.0%
<b>Notes:</b>	2,118 of 3,084 enrollments were first time homeless	1,960 of 2,974 enrollments were first time homeless	

## Health and Human Services

<b>Strategic Priority:</b>	<b>Safe, Healthy County</b>		
<b>Key Strategic Initiative:</b>	<b>Activity Area:</b>		
Increase access to prevention and treatment services and develop programs and policy focused on behavioral health, community health, and youth.	Expand access to primary care, oral health care, and behavioral health care in all areas with an emphasis on service to rural areas.		
<b>Inputs: To accomplish our goals, we may need the following resources:</b>			
We will need support from county legal and facilities divisions to evaluate and finalize necessary building leases/contracts. Will need assistance from IT to work in conjunction with architect and contractors to evaluate and implement required IT components for the new site. Will need BCC approval for commitment to move forward when start-up funds have been secured by community partners. We anticipate that we will have sufficient funds to cover initial operating losses from CHC/H&HS funds. However, the impact of COVID-related losses may jeopardize our ability to cover expected operating losses from internal reserves.			
<b>Outputs: Accomplishing these projects will result in the following evidence of progress:</b>			
We will have open a new CHC clinic site in Cottage Grove with sufficient staffing and collaborative relationships with community partners to provide expected services in late 2021 or early 2022.			
<b>Intended Outcomes:</b>			
We will open a new CHC clinic to serve the South Lane Community. Primary care, integrated behavioral health, and dental services will be available at this site. The CHC will also coordinate w/ LCC and SLSD to provide health-related educational programs.			
<b>Comments:</b>			
<b>Related Metric: Expand Access to primary, oral and behavioral health care</b>			
<b>Year</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>
<b>Where are we now:</b>	Conduct initial planning with community and received BCC approval to move forward	Organize community partnership body for evaluating and prioritizing service components and to facilities county outreach. Develop	Coordinate with community fund-raising activities. Initiate building renovation, staff recruiting, and partner contracting as needed.
<b>Target:</b>	Complete	Complete	Timeline is dependent on fund raising.

### Partnerships

In all four areas of focus in H&HS, the work is based on many partnerships with local, state, and national organizations across all of the divisions. The COVID-19 emergency response and recovery efforts rely heavily on community partnerships across the educational, business, healthcare, public safety and non-profit sectors. Some key partnerships for the next year include the continued work with Trillium and PacificSource, as the local Coordinated Care Organizations (CCO). In addition to the agreement that contracts for staff at LaneCare and Public Health, and provider contracts to support services at Behavioral Health, Community Health Centers, and Public Health, the department is involved in shared governance work through the Joint Community Health Improvement Plan. Additional significant partnerships include work with United Way on health and early childhood issues, work with cities to address housing needs,

## Health and Human Services

and collaborations with law enforcement and local courts to improve care coordination for individuals intersecting both the behavioral health and criminal justice systems. This past year H&HS has continued the partnership with the City of Eugene in order to focus on solutions related to the homeless crisis in accessing additional temporary shelter facilities, and launching a longer-term plan to transform the housing and homelessness system in the community based on the results of consultation from the TAC.

DEPARTMENT FINANCIAL SUMMARY						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCES:</b>						
Taxes & Assessments	2,531,521	2,649,702	1,725,573	1,783,375	57,802	3.35%
Licenses & Permits	949,666	992,855	1,244,798	1,276,561	31,763	2.55%
Fines, Forfeitures, Penalties	119,949	118,342	326,657	331,657	5,000	1.53%
Property And Rentals	374,315	406,663	352,905	345,197	(7,708)	-2.18%
Federal Revenues	31,147,469	37,707,958	38,501,097	40,919,825	2,418,728	6.28%
State Revenues	46,644,097	51,115,471	50,945,985	47,550,738	(3,395,247)	-6.66%
Local Revenues	2,161,659	2,407,859	2,639,030	2,763,374	124,344	4.71%
Fees And Charges	13,461,659	16,807,688	18,819,299	22,924,835	4,105,536	21.82%
Interest Earnings	399,700	670,873	215,372	7,300	(208,072)	-96.61%
<b>Total Revenue</b>	<b>97,790,036</b>	<b>112,877,412</b>	<b>114,770,716</b>	<b>117,902,862</b>	<b>3,132,146</b>	<b>2.73%</b>
Fund Transfers	18,421,419	16,109,126	18,224,588	24,937,558	6,712,970	36.83%
<b>TOTAL RESOURCES</b>	<b>116,211,455</b>	<b>128,986,537</b>	<b>132,995,304</b>	<b>142,840,420</b>	<b>9,845,116</b>	<b>7.40%</b>
<b>EXPENDITURES:</b>						
Personnel Services	57,804,251	63,651,937	77,121,611	81,114,781	3,993,170	5.18%
Materials & Services	42,607,307	48,517,488	63,290,044	59,137,328	(4,152,716)	-6.56%
Capital Expenses	1,044,343	306,499	6,243,318	0	(6,243,318)	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>101,455,902</b>	<b>112,475,924</b>	<b>146,654,973</b>	<b>140,252,109</b>	<b>(6,402,864)</b>	<b>-4.37%</b>

EXPENDITURES BY FUND						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>FUNDS</b>						
Health and Human Services	81,691,187	87,837,130	112,330,010	106,566,539	(5,763,471)	-5.13%
Intergov. Human Svcs	14,464,320	17,207,803	20,724,001	21,587,005	863,004	4.16%
LaneCare	3,785,041	5,458,957	11,324,602	9,857,505	(1,467,097)	-12.95%
Local Option Tax Levy	1,515,353	1,972,034	2,276,360	2,241,060	(35,300)	-1.55%
<b>TOTAL</b>	<b>101,455,902</b>	<b>112,475,924</b>	<b>146,654,973</b>	<b>140,252,109</b>	<b>(6,402,864)</b>	<b>-4.37%</b>

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>DIVISIONS</b>						
Admin & Special Pgms	3,055,373	2,795,670	3,763,559	3,348,971	(414,588)	-11.02%
Behavioral Health Services	21,727,755	23,175,633	33,294,619	27,162,552	(6,132,067)	-18.42%
Clinical Financial Services	2,632,895	1,359,897	1,771,797	1,834,016	62,219	3.51%
Community Health Centers	25,441,548	27,626,613	29,718,419	33,179,311	3,460,892	11.65%
Developmental Disabl Svcs	6,485,171	7,706,812	11,377,167	9,943,697	(1,433,470)	-12.60%
Human Services Division	14,464,320	17,207,803	20,724,001	21,587,005	863,004	4.16%
Lane Care	3,785,041	5,458,957	11,324,602	9,857,505	(1,467,097)	-12.95%
Public Health	13,085,260	14,548,125	18,846,821	17,591,936	(1,254,885)	-6.66%
Quality & Compliance	0	1,679,891	2,698,129	2,400,321	(297,808)	-11.04%
Youth Services	10,778,538	10,916,523	13,135,859	13,346,795	210,936	1.61%
<b>TOTAL EXPENDITURES</b>	<b>101,455,902</b>	<b>112,475,924</b>	<b>146,654,973</b>	<b>140,252,109</b>	<b>(6,402,864)</b>	<b>-4.37%</b>

FTE SUMMARY						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	Chng Fr Curr	% Chng Fr Curr
<b>Total FTE</b>	<b>621.80</b>	<b>658.74</b>	<b>702.43</b>	<b>707.18</b>	<b>4.75</b>	<b>0.68%</b>

# Health and Human Services

## DEPARTMENT POSITION LISTING

### Administration & Special Pgms

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

**22.10 Division FTE Total**

### Behavioral Health Services

3.50 Administrative Assistant  
 1.00 Administrative Support Supv  
 4.00 Community Health Nurse 2  
 1.00 Community Service Worker 2  
 3.00 Licensed Practical Nurse  
 1.00 Management Analyst  
 1.00 Manager  
 4.00 Medical Assistant 2  
 12.00 Mental Health Associate  
 2.00 Mental Health Spec 2-Bilingual  
 22.00 Mental Health Specialist 1  
 19.00 Mental Health Specialist 2  
 4.00 Mental Health Specialist, Sr  
 1.00 MHO Care Coord Specialist  
 1.00 Nurse Practitioner - Mental Hlth  
 13.00 Office Assistant 2  
 4.00 Office Assistant, Sr  
 8.00 Peer Support Specialist  
 1.00 Physician  
 8.50 Prof/Tech Supervisor  
 7.00 Psychiatrist  
 1.00 Sr. Management Analyst  
 0.90 Sr. Manager

**122.90 Division FTE Total**

### Clinical Financial Services

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

**13.00 Division FTE Total**

# Health and Human Services

## DEPARTMENT POSITION LISTING

### Community Health Centers

3.50 Administrative Assistant  
 2.00 Clinical Pharmacist  
 1.00 Community Health Nurse 1  
 14.00 Community Health Nurse 2  
 5.00 Community Svc Wkr 2-Bilingual  
 4.89 Dental Hygienist  
 2.00 Dental Hygienist, Sr  
 0.75 Internal Medicine Physician  
 26.00 Licensed Practical Nurse  
 2.00 Licensed Practical Nurse-Bil  
 2.00 Management Analyst  
 2.50 Manager  
 8.00 Medical Assistant 2  
 6.00 Medical Assistant 2-Bilingual  
 1.00 Mental Health Specialist 1  
 7.00 Mental Health Specialist 2  
 3.00 MHO Care Coord Specialist  
 0.84 Naturopathic Physician  
 7.30 Nurse Practitioner  
 1.65 Nurse Practitioner-Bilingual  
 1.00 Office Assistant 1 - Bilingual  
 23.00 Office Assistant 2  
 13.00 Office Assistant 2-Bilingual  
 3.00 Office Assistant, Sr  
 4.00 Office Assistant, Sr-Bil  
 11.00 Patient Care Coordinator  
 11.45 Physician  
 1.00 Physician Assistant  
 1.00 Physician Assistant - Bilingual  
 7.50 Prof/Tech Supervisor  
 1.70 Program Manager  
 3.00 Program Services Coordinator 2  
 1.00 Program Svc Coord Bilingual  
 1.00 Sr Stores Clerk  
 2.00 Sr. Manager  
 1.00 Stores Clerk  
 3.50 TEMP Community Health Nurse 2  
 3.00 TEMP Licensed Practical Nurse  
 1.00 TEMP-Office Assistant 2

**193.58 Division FTE Total**

### Developmental Disabl Svcs

3.00 Developmental Dis Abuse Invtr  
 4.00 Developmental Dis Spec - Bil  
 55.00 Developmental Dis Specialist  
 1.00 Management Analyst  
 1.00 Manager  
 7.00 Office Assistant 2  
 1.00 Office Assistant 2-Bilingual  
 5.00 Office Assistant, Sr  
 7.00 Prof/Tech Supervisor  
 0.50 TEMP - Developmental Dis Abuse Invtr  
 1.00 TEMP - Developmental Dis Specialist  
 1.50 TEMP-Office Assistant 2

**87.00 Division FTE Total**

### Human Services Division

1.00 Accounting Analyst  
 3.00 Administrative Analyst  
 1.00 Administrative Assistant  
 3.60 Asst Veteran Svcs Coordinator  
 5.00 Community Service Worker 2  
 12.00 Employment Specialist 2  
 2.00 Employment Specialist 2 - Bilingual  
 1.00 Management Analyst  
 2.75 Office Assistant 2  
 1.00 Office Assistant 2-Bilingual  
 2.00 Office Assistant, Sr  
 1.00 Prof/Tech Supervisor  
 1.00 Program Services Coord, Sr  
 4.00 Program Services Coordinator 2  
 4.00 Program Supervisor  
 1.00 Sr. Manager  
 2.00 TEMP Community Service Worker 2  
 2.00 Temp Peer Support Specialist  
 0.50 TEMP-Office Assistant 2

**49.85 Division FTE Total**



# Health and Human Services

## DEPARTMENT POSITION LISTING

### Lane Care

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

**37.10 Division FTE Total**

### Public Health

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

**90.35 Division FTE Total**

### Quality & Compliance

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

**14.00 Division FTE Total**

### Youth Services

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

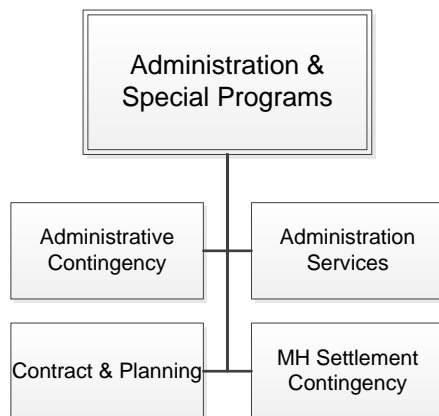
**77.30 Division FTE Total**

**707.18 Department FTE Total**

# Health and Human Services: Administration

## Division Purpose Statement

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



## Division Locator

### **Health and Human Services**

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

## Health and Human Services: Administration

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Property And Rentals	3,300	3,301	3,300	3,300	0	0.00%
State Revenues	0	20,026	0	0	0	0.00%
Fees And Charges	56,838	60,356	168,738	180,965	12,227	7.25%
Interest Earnings	124,543	220,395	157,092	0	(157,092)	-100.00%
<b>Total Revenue</b>	<b>184,681</b>	<b>304,078</b>	<b>329,130</b>	<b>184,265</b>	<b>(144,865)</b>	<b>-44.01%</b>
Fund Transfers	2,931,534	2,701,555	3,004,115	3,134,706	130,591	4.35%
<b>TOTAL RESOURCES</b>	<b>3,116,215</b>	<b>3,005,633</b>	<b>3,333,245</b>	<b>3,318,971</b>	<b>(14,274)</b>	<b>-0.43%</b>
<b>EXPENDITURES:</b>						
Personnel Services	2,499,321	2,288,939	2,639,481	2,702,259	62,778	2.38%
Materials & Services	549,080	503,307	1,120,675	646,712	(473,963)	-42.29%
Capital Expenses	6,973	3,424	3,403	0	(3,403)	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>3,055,373</b>	<b>2,795,670</b>	<b>3,763,559</b>	<b>3,348,971</b>	<b>(414,588)</b>	<b>-11.02%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Health and Human Services	3,055,373	2,795,670	3,763,559	3,348,971	(414,588)	-11.02%
<b>TOTAL</b>	<b>3,055,373</b>	<b>2,795,670</b>	<b>3,763,559</b>	<b>3,348,971</b>	<b>(414,588)</b>	<b>-11.02%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Administration Services	2,278,230	1,960,735	2,379,213	2,349,832	(29,381)	-1.23%
Administrative Contingency	4,680	38,735	40,000	0	(40,000)	-100.00%
Contracts & Planning	771,884	796,200	920,050	999,139	79,089	8.60%
MH Settlement Contingency	580	0	424,296	0	(424,296)	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>3,055,373</b>	<b>2,795,670</b>	<b>3,763,559</b>	<b>3,348,971</b>	<b>(414,588)</b>	<b>-11.02%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>21.10</b>	<b>20.10</b>	<b>21.10</b>	<b>22.10</b>	<b>1.00</b>	<b>4.74%</b>

### Division Overview

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

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

## **Health and Human Services: Administration**

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### **Division Goals & Strategic Planning**

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

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

### **Major Accomplishments & Achievements in FY 19-20**

- Leveraged over \$4M in grants to support prevention, intervention and wellness services in Lane County.
- Through streamlining efforts, 15 steps and three days have been reduced from the recruitment and hiring process.
- Implemented performance-based contracting to ensure providers are performing the services that are needed.

### **Anticipated Service & Budget Changes for FY 20-21**

This Division is funded by the other Divisions within H&HS. There are no anticipated significant changes in the next fiscal year. The Division is adding 1.0 FTE for an Accounting Analyst position to support the growing financial management needs of the Department.

### **Current & Future Service Challenges**

The challenge of Administration is to continue to provide excellent leadership and support to a department that continues steady growth in expanding and adding new services.

### **Capital Projects – Planned and Known Needs**

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

# Health and Human Services: Behavioral Health Services

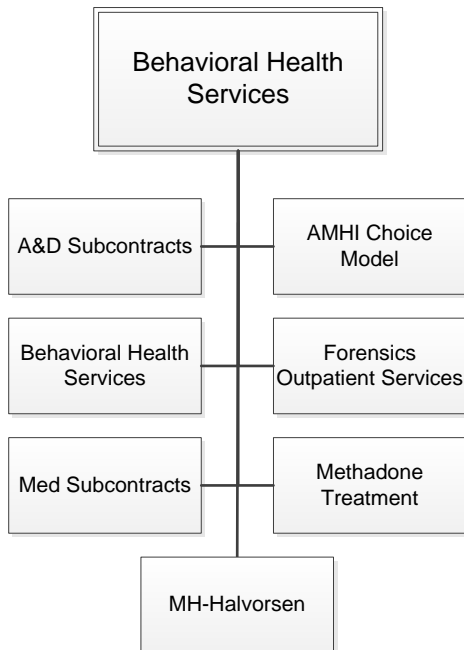
## Division Purpose Statement

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

## Division Locator

### **Health and Human Services**

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



## Health and Human Services: Behavioral Health Services

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Property And Rentals	110,475	139,580	133,108	125,400	(7,708)	-5.79%
Federal Revenues	6,159,420	10,752,831	9,361,652	10,283,107	921,455	9.84%
State Revenues	14,402,449	13,077,815	10,776,856	12,298,444	1,521,588	14.12%
Local Revenues	260,203	272,504	25,000	0	(25,000)	-100.00%
Fees And Charges	2,946,688	4,071,371	4,778,432	4,789,725	11,293	0.24%
Interest Earnings	252	389	0	0	0	0.00%
<b>Total Revenue</b>	<b>23,879,487</b>	<b>28,314,490</b>	<b>25,075,048</b>	<b>27,496,676</b>	<b>2,421,628</b>	<b>9.66%</b>
Fund Transfers	98,304	106,098	116,143	6,119,406	6,003,263	5,168.85%
<b>TOTAL RESOURCES</b>	<b>23,977,791</b>	<b>28,420,588</b>	<b>25,191,191</b>	<b>33,616,082</b>	<b>8,424,891</b>	<b>33.44%</b>
<b>EXPENDITURES:</b>						
Personnel Services	9,638,652	11,176,758	14,234,265	13,953,520	(280,745)	-1.97%
Materials & Services	12,081,850	11,962,134	14,572,384	13,209,032	(1,363,352)	-9.36%
Capital Expenses	7,253	36,741	4,487,970	0	(4,487,970)	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>21,727,755</b>	<b>23,175,633</b>	<b>33,294,619</b>	<b>27,162,552</b>	<b>(6,132,067)</b>	<b>-18.42%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Health and Human Services	21,727,755	23,175,633	33,294,619	27,162,552	(6,132,067)	-18.42%
<b>TOTAL</b>	<b>21,727,755</b>	<b>23,175,633</b>	<b>33,294,619</b>	<b>27,162,552</b>	<b>(6,132,067)</b>	<b>-18.42%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
A&D Subcontracts	3,126,207	2,664,796	3,164,248	2,864,367	(299,881)	-9.48%
AMHI Choice Model	1,128,934	49,502	0	0	0	0.00%
Behavioral Health Svcs	10,093,286	12,803,339	16,466,165	12,963,172	(3,502,993)	-21.27%
Forensics Outpatient Svcs	0	0	0	2,065,555	2,065,555	100.00%
Med Subcontracts	5,790,861	5,583,463	6,092,460	5,492,452	(600,008)	-9.85%
Methadone Treatment	1,588,467	2,074,533	7,567,530	3,777,006	(3,790,524)	-50.09%
MH-Halvorsen Trust Fund	0	0	4,216	0	(4,216)	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>21,727,755</b>	<b>23,175,633</b>	<b>33,294,619</b>	<b>27,162,552</b>	<b>(6,132,067)</b>	<b>-18.42%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>111.65</b>	<b>120.90</b>	<b>125.90</b>	<b>122.90</b>	<b>(3.00)</b>	<b>-2.38%</b>

### Division Overview

Lane County Behavioral Health is committed to enhancing individual and family wellness through integrated care and community connections. To meet the needs of the community Behavioral Health offers four distinct areas of service:

- Adult Outpatient Clinic: Offers behavioral health services including therapy and psychiatry.
- Child and Adolescent Program: Serving youth of all ages with embedded services in several public schools.
- Forensic Services: Serves individuals involved in the criminal justice system including state mandated services to be provided by the Community Mental Health Program.

## **Health and Human Services: Behavioral Health Services**

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- Medication Assisted Treatment: Serving members of the community with opiate addiction, this Program offers methadone and buprenorphine medication assisted treatment to overcome addiction.

In the upcoming year, the Medication Assisted Treatment Program will be moving into a new building to expand the level and type of service provided.

### **Division Goals & Strategic Planning**

In FY 20-21 Behavioral Health is focused on access to care, solid documentation compliance, and responsible financial practices. These areas of emphasis will guide the division to success and ensure a bright future for the division:

- Access to Care: Aligned with the County's strategic priority of a safe, healthy county by increasing the number of individuals Behavioral Health is able to serve. This will be achieved by assessing the effectiveness of current practices and improving them, building out programmatic support for the expansion of services, and carefully allocating resources.
- Documentation Compliance: Quality process improvement is instrumental in increasing compliance and the quality of services being provided. Offering quality services aligns closely with the County strategic goal of building Vibrant Communities by increasing the level of care provided.
- Responsible Financial Practices: A robust infrastructure is identified in the County strategic plan as an investment that enables the County to have the highest return for safety, vibrant communities, and long term benefit. To align with the strategic plan, Behavioral Health will focus on finance by managing resources and maximizing the effectiveness of each dollar.

### **Major Accomplishments & Achievements in FY 19-20**

This year, Behavioral Health concluded the five-year Transformation Project in January 2020. This was a major accomplishment that included significant increases in clients gaining access to treatment and services delivered. This project was successful in creating team-based care, hiring many new positions, implementing new technologies, and creating a risk management system.

Behavioral Health also completed a multitude of important compliance projects. This included a Plan of Correction (POC) for the 2019 Health Systems Division site review. The POC ensured that the clinic received its recertification as a Community Mental Health Program (CMHP) for another three years.

In FY 19-20, Behavioral Health implemented many quality improvement projects, which included a Plan Do Study Act (PDSA) process to improve access to care for the Children and Adolescent Program, developed compliance dashboards to improve clinical documentation, and the development of a new Crisis Prevention and Response protocol.

Lastly, the Medication Assisted Treatment Program successfully purchased a new building which will greatly increase access to citizens seeking treatment for opioid addiction. This new capital projects growth will expand both the methadone and buprenorphine treatment to enhance access to care in our community.

### **Anticipated Service & Budget Changes for FY 20-21**

With the purchase of the new building for the Medication Assisted Treatment Program, the operational reserve and contingency funds, as well as the carryover balance fund have been depleted. This emphasizes the need for a focus on finance to ensure the remaining resources are allocated properly to cover division expenses and to build enough operational infrastructure to support ongoing expenses. While no service interruptions are anticipated, there is concern about maintaining service levels with the current financial landscape.

## **Health and Human Services: Behavioral Health Services**

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### **Current & Future Service Challenges**

One of the largest strains on resources for the Behavioral Health division is the need for our Forensic services in the community. Behavioral Health is mandated by the state to provide services for specific community members involved in the criminal justice system that are unfit to stand trial due to mental illness, those mandated into supervision by the Psychiatric Security Review Board, those reintegrating into the community from the state hospital, and diverting some community members with criminal offenses from jail into behavioral health services. Much of this work is unbillable to insurance providers, yet is required to be performed by the state leaving a large amount of FTE funded by other programs within Behavioral Health that also require those funds. Behavioral Health will be looking at funding options to support this unfunded mandate.

The demand for Behavioral Health services in Lane County continues to increase. In both the Adult Outpatient Program and the Child and Adolescent Program, Behavioral Health continues to see a net increase in screenings and requests for services despite a finite number of clinicians available to provide those services. Over the next several years, there will be a need to increase access to these services by increasing the number of FTE in these areas.

### **Capital Projects – Planned and Known Needs**

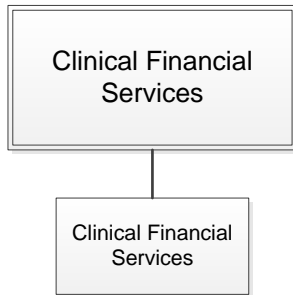
Lobby, Meeting Rooms, Parking Lot & Exterior Renovations:

- In calendar year 2019, Behavioral Health completed nearly 44,000 appointments for various services. The lobby of the Behavioral Health building is not arranged ideally to handle the volume of clients seen at this location and there are various safety concerns including limited visibility, poor lighting, and difficult floorplans that are not optimized for a clinic of this size.
- The lobby is where a large portion of time is spent for many Behavioral Health clients and its current state is not reflective of the work being performed in the building. This is an opportunity to create a more trauma informed space that allows clients to feel safe and supported.



## **Division Purpose Statement**

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



## **Division Locator**

### **Health and Human Services**

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

## Health and Human Services: Clinical Financial Services

DIVISION FINANCIAL SUMMARY						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCES:</b>						
Federal Revenues	52,796	9,351	0	0	0	0.00%
Fees And Charges	20,865	21,990	23,000	23,000	0	0.00%
Interest Earnings	10,220	12,075	300	300	0	0.00%
Total Revenue	83,881	43,416	23,300	23,300	0	0.00%
Fund Transfers	2,707,237	1,541,338	1,551,912	1,739,171	187,259	12.07%
<b>TOTAL RESOURCES</b>	<b>2,791,118</b>	<b>1,584,754</b>	<b>1,575,212</b>	<b>1,762,471</b>	<b>187,259</b>	<b>11.89%</b>
<b>EXPENDITURES:</b>						
Personnel Services	1,884,183	1,064,621	1,300,793	1,340,526	39,733	3.05%
Materials & Services	748,712	295,276	471,004	493,490	22,486	4.77%
<b>TOTAL EXPENDITURES</b>	<b>2,632,895</b>	<b>1,359,897</b>	<b>1,771,797</b>	<b>1,834,016</b>	<b>62,219</b>	<b>3.51%</b>

EXPENDITURES BY FUND						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Health and Human Services	2,632,895	1,359,897	1,771,797	1,834,016	62,219	3.51%
<b>TOTAL</b>	<b>2,632,895</b>	<b>1,359,897</b>	<b>1,771,797</b>	<b>1,834,016</b>	<b>62,219</b>	<b>3.51%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Clinical Financial Services	2,632,895	1,359,897	1,771,797	1,834,016	62,219	3.51%
<b>TOTAL EXPENDITURES</b>	<b>2,632,895</b>	<b>1,359,897</b>	<b>1,771,797</b>	<b>1,834,016</b>	<b>62,219</b>	<b>3.51%</b>

FTE SUMMARY						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	Chng Fr Curr	% Chng Fr Curr
Total FTE	22.00	12.00	13.00	13.00	0.00	0.00%

### Division Overview

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

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

### Division Goals & Strategic Planning

1. Ensure medical, behavioral health, and public health employees and contractors including volunteers and student interns are credentialed with standards prescribed by the Health Resources Services Administration.
  - Ensure that the care dispensed to patients and clients meets the highest industry standards.
  - Assess and confirm the qualifications of a health care practitioner by reviewing health staff's completed education, training, and residency, including licensure and any certifications.

## **Health and Human Services: Clinical Financial Services**

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2. Ensure that claims are processed efficiently and effectively for services provided to the FQHC and YS.
  - Monitor claims processing guidelines such as aging schedules and days in accounts receivable to improve collection rates, cash flow, and program revenue.
  - Improve accuracy of provider coding by performing random chart audits.
  - Utilize electronic data interchange to transmit data efficiently and accurately.
3. Provide financial analysis and support to Health & Human Services (H&HS) Administration and FQHC management to facilitate data-driven decision-making in program operations.
  - Develop yearly budgets for the FQHC that provide accurate estimates of program performance including key operational metrics.
  - Provide monthly pro forma financial statements for each operating entity to assist in evaluating program financial performance to budget.
  - Provide monthly and ad hoc reports of key operating metrics of staff productivity and other efficiency metrics.
4. Maintain regulatory compliance with applicable federal, state, and local regulations.
  - Assess/identify applicable regulatory/reporting requirements for each operating entity.
  - Ensure that all applicable reports are prepared and filed consistent with the guidelines and standards of the County, and the applicable entity.
  - Develop, implement, and maintain on-going compliance activities to include staff training, compliance audits, and reporting.

### **Major Accomplishments & Achievements in FY 19-20**

The CFS program implemented the Eligibility Verification functionality in the NextGen Practice Management system to simplify the member eligibility status process and allow tracking and reporting of these activities. This also provides proof of eligibility at the time of service in the event that eligibility changes prior to the submission of claims. CFS continues to support this process with training and review of performance.

CFS continues to complete CMS, State and Federal reporting requirements to include the Medicare Cost Report, Health Resources and Services Administration (HRSA) Continuation Grant and quarterly progress reports, and the annual Uniform Data System (UDS) report. These are comprehensive financial and clinical performance reports used to secure funding and CMS participation status as a FQHC.

The CFS program continues to prepare monthly operational pro forma financial and operating reports for the CHC and LCBH divisions. These reports provide timely information to the program and department management teams in order to more effectively manage the programs to meet operational and financial goals.

CFS staff continues to work closely with other County staff, Pacific Source Community Solutions, and the Trillium/Centene Coordinated Care Organization (CCO) in support of Oregon's healthcare transformation initiatives.

### **Anticipated Service & Budget Changes for FY 20-21**

CFS continues to look for innovative technology solutions to improve efficiency and workflows to accomplish revenue cycle performance at the highest level possible. With anticipated service expansion of the CHC into Cottage Grove and the impact of Coordinated Care Organizations (CCO) 2.0, billing has

## **Health and Human Services: Clinical Financial Services**

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become more complex and volumes will increase. CFS has budgeted for the addition of an Accounting Clerk 2 to address the increased billing needs with the addition of a primary care clinic and planned expansion of the Medication Assisted Treatment services. CFS has entered into a contract with a technology consultant to review the system set up and functionality of the NextGen Practice Management system to improve efficiency and increase automation. This will serve to free up existing staff from performing a large number of manual tasks to allow resources to be focused on accounts receivables follow up and denial resolution.

CFS will begin looking into the feasibility of adding Certified Coders to the Revenue Cycle team to increase accuracy of services in alignment with state, federal and payer requirements as well as provide training and auditing support for billing providers.

### **Current & Future Service Challenges**

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

### **Capital Projects – Planned and Known Needs**

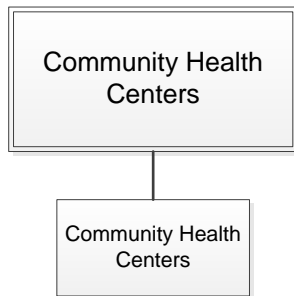
None.

# Health and Human Services: Community Health Centers

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## **Division Purpose Statement**

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



## **Division Locator**

### **Health and Human Services**

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

## Health and Human Services: Community Health Centers

DIVISION FINANCIAL SUMMARY						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCES:</b>						
Federal Revenues	15,439,606	16,473,133	18,022,491	18,166,481	143,990	0.80%
State Revenues	3,512,449	4,502,076	3,792,393	3,301,503	(490,890)	-12.94%
Fees And Charges	7,485,840	7,898,159	8,805,002	12,763,168	3,958,166	44.95%
Interest Earnings	(39,319)	(70,418)	0	0	0	0.00%
Total Revenue	26,398,576	28,802,949	30,619,886	34,231,152	3,611,266	11.79%
<b>TOTAL RESOURCES</b>	<b>26,398,576</b>	<b>28,802,949</b>	<b>30,619,886</b>	<b>34,231,152</b>	<b>3,611,266</b>	<b>11.79%</b>
<b>EXPENDITURES:</b>						
Personnel Services	17,277,189	18,806,253	22,318,455	25,228,889	2,910,434	13.04%
Materials & Services	7,163,513	8,747,388	7,355,328	7,950,422	595,094	8.09%
Capital Expenses	1,000,846	72,971	44,636	0	(44,636)	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>25,441,548</b>	<b>27,626,613</b>	<b>29,718,419</b>	<b>33,179,311</b>	<b>3,460,892</b>	<b>11.65%</b>

EXPENDITURES BY FUND						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Health and Human Services	25,441,548	27,626,613	29,718,419	33,179,311	3,460,892	11.65%
<b>TOTAL</b>	<b>25,441,548</b>	<b>27,626,613</b>	<b>29,718,419</b>	<b>33,179,311</b>	<b>3,460,892</b>	<b>11.65%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Community Health Centers	25,441,548	27,626,613	29,718,419	33,179,311	3,460,892	11.65%
<b>TOTAL EXPENDITURES</b>	<b>25,441,548</b>	<b>27,626,613</b>	<b>29,718,419</b>	<b>33,179,311</b>	<b>3,460,892</b>	<b>11.65%</b>

FTE SUMMARY						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	Chng Fr Curr	% Chng Fr Curr
Total FTE	165.85	178.59	187.58	193.58	6.00	3.20%

### Division Overview

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

The CHC is funded from a mix of sources. The CHC receives no County general funds. 82% of program revenue is derived from insurance related revenue. Grants comprise 10% of program revenue. The remaining 8% of revenue comes from patient payments, 340B prescription program and miscellaneous.

### Goals & Strategic Plan

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

- Proactively focus on service delivery changes to mitigate COVID-19 impacts including the health impacts on patients, the operational and financial impacts on the CHC, and the emotional impacts on our staff. Changes to include:
  - We are continuing to meet dental care needs by moving dental staff from school-based care to provide integrated oral health in the clinics.
  - We have implementing phone and virtual visits with primary care and behavioral health providers.

## **Health and Human Services: Community Health Centers**

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- Our alternative medical providers developed mindfulness videos and other resources specifically for patients and for staff.
- Promote program efficiency and maintain a vibrant workforce. Objectives include:
  - Utilize external consulting assistance to assess employee engagement, as well as to facilitate collaborative processes for staff and supervisors to work collectively to improve patient care within a workplace of highly engaged staff.
  - Engage staff in quality improvement projects to implement “best practice” workflows/job assignments to increase efficiency and improve clinical outcomes.
- Expand access to primary care services in rural communities by opening a new CHC site in Cottage Grove in 2021. Services to include primary care, alternative care, and integrated behavioral health. This site will also include a significant expansion of dental services to include full service dental care.
- Improve timely access to primary care services by improving program efficiency to enable care teams to increase the number of patient appointments per team per day. Objectives include:
  - Expansion of modified scheduling to improve timely access for patients recently discharged from the hospital or with recent emergency department visits.
  - Consolidate primary care teams to two locations to improve care coordination, cross-coverage, and staffing efficiencies.
  - Expand continuity clinic to increase access for new patients and to improve coordination of care for patients discharge from the hospital or emergency department.

### **Major Accomplishments & Achievements in FY 19-20**

- The CHC provided 82,297 services to 32,156 patients in 2019. This is a 10% increase in patients served and a 7% increase in encounters.
- We quickly implemented phone and virtual visits in response to COVID-19.
- Successfully implemented an innovative pilot program to integrate oral health care with primary care services. The program targeted two groups at high risk for compromised oral health – adult patients with diabetes, and children under 12 years of age.
- The CHC continues to improve in the quality of care provided to our patients. Our clinical performance contributed to the Trillium Coordinated Care Organizations (CCO) successfully meeting Oregon CCO clinical metric targets for incentive payments.
- The CHC has had an operating surplus in each of the past six fiscal years.

### **Anticipated Service & Budget Changes for FY 20-21**

COVID-19 has had a profound impact on services and budgets including:

- All preventative dental services were stopped in mid-March. We do not expect that we will be able to provide dental services in schools, HeadStart or Women Infants & Children (WIC) locations through 2020 and perhaps not for the full school year. We will provide limited services at three of our six clinics.
- We closed Springfield Schools Health Center site in mid-march. This site will not open in 2020 and perhaps not open at all during this school year.
- Many CHC staff are working off-site to enable us to meet social distancing requirements. This diminishes our ability to provide the full scope of services and to meet patient demand for services.
- We rapidly moved from in-clinic to phone and virtual visits in March. Approximately 15% of our visits are now telehealth visits.
- We are expecting a reduction in service revenue in excess of \$1MM this fiscal year as a result of COVID impacts. We do not expect that we will not see a corresponding reduction expenses.

## **Health and Human Services: Community Health Centers**

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- We do not have a clear timeline for activities and expenses related to opening a new clinic site in Cottage Grove. We expect that the majority of activities and CHC-expenses related to this site expansion will now occur in FY 21-22.

### **Current & Future Service Challenges**

Managing care in the COVID-19 environment is extremely challenging. Staff scheduling is a major challenge in being able to meet patient care needs. Our ability to staff the clinics is impacted by social distancing restrictions that limit the number of staff who we can have on-site. We also expect that the lack of in-school instruction will result in many staff taking leaves, in many cases with limited advance notice.

We are also concerned about reduced contacts with two of vulnerable populations, children who need preventative visits as well as adults with chronic conditions. We know that many individuals are concerned about coming into a clinic setting – whether they are parents bringing their children in for well child visits or adults with chronic conditions. We are actively doing outreach to children and adults.

We are especially concerned that challenges in achieving wide-spread immunization of the community with flu vaccine will result in the flu season compounding the COVID-19 impact.

A change in the presidential administration of balance and/or shifts of influence in the federal legislative branch may impact Medicaid funding and/or eligibility.

### **Capital Projects – Planned and Known Needs**

The CHC will be opening a new clinic in Cottage Grove, with a scheduled opening in late 2021 or 2022. The community is working to secure necessary funding for the up-front capital costs for renovation and start-up. CHC is not expecting to contribute to the capital costs of opening this site.

CHC also plans modest renovations in the RiverStone site to accommodate growth in customer service and other administrative support functions. The transition to electronic health records has enabled the division to store all remaining paper records in off-site storage. This provides an opportunity to utilize space previously used for paper medical records space for other uses.



# Health and Human Services: Developmental Disabilities

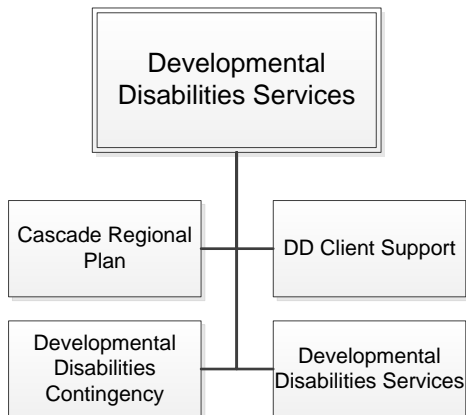
## Division Purpose Statement

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

## Division Locator

### **Health and Human Services**

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



## Health and Human Services: Developmental Disabilities

DIVISION FINANCIAL SUMMARY						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCES:</b>						
State Revenues	8,458,107	8,862,770	11,450,687	11,333,937	(116,750)	-1.02%
Fees And Charges	16	61	0	0	0	0.00%
Total Revenue	8,458,123	8,862,831	11,450,687	11,333,937	(116,750)	-1.02%
<b>TOTAL RESOURCES</b>	<b>8,458,123</b>	<b>8,862,831</b>	<b>11,450,687</b>	<b>11,333,937</b>	<b>(116,750)</b>	<b>-1.02%</b>
<b>EXPENDITURES:</b>						
Personnel Services	5,202,717	6,068,529	7,646,518	8,124,003	477,485	6.24%
Materials & Services	1,258,900	1,544,932	2,023,340	1,819,694	(203,646)	-10.06%
Capital Expenses	23,554	93,351	1,707,309	0	(1,707,309)	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>6,485,171</b>	<b>7,706,812</b>	<b>11,377,167</b>	<b>9,943,697</b>	<b>(1,433,470)</b>	<b>-12.60%</b>

EXPENDITURES BY FUND						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Health and Human Services	6,485,171	7,706,812	11,377,167	9,943,697	(1,433,470)	-12.60%
<b>TOTAL</b>	<b>6,485,171</b>	<b>7,706,812</b>	<b>11,377,167</b>	<b>9,943,697</b>	<b>(1,433,470)</b>	<b>-12.60%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Cascade Regional Plan	145,652	36,088	0	0	0	0.00%
DD Client Support	127,271	208,403	300,736	200,000	(100,736)	-33.50%
Dev Disabilities Contingency	291	0	0	0	0	0.00%
Developmntl Disabilities Svc	6,211,957	7,462,321	11,076,431	9,743,697	(1,332,734)	-12.03%
<b>TOTAL EXPENDITURES</b>	<b>6,485,171</b>	<b>7,706,812</b>	<b>11,377,167</b>	<b>9,943,697</b>	<b>(1,433,470)</b>	<b>-12.60%</b>

FTE SUMMARY						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	Chng Fr Curr	% Chng Fr Curr
<b>Total FTE</b>	<b>67.75</b>	<b>74.50</b>	<b>87.00</b>	<b>87.00</b>	<b>0.00</b>	<b>0.00%</b>

### Division Overview

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

### Division Goals & Strategic Planning

- Collaborate in the design of a new building to improve equity and access for clients through the building layout and co-location on the same campus with Behavioral Health and Youth Services.
- Increase the timeliness and frequency of contacts with individuals to promote the health, safety, and well-being of the individuals served.
- Successfully prepare for and pass a statewide review scheduled for August 2020 by ensuring program and client related documentation is consistent with state requirements and client contacts have occurred per the state mandated timelines.
- Collaborate with other divisions and partners to identify opportunities to improve supports to individuals with complex co-occurring behavioral health and I/DD diagnoses.

## **Health and Human Services: Developmental Disabilities**

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- Create a clear onboarding structure and tools to improve the experience of employees new to the division.

### **Major Accomplishments & Achievements in FY 19-20**

- Served over 2,600 individuals in Lane County with I/DD.
- Accessed increased state funding to hire an additional 12.5 FTE to support the capacity of the division to provide timely and quality services to a vulnerable population.
- Improved the client experience of the Oregon Needs Assessment by working through the division level Trauma Informed Care Committee to evaluate and design improved processes and tools.
- Reviewed and enhanced the DDS emergency response and business continuity plans to ensure the most vulnerable individuals are consistently identified and supported during an emergency.
- Developed a structured quality assurance system to highlight and support the significant work being done to serve individuals with I/DD.

### **Anticipated Service & Budget Changes for FY 20-21**

- Increased expenditures for the maintenance and enhancement of the electronic health record, CaseWorthy, due to the increased demand for services resulting in an increased amount of user fees and document retention needs.
- Increased expenses related to the design and development of a new building.
- In recognition of the increasing demand for services and complexity of the workload the state Office of Developmental Disabilities Services (ODDS) submitted a letter January 17, 2020 to the legislature requesting an increase of \$5 million in general fund and \$6.1 million in federal funds. The request would have increased funding available to DDS. The request was not approved, and additional funding is unlikely given the status of the current state budget.

### **Current & Future Service Challenges**

- DDS has more than doubled since implementation of the K-Plan in 2013. The increased demand for services continues, and there will be continued challenges to recruit, train, and retain a sufficient workforce to accommodate the growth and provide efficient and quality case management.
- DDS is collaborating in the design of a new building. There will be a challenge to design a workspace which accommodates the complex and growing needs of the population served.
- ODDS is implementing a new rate model for providers of services anticipated to occur January 1, 2021. While DDS funding is not affected by this rate change, there will be an increase in workload for DDS staff as a result of the transition to the new system. The following impacts are anticipated:
  - DDS will be required to review and enter new information in the state system which captures assessments and corresponding rates.
  - DDS will be explaining the changes, providing reassurance, and presenting options to the providers and individuals impacted by the rate changes.
  - DDS completes the Oregon Needs Assessments which determine the eligible service needs and corresponding service rates. There is an expected increase in the number of assessments needing completed due to requests for updated assessments and appeals of rates.

### **Capital Projects – Planned and Known Needs**

Planning is underway for a new building to meet the increasing service demands and improve equity and access for clients.

- The site for the new building is where the Armory currently stands on the same campus as Lane County Behavioral Health and Youth Services.
- The building is projected to be about 24,400 square feet and cost \$14.7 million.

## **Health and Human Services: Developmental Disabilities**

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- Funding will be from a joint contribution from the County resources and state funding received by Developmental Disabilities Services.
- The projected completion date for the new building is mid-year 2022.

# Health and Human Services: Human Services

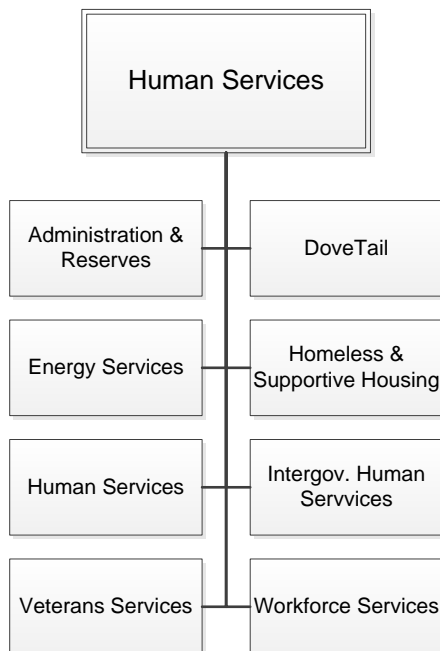
## Division Purpose Statement

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

## Division Locator

### **Health and Human Services**

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



## Health and Human Services: Human Services

DIVISION FINANCIAL SUMMARY						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCES:</b>						
Federal Revenues	7,659,995	7,914,403	9,138,668	10,285,330	1,146,662	12.55%
State Revenues	3,898,980	5,552,934	6,223,301	5,747,971	(475,330)	-7.64%
Local Revenues	1,608,692	1,928,266	2,400,248	2,536,543	136,295	5.68%
Fees And Charges	766,568	667,043	678,919	580,453	(98,466)	-14.50%
Interest Earnings	21,718	21,731	0	0	0	0.00%
Total Revenue	13,955,953	16,084,377	18,441,136	19,150,297	709,161	3.85%
Fund Transfers	2,455,349	1,793,509	2,759,475	3,018,914	259,439	9.40%
<b>TOTAL RESOURCES</b>	<b>16,411,302</b>	<b>17,877,886</b>	<b>21,200,611</b>	<b>22,169,211</b>	<b>968,600</b>	<b>4.57%</b>
<b>EXPENDITURES:</b>						
Personnel Services	3,639,654	3,681,974	4,322,705	4,781,144	458,439	10.61%
Materials & Services	10,824,667	13,525,829	16,401,296	16,805,861	404,565	2.47%
<b>TOTAL EXPENDITURES</b>	<b>14,464,320</b>	<b>17,207,803</b>	<b>20,724,001</b>	<b>21,587,005</b>	<b>863,004</b>	<b>4.16%</b>

EXPENDITURES BY FUND						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Intergov. Human Svcs Fund	14,464,320	17,207,803	20,724,001	21,587,005	863,004	4.16%
<b>TOTAL</b>	<b>14,464,320</b>	<b>17,207,803</b>	<b>20,724,001</b>	<b>21,587,005</b>	<b>863,004</b>	<b>4.16%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Administration & Reserves	445,839	462,343	541,777	618,626	76,849	14.18%
Dovetail	159,975	282,526	358,102	343,092	(15,010)	-4.19%
Energy Services	4,554,543	4,484,349	4,628,133	4,908,417	280,284	6.06%
Homeless & Supportive Hsng	4,028,027	5,920,329	7,416,577	7,508,604	92,027	1.24%
Human Services	768,545	752,846	596,856	664,442	67,586	11.32%
Intergov Human Services	1,352,783	2,101,604	3,547,883	3,754,669	206,786	5.83%
Veterans Services	583,372	640,877	883,328	743,536	(139,792)	-15.83%
Workforce Services	2,571,235	2,562,929	2,751,345	3,045,619	294,274	10.70%
<b>TOTAL EXPENDITURES</b>	<b>14,464,320</b>	<b>17,207,803</b>	<b>20,724,001</b>	<b>21,587,005</b>	<b>863,004</b>	<b>4.16%</b>

FTE SUMMARY						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	Chng Fr Curr	% Chng Fr Curr
<b>Total FTE</b>	<b>41.60</b>	<b>38.90</b>	<b>46.10</b>	<b>49.85</b>	<b>3.75</b>	<b>8.13%</b>

### Division Overview

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

- Human Services Division Administration provides leadership and oversight in planning, policy, grants, programmatic contract management, budget development and oversight, and personnel management and supervision.
- Energy Services provides a variety of low-income energy assistance, energy education and weatherization programs.

## Health and Human Services: Human Services

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- Human Services and Housing provides for an effective county-wide Continuum of Care with the goal of moving low-income and homeless people toward stability and maximum self-sufficiency.
- Veterans Services provides counseling, advice and assists veterans and their survivors or dependent parents in obtaining the benefits provided for them by state and federal laws.
- Workforce Services provides a variety of services promoting and fostering employment opportunities for job seekers and workforce development services to businesses.

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

### **Division Goals & Strategic Planning**

The Division leads the County's efforts to fulfill its 2018-2021 strategic plan priority of a safe, healthy county working on increasing housing options for residents to reduce the incidence of homelessness and increase affordability. Specific strategies including: identifying and implementing programs for supportive housing, short-term and transitional housing, and long-term and permanent solutions to address homelessness. The Division also addresses the County goal for identifying and enhancing programs to address food security and access to healthy food. The Division strategies are aligned with the Poverty and Homelessness Board (PHB) 5-year strategic plan to reduce homelessness and lift county residents out of poverty.

### **Major Accomplishments & Achievements in FY 19-20**

- **Homelessness** – Began implementation of the Technical Assistance Collaborative (TAC) Shelter Feasibility Study and Systems Analysis towards making improvements and developing capacity. Expanded temporary shelter capacity and access center services for homeless persons in partnership with the City of Eugene including: 256 Dawn to Dawn Shelter beds, 18 families in short-term housing and 24 transitional housing beds for youth. Completed resource development for service funding for the 51-unit MLK Commons housing first building in collaboration with Homes for Good.
- **Human Services** – Implemented a Federal Substance Abuse and Mental Health Services Administration (SAMSHA) five year grant in support of the Frequent User Services Engagement (FUSE) community collaborative project targeting integrated behavioral health services and housing for the top 100 users of health care and public safety services. The Dovetail program (Project 250) completed its third year integrating services provided by H&HS Divisions to achieve better outcomes for chronic clients.
- **Workforce** – Implemented the expansion of SNAP Training and Employment Program (STEP) Employment and Housing program for homeless and unstably housed who receive Supplemental Nutrition Assistance Program (SNAP). Completed the implementation of new life skill training curriculum promoting executive functioning skills.
- **Veterans** – Completed the expansion of service capacity with Measure 96 funding from the State of Oregon. Added capacity to provide services in Florence two days a week.

### **Anticipated Service & Budget Changes for FY 20-21**

A one-time grant for Annex Family Housing of \$149,000 for sheltering 18 homeless families during the winter months is not budgeted. Services will be adjusted based on ability to receive additional revenue again from the State of Oregon. Removal of one-time innovation grant for homeless job development of \$100,000. Other service changes will come as a result of the addition of \$1.2 million in additional General

## **Health and Human Services: Human Services**

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Funds in the Proposed Budget for implementation of TAC recommendations for outreach, rapid resolution (diversion) and the operation and services for the 75-bed navigation center/shelter.

### **Current & Future Service Challenges**

In order to implement the TAC recommendations for shelter, permanent supportive housing and service system improvements considerable additional revenue and expenses will need to be budgeted. To reduce the curve of increase of unsheltered major investments and partnerships will need to be made.

### **Capital Projects – Planned and Known Needs**

The addition of a 75-bed navigation center for homeless singles will require acquisition of property and construction resources.



# Health and Human Services: LaneCare

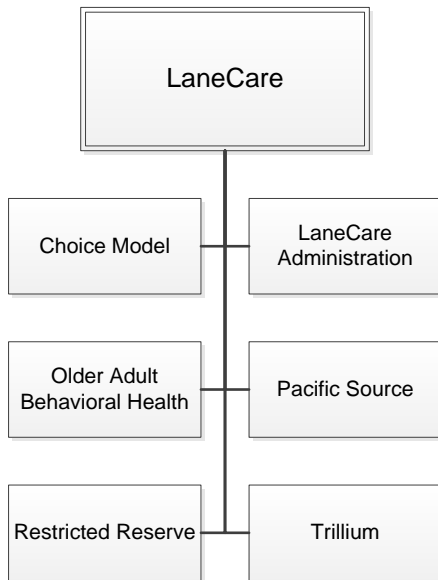
## Division Purpose Statement

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

## Division Locator

### **Health and Human Services**

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



## Health and Human Services: LaneCare

DIVISION FINANCIAL SUMMARY						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCES:</b>						
State Revenues	6,712,666	7,791,653	8,268,737	4,452,498	(3,816,239)	-46.15%
Fees And Charges	31,897	34,913	0	0	0	0.00%
Interest Earnings	225,779	374,095	7,000	7,000	0	0.00%
Total Revenue	6,970,342	8,200,661	8,275,737	4,459,498	(3,816,239)	-46.11%
Fund Transfers	0	704,171	0	0	0	0.00%
<b>TOTAL RESOURCES</b>	<b>6,970,342</b>	<b>8,904,832</b>	<b>8,275,737</b>	<b>4,459,498</b>	<b>(3,816,239)</b>	<b>-46.11%</b>
<b>EXPENDITURES:</b>						
Personnel Services	2,538,108	3,298,891	4,461,526	4,292,766	(168,760)	-3.78%
Materials & Services	1,246,932	2,160,067	6,863,076	5,564,739	(1,298,337)	-18.92%
<b>TOTAL EXPENDITURES</b>	<b>3,785,041</b>	<b>5,458,957</b>	<b>11,324,602</b>	<b>9,857,505</b>	<b>(1,467,097)</b>	<b>-12.95%</b>

EXPENDITURES BY FUND						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
LaneCare	3,785,041	5,458,957	11,324,602	9,857,505	(1,467,097)	-12.95%
<b>TOTAL</b>	<b>3,785,041</b>	<b>5,458,957</b>	<b>11,324,602</b>	<b>9,857,505</b>	<b>(1,467,097)</b>	<b>-12.95%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Choice Model	0	822,234	1,729,748	1,699,736	(30,012)	-1.74%
Lanecare Administration	3,368,484	4,102,345	3,579,157	1,563,102	(2,016,055)	-56.33%
Older Disabled Adult Svcs	0	0	517,563	458,323	(59,240)	-11.45%
Pacificsource	0	0	588,192	985,244	397,052	67.50%
Restricted Reserve	416,557	534,378	3,279,059	2,826,656	(452,403)	-13.80%
Trillium	0	0	1,630,883	2,324,444	693,561	42.53%
<b>TOTAL EXPENDITURES</b>	<b>3,785,041</b>	<b>5,458,957</b>	<b>11,324,602</b>	<b>9,857,505</b>	<b>(1,467,097)</b>	<b>-12.95%</b>

FTE SUMMARY						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	Chng Fr Curr	% Chng Fr Curr
<b>Total FTE</b>	<b>30.10</b>	<b>37.10</b>	<b>40.10</b>	<b>37.10</b>	<b>(3.00)</b>	<b>-7.48%</b>

### Division Overview

LaneCare (formerly Trillium Behavioral Health) was redesigned to encompass the complexity of the changes in how the Coordinated Care Organizations (CCO) would be reallocated throughout Oregon and refocus of services (Behavioral Health, Social Determinants of Health) and supports contracted through the CCO starting in 2020. With a focus on collaboration between CCO's and the County, LaneCare serves as a neutral convener and an advocating body for the behavioral health needs of the community. LaneCare is comprised of embedded teams within each CCO as well as housing the Choice program and Older Adult Behavioral Health Initiative. All LaneCare teams serve the most vulnerable within our community through intensive care coordination, education, training and system advocacy.

### Division Goals & Strategic Planning

LaneCare's scope is being redefined to better serve the community through work with the CCO's, the County and community "safety net" systems (crisis services, peer support agencies, behavioral health organizations). As this work remains fluid at the start of 2020 and with the start of re-contracting with Trillium Community Health Plan's (TCHP), LaneCare remains dedicated to serve the most vulnerable in our population through system care coordination, advocacy and strategic facilitation with community partners and stakeholders for system-wide collaboration to promote a safe and healthy County.

## **Health and Human Services: LaneCare**

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### **Major Accomplishments & Achievements in FY 19-20**

LaneCare's staff grew between FY 17-18 and FY 18-19 as FTE increased 22.65% (from 30.90 to 37.90) in order to meet the demands of the health plan. However, the major focus has been with the Oregon Health Authority's determination that 2020 would see two CCO's established in Lane County. LaneCare has been focused on creating relationships with both CCO's and has started to transform the Division. This consisted of creating two separate and embedded teams that would work with and be physically located within the CCO's as well as redesigning the internal LaneCare structure to maintain CCO confidentiality and specificity. LaneCare's Admin, Choice and Older Adult Behavioral Health Initiative (OABHI) staff moved out of the previous office space to temporary County spaces within the Heeran Center, which LaneCare took over from Lane County Behavioral Health (LCBH), is under renovation. LaneCare went from having one space to now three spaces to house the work of this robust and complex division.

### **Anticipated Service & Budget Changes for FY 20-21**

A loss in revenue due to TCHP's decrease in population once PacificSource entered the arena in January 2020 is due to the current contract being based on a per member, per month (PMPM) rate. LaneCare had hoped to start renegotiations with TCHP with an estimated a signed contract by the end of April, beginning of May 2020. However with the pandemic all non-essential work was halted. Renegotiations have started this month and a signed contract is estimated by the end of September, beginning of November.

LaneCare is using fund balance to cover expenses. This also affects LaneCare Administration which has \$0 revenue and is using \$2,195,902 fund balance to pay administration costs.

### **Current & Future Service Challenges**

The revenue streams for LaneCare have been in flux since the start of CCO 2.0. Currently, LaneCare has enough in reserves to cover the operational costs for 2020-2021 which gives enough time to do some careful planning as to how LaneCare can better serve the greater community and within the structure of Health and Human Services.

### **Capital Projects – Planned and Known Needs**

Aside from the completion of the Heeran Center renovation, LaneCare has no planned capital projects.

# Health and Human Services: Public Health

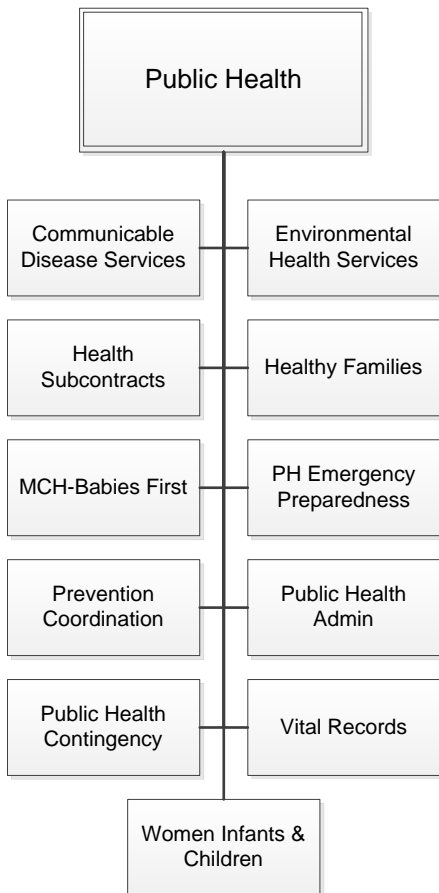
## Division Purpose Statement

*To promote and protect the health and well-being of individuals, families, and our community.*

## Division Locator

### **Health and Human Services**

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



## Health and Human Services: Public Health

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Licenses & Permits	928,026	970,905	1,222,798	1,254,561	31,763	2.60%
Fines, Forfeitures, Penalties	4,949	3,342	5,000	10,000	5,000	100.00%
Federal Revenues	1,420,388	2,240,524	1,724,931	1,931,552	206,621	11.98%
State Revenues	7,747,416	9,569,320	8,458,728	8,435,885	(22,843)	-0.27%
Local Revenues	123,376	0	0	0	0	0.00%
Fees And Charges	1,736,613	1,700,019	1,788,018	1,809,929	21,911	1.23%
<b>Total Revenue</b>	<b>11,960,768</b>	<b>14,484,109</b>	<b>13,199,475</b>	<b>13,441,927</b>	<b>242,452</b>	<b>1.84%</b>
Fund Transfers	2,609,865	2,769,682	3,279,427	3,292,392	12,965	0.40%
<b>TOTAL RESOURCES</b>	<b>14,570,632</b>	<b>17,253,791</b>	<b>16,478,902</b>	<b>16,734,319</b>	<b>255,417</b>	<b>1.55%</b>
<b>EXPENDITURES:</b>						
Personnel Services	7,526,924	8,233,328	9,732,427	10,145,190	412,763	4.24%
Materials & Services	5,552,619	6,294,329	9,114,394	7,446,746	(1,667,648)	-18.30%
Capital Expenses	5,717	20,468	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>13,085,260</b>	<b>14,548,125</b>	<b>18,846,821</b>	<b>17,591,936</b>	<b>(1,254,885)</b>	<b>-6.66%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Health and Human Services	13,085,260	14,548,125	18,846,821	17,591,936	(1,254,885)	-6.66%
<b>TOTAL</b>	<b>13,085,260</b>	<b>14,548,125</b>	<b>18,846,821</b>	<b>17,591,936</b>	<b>(1,254,885)</b>	<b>-6.66%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Communicable Disease Svc	1,514,492	1,999,221	2,920,388	3,032,296	111,908	3.83%
Environmental Health Svc	2,321,323	2,357,613	2,577,176	2,587,960	10,784	0.42%
Health Subcontracts	431,939	775,043	266,892	240,814	(26,078)	-9.77%
Healthy Families	1,057,249	1,216,106	1,184,741	1,164,561	(20,180)	-1.70%
MCH-babies First	2,295,398	2,943,125	3,894,248	3,669,246	(225,002)	-5.78%
PH Emergency Preparedness	148,393	163,835	438,627	191,355	(247,272)	-56.37%
Prevention Coordination	2,379,471	2,356,491	4,385,946	3,579,138	(806,808)	-18.40%
Public Health Admin	805,613	652,543	668,876	589,193	(79,683)	-11.91%
Public Health Contingency	1,503	19,949	12,222	0	(12,222)	-100.00%
Vital Records	176,923	181,318	289,691	291,652	1,961	0.68%
Women Infants & Children	1,952,956	1,882,880	2,208,014	2,245,721	37,707	1.71%
<b>TOTAL EXPENDITURES</b>	<b>13,085,260</b>	<b>14,548,125</b>	<b>18,846,821</b>	<b>17,591,936</b>	<b>(1,254,885)</b>	<b>-6.66%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>82.95</b>	<b>86.85</b>	<b>90.35</b>	<b>90.35</b>	<b>0.00</b>	<b>0.00%</b>

# Health and Human Services: Public Health

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## **Division Overview**

Public Health protects and improves the health and well-being of Lane County through services in Communicable Disease and Immunizations, Environmental Health, Maternal Child Health, Prevention, Women Infants & Children (WIC), Emergency Preparedness, and Vital Records.

## **Division Goals & Strategic Planning**

Public Health's Strategic Plan (2017-2020) has four goals:

1. Public Health earns accreditation by the Public Health Accreditation Board
2. Public Health is a continuous learning organization that uses data effectively to plan and evaluate program service delivery
3. The Public Health workforce continues to develop the skills and experience needed to carry out this mission
4. Public Health communications are responsive to staff and community needs

Public Health's Strategic Plan was conceived to support the strategic plans of HHS and the County. The County priority with which Goals 1, 2, and 4 align is that of a *Safe, Healthy County*. Achieving national accreditation (July 2019), becoming a continuous learning organization and improving communications contribute to enhancing the effectiveness and efficiency of Public Health services which, in turn, contribute to a safer and healthier county. The third goal supports the County priority of Our People & Partnerships. Public Health has adopted a Workforce Development plan to enhance the training, skills, and performance of public health staff and provide a supportive work environment.

Public Health is developing a new strategic plan that will incorporate the strategic lenses adopted by the County in the most recent revision of the County's strategic plan. Regarding Financial Stewardship, Public Health has undertaken an internal initiative to educate staff about the budgeting process and to make fiscal management of programs more transparent. Regarding Equity, Public Health is expanding outreach to rural areas of Lane County, participating in the Government Alliance on Race and Equity (GARE), and using the Bay Area Regional Health Inequities Initiative (BARHII) framework to assess the health department's performance and identify opportunities to address health inequities in Lane County. Finally, regarding Collective Impact, Public Health continues to be a core member of the Live Healthy Lane Coalition which is currently developing the next county-wide Community Health Improvement Plan (CHIP). Collective Impact has been the guiding principle behind the CHIP and animates all planning and implementation activities, with the goal of further expanding cross-sector partnerships in the next iteration.

## **Major Accomplishments & Achievements in FY 19-20**

- In July, Lane County Public Health (LCPH) was awarded accreditation by the national Public Health Accreditation Board. Initial accreditation assesses a health department's capacity to carry out the ten Essential Public Health Services; manage an effective health department; and, maintain strong and effective communications with its governing entity. LCPH will seek reaccreditation in 2024.
- Public Health has expanded its epidemiological capacity from one to three full-time positions: a community health epidemiologist that supports the Community Health Improvement Plan, an infectious disease epidemiologist responsible for infectious disease surveillance and supporting the Communicable Disease section, including the current COVID-19 response, and an addictions and substance abuse epidemiologist tasked with expanding understanding of the prevalence, correlates and outcomes of drug and alcohol use among youth and other populations at risk. Combined these positions provide a strong core of public health science skills and expertise the County is using to further understanding of the incidence and distribution of disease, injury, and health inequities in Lane County.

## **Health and Human Services: Public Health**

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- Communicable Disease has expanded community-based services to include two full-time Disease Intervention Specialists (DIS) who work to prevent the spread of infectious disease by identifying and notifying those who may have been exposed to disease and ensuring that those who are infected receive appropriate treatment and other health and social services. Our DIS are skilled in overcoming barriers to care associated with stigma, discrimination, poverty, and homelessness.
- Prevention staff worked with Intergovernmental Relations to develop a bill to make Naloxone available in pharmacies in Oregon. Senate Bill 910 was signed by Governor Brown in June.
- Environmental Health staff and LRAPA won a \$4.9m EPA grant to improve Oakridge air quality over the next five years.

### **Anticipated Service & Budget Changes for FY 20-21**

- It is difficult at this point to anticipate the full impact of COVID-19 on services and budgets; however, response has already required suspension of non-essential activities and reassignment of staff. Even in a best case scenario, regular services will not be resumed fully for several months. In the meantime, whatever effort is needed will be directed toward mitigating the effects of COVID-19 on populations at greatest risk and responding to provider and community requests for support.
- Oregon Family Connects is a universally-offered, nurse home visiting program that will be launching statewide in FY 20-21. Lane County will be among the first to offer the program and planning is underway in collaboration with the Early Learning Alliance. The program will require an additional supervisor and eventually at least four full-time nurses.

### **Current & Future Service Challenges**

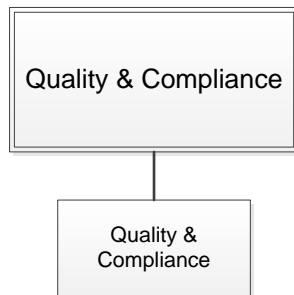
- Public Health delivers primary prevention programs in schools and other settings which have been funded by Trillium for the past six years and now also are funded by PacificSource through a per-member-per-month agreement. When it entered the Coordinated Care Organizations (CCO) market here locally, PacificSource agreed to the arrangement through June 2021, at which point funding decisions move to the Lane Community Health Council. Having two CCOs has certainly increased the administrative burden but other impacts on programs and staffing are as yet unknown.
- Climate change may be the most urgent public health issue of this time and many among us recognize the need for action. However, because there is no dedicated funding or staff, there is little Public Health can do to plan or engage communities in building resilience and preparing for change.
- Health Equity is among Public Health's foundational capabilities and, with state modernization funding, Public Health (PH) has dedicated 0.5 FTE to advancing health equity through outreach to rural areas of the County. Current funding is not adequate, however, considering the many rural communities in Lane County, and future funding is uncertain. PH continues to seek external funding to advance these efforts.
- Lane County continues to have high rates of alcohol and other drug use and abuse, and, likely by extension, high rates of injury and other morbidity. With funding from proceeds of marijuana taxes, Public Health hired an epidemiologist and Community Health Analyst to lead efforts aimed at prevention of adverse outcomes and community education and engagement. The state legislature reallocated marijuana tax funding for other priorities and continued funding for local governments is uncertain.

### **Capital Projects – Planned and Known Needs**

Public Health does not have any capital project needs.

## **Division Purpose Statement**

*Provides support and oversight to the Department of H&HS in a number of key areas including data/analytics, electronic health record support, quality assurance/quality improvement and compliance/risk management. This work serves to ensure alignment with rules and regulations, identify new efficiencies, enable measurement of effectiveness and allow for data driven decision making.*



## **Division Locator**

### **Health and Human Services**

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



## Health and Human Services: Quality & Compliance

DIVISION FINANCIAL SUMMARY						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCES:</b>						
Federal Revenues	0	41,399	0	0	0	0.00%
Fees And Charges	0	2,056,998	2,341,614	2,400,321	58,707	2.51%
Total Revenue	0	2,098,397	2,341,614	2,400,321	58,707	2.51%
<b>TOTAL RESOURCES</b>	<b>0</b>	<b>2,098,397</b>	<b>2,341,614</b>	<b>2,400,321</b>	<b>58,707</b>	<b>2.51%</b>
<b>EXPENDITURES:</b>						
Personnel Services	0	1,305,367	1,662,048	1,732,502	70,454	4.24%
Materials & Services	0	374,524	1,036,081	667,819	(368,262)	-35.54%
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>1,679,891</b>	<b>2,698,129</b>	<b>2,400,321</b>	<b>(297,808)</b>	<b>-11.04%</b>

EXPENDITURES BY FUND						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Health and Human Services	0	1,679,891	2,698,129	2,400,321	(297,808)	-11.04%
<b>TOTAL</b>	<b>0</b>	<b>1,679,891</b>	<b>2,698,129</b>	<b>2,400,321</b>	<b>(297,808)</b>	<b>-11.04%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Quality & Compliance	0	1,679,891	2,698,129	2,400,321	(297,808)	-11.04%
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>1,679,891</b>	<b>2,698,129</b>	<b>2,400,321</b>	<b>(297,808)</b>	<b>-11.04%</b>

FTE SUMMARY						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	Chng Fr Curr	% Chng Fr Curr
Total FTE	0.00	14.00	14.00	14.00	0.00	0.00%

### Division Overview

The Quality & Compliance (Q&C) Division provides support to the Department of H&HS in the following areas:

- **Compliance:** Provides oversight in area of compliance with Federal, State, and local laws, regulations, codes and/or standards across H&HS divisions; identifies potential areas of risk or non-compliance, investigates, makes recommendations to Division Manager or Director for corrective action in terms of policy or practice changes. Develops annual department compliance plan, and chairs internal Compliance Committee to steer priorities and compliance work plan.
- **Health Insurance Portability and Accountability Act of 1996 (HIPAA):** Q&C Manager serves as HIPAA Privacy Officer, monitoring compliance with HIPAA privacy laws and rules; develops proposed policies and practices to meet HIPAA requirements; provides technical assistance to other divisions regarding HIPAA privacy rules; chairs internal H&HS HIPAA Committee; reviews potential violations and investigates as necessary to determine appropriate response; convenes and recommends action to County HIPAA team.
- **Data & Analytics:** Leads the work of H&HS in the areas of data, analytics and business intelligence efforts including report building, Tableau visualizations, H&HS Data Warehouse and other similar efforts. Ensures data is available to meet regulatory and funding requirements and drives data usage in business decision making.
- **EMR Application Support:** Supports all elements of Electronic Medical Record (EMR) applications, including NextGen and other similar software systems as identified. Supervises daily support, end-user training, development, upgrades, and related activities.
- **Quality Improvement (QI):** Leads H&HS QI efforts including composition and performance of an annual H&HS QI work plan. Coordinates with divisions to develop and implement strong QI efforts;

## Health and Human Services: Quality & Compliance

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provides technical assistance and promotes collaboration. Champions for QI efforts across H&HS, promotes strategic development in this area.

- **Risk Management:** Monitors risk management issues for H&HS; works closely with internal contract staff and divisions to identify and address potential risks. Conducts division risk assessments and leads division risk management teams. As necessary, works with County Counsel and County Risk Management to address issues related to H&HS. Researches and communicates the impact of potential legal or regulatory changes on the department; recommends changes in policy or practice as necessary.
- **Performance Management:** Supports H&HS performance management efforts, including working with division managers to identify appropriate key performance indicators (KPI's) and design systems for collecting, monitoring, and reporting results.

### **Division Goals & Strategic Planning**

1. Create and sustain a collaborative culture of quality across H&HS
  - Implement interventions to advance the state of H&HS quality culture as identified in the National Association of County and City Health Officials (NACCHO) survey.
  - Coordinate QI and Risk Management projects in order to mitigate risk areas and promote efficiencies.
  - Advance utilization of data visualizations associated with QI projects.
  - Lead Department-wide QI activities and provide support to division level projects.
2. Maintain regulatory compliance with applicable federal, state, and local regulations
  - Conduct quarterly HIPAA security audits.
  - Complete risk assessments for divisions and monitor and support mitigation activities.
  - Coordinate H&HS legal issues.
  - Prepare and implement required trainings and policies and procedures.
  - Monitor metrics and associated activities related to areas of compliance.
3. Ensure necessary infrastructure to optimize data-driven decision and technology usage
  - Utilize data governance model to ensure accessibility of data and bridge gap between data and business decisions.
  - Continue empowerment of end users related to ability and comfort of acquiring and using data to create improvements and efficiencies.
  - Enhance and support advancement of technology usage including implementation of patient kiosks, patient portal and telehealth functionality.

### **Major Accomplishments & Achievements in FY 19-20**

- Coordinated with the Human Services Division (HSD) on the development of data and associated dashboards related to the Lane County strategic priority of addressing homelessness.
- Continued expansion of division risk assessment process in order to identify and mitigate against exposures.
- Completed NACCHO QI survey across Department identifying current QI phase and establishing strategies for advancement of QI culture.
- Establishment of the Data Hero's initiative aimed at empowering staff to use data to drive performance and service delivery.
- Collaborated with the Administration/Fiscal division on the development of financial health key performance indicators and dashboards.
- Refined effectiveness metric definitions related to areas of compliance, identified data sources and launched collection of data to establish baseline performance measures.

## **Health and Human Services: Quality & Compliance**

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- Revamped end-user electronic health record training allowing for improved system usage and staff satisfaction.

### **Anticipated Service & Budget Changes for FY 20-21**

None.

### **Current & Future Service Challenges**

None.

### **Capital Projects – Planned and Known Needs**

Q&C is partnering with the Lane County Developmental Disabilities Services Division on constructing a new building for the provision of services located on the Martin Luther King, Jr. (MLK) campus. As a support division to the Department of Health of Human Services, the proximity of Q&C to other divisions is of extreme importance. Q&C is currently leasing non-County space and it will create efficiencies for both Q&C and H&HS as a whole to be located with and near other divisions on the MLK campus.

# Health and Human Services: Youth Services

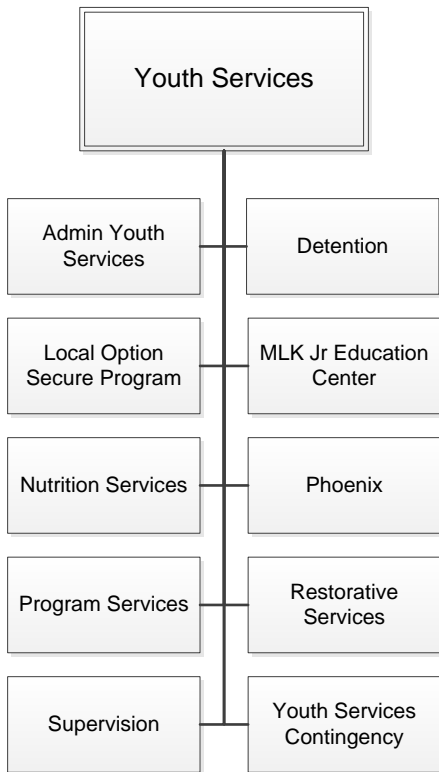
## Division Purpose Statement

*To protect the public by reducing delinquency and improving juveniles' ability to live productively in our community, using a restorative justice approach that balances community protection, restitution to victims and individual accountability.*

## Division Locator

### **Health and Human Services**

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



## Health and Human Services: Youth Services

DIVISION FINANCIAL SUMMARY						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCES:</b>						
Taxes & Assessments	2,531,521	2,649,702	1,725,573	1,783,375	57,802	3.35%
Licenses & Permits	21,640	21,950	22,000	22,000	0	0.00%
Fines, Forfeitures, Penalties	115,000	115,000	321,657	321,657	0	0.00%
Property And Rentals	260,540	263,782	216,497	216,497	0	0.00%
Federal Revenues	415,264	276,317	253,355	253,355	0	0.00%
State Revenues	1,912,031	1,738,877	1,975,283	1,980,500	5,217	0.26%
Local Revenues	169,387	207,089	213,782	226,831	13,049	6.10%
Fees And Charges	416,334	296,779	235,576	377,274	141,698	60.15%
Interest Earnings	56,507	112,606	50,980	0	(50,980)	-100.00%
<b>Total Revenue</b>	<b>5,898,226</b>	<b>5,682,104</b>	<b>5,014,703</b>	<b>5,181,489</b>	<b>166,786</b>	<b>3.33%</b>
Fund Transfers	7,619,130	6,492,772	7,513,516	7,632,969	119,453	1.59%
<b>TOTAL RESOURCES</b>	<b>13,517,356</b>	<b>12,174,876</b>	<b>12,528,219</b>	<b>12,814,458</b>	<b>286,239</b>	<b>2.28%</b>
<b>EXPENDITURES:</b>						
Personnel Services	7,597,505	7,727,277	8,803,393	8,813,982	10,589	0.12%
Materials & Services	3,181,033	3,109,702	4,332,466	4,532,813	200,347	4.62%
Capital Expenses	0	79,545	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>10,778,538</b>	<b>10,916,523</b>	<b>13,135,859</b>	<b>13,346,795</b>	<b>210,936</b>	<b>1.61%</b>

EXPENDITURES BY FUND						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Health and Human Services	9,263,184	8,944,489	10,859,499	11,105,735	246,236	2.27%
Local Option Tax Levy	1,515,353	1,972,034	2,276,360	2,241,060	(35,300)	-1.55%
<b>TOTAL</b>	<b>10,778,538</b>	<b>10,916,523</b>	<b>13,135,859</b>	<b>13,346,795</b>	<b>210,936</b>	<b>1.61%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Admin Youth Services	909,995	841,121	962,526	975,428	12,902	1.34%
Detention	1,978,542	1,514,096	1,626,387	1,561,469	(64,918)	-3.99%
Local Option Secure Program	1,515,353	1,972,034	2,276,360	2,241,060	(35,300)	-1.55%
MLK Jr Education Center	727,241	819,479	1,124,362	1,161,490	37,128	3.30%
Nutrition Services	613,085	705,002	634,433	655,729	21,296	3.36%
Phoenix	1,397,940	1,322,531	1,482,316	1,474,000	(8,316)	-0.56%
Program Services	1,180,053	729,027	1,027,884	1,073,742	45,858	4.46%
Restorative Services	559,218	881,092	1,305,711	1,451,456	145,745	11.16%
Supervision	1,897,111	2,132,142	2,505,671	2,538,505	32,834	1.31%
Youth Services Contingency	0	0	190,209	213,916	23,707	12.46%
<b>TOTAL EXPENDITURES</b>	<b>10,778,538</b>	<b>10,916,523</b>	<b>13,135,859</b>	<b>13,346,795</b>	<b>210,936</b>	<b>1.61%</b>

FTE SUMMARY						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	Chng Fr Curr	% Chng Fr Curr
<b>Total FTE</b>	<b>78.80</b>	<b>75.80</b>	<b>77.30</b>	<b>77.30</b>	<b>0.00</b>	<b>0.00%</b>

# Health and Human Services: Youth Services

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## **Division Overview**

Lane County Youth Services' mission is to reduce juvenile crime through coordinated prevention and intervention programs that hold justice-involved youth appropriately accountable; provide restorative, rehabilitative, and treatment services for youth and their families using evidence based best practices and data driven decision making; promote healthy family interactions; prevent, reduce, and resolve family conflict; protect victims' rights during all phases of Court proceedings; and safeguard our communities.

Youth Services operates 24/7, has approximately 75 staff, 8 program service units and is housed in three different buildings on the Serbu campus:

- *Administration Services:* Management, data, grants administration, and accounting.
- *Detention Services:* Sixteen-bed detention facility lodging youth ages 12-17, including youth being held on adult criminal charges.
- *Education & Vocation Services (Martin Luther King, Jr. (MLK) Education Center):* Education for youth in Detention and Phoenix Treatment; alternative school for high-risk, adjudicated, community youth; and community service and restitution crews for youth.
- *Nutrition Services:* Provides approximately 50,000 meals and snacks per year to youth housed in Detention, Phoenix, and youth in school and on vocational crews at and through the MLK Ed Center.
- *Program Services:* Health services (medical, dental, and mental health) for youth; victim advocate services; provides administrative support for division-wide work.
- *Restorative Services:* Youth restorative and diversion opportunities including victim offender dialogues, Impacts of Crime class, and Minor in Possession class; conflict resolution for families with a domestic relations court case; and strengths-based parent interventions.
- *Supervision Services:* Services for youth on probation including a juvenile drug court and staff assigned to youth with problematic sexual behaviors.
- *Treatment Services (Phoenix):* Sixteen-bed behavioral treatment program for male and female youth involved in the juvenile justice system.

## **Division Goals & Strategic Planning**

- Incentivizing youth for goal achievement and positive behavior to reduce criminogenic needs.
- Commitment to limited and constructive use of rules and sanctions and minimized use of confinement.
- Strategic action to address racial and ethnic disparities and promote equity in the juvenile justice system.
- Resources necessary to take appropriate steps to keep youth from collateral consequences of system involvement.

## **Major Accomplishments & Achievements in FY 19-20**

- In 2019 Youth Services increased diversion services by implementing the Impacts of Crime class for youth who receive a first time property or behavioral misdemeanor referral (based on an evidence based curriculum by The Change Companies) and implemented a separate portion of the class for parents/guardians to attend which is facilitated by our Bilingual Mental Health Specialists.
- One of the 2019 Youth Services' thematic goals was focused on offering trauma informed services for detained youth. Efforts to meet this goal included: reducing the amount of time youth spend locked in their rooms; ensuring staff are trained in collaborative problem solving, increasing opportunities for youth to visit with loved ones, and responding to youth in developmentally appropriate ways. The B side of the pod was opened July 2019 as a space for youth to take a break from each other; allows for

## **Health and Human Services: Youth Services**

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more private spaces to complete assessments, and meet with therapists, Parole Officer/Juvenile Counselors (PO/JC's), Investigators, and other professionals.

- Expanded least restrictive alternatives to confinement and increasing trauma informed services by providing available beds in our non-secure residential building for youth brought to detention on 1) non-detainable charges, or 2) detainable charges with a risk score that indicates release when there are no community release resources. 75 youth accessed this service since December 2018.
- Mandatory Domestic Relations Mediation: In line with Lane County Circuit Court's February 2020 Supplemental Local Rules, Restorative Services implemented mandatory mediation for parents of minor children who are separating or divorcing. Since implementing these service changes, the number of scheduled mediation appointments has more than doubled. In 2019, 54 mediation appointments occurred in January and February. In 2020, this number increased to 83 appointments taking place in January and February.
- In our continued efforts toward quality improvement and the strengthening our services, Youth Services brought on Kevin Altucker, a University of Oregon professor and researcher, to examine current trends related to racial equity outcomes in our current practices. This research will enable us to identify existing racial and ethnic disparities in order to examine how to best reduce such disparities in our system. This project is scheduled to be completed September 2020.

### **Anticipated Service & Budget Changes for FY 20-21**

- The increased mediation appointments (in addition to both mediators exercising parental leave in FY 19-20) resulted in the onboarding of a 1040 Family Mediator. Youth Services will continue to monitor the number of mediation appointments and the mediation revenue to balance budget and staffing sustainability for the domestic relations services.

### **Current & Future Service Challenges**

- Proposed Senate Bill 1573, if passed, will require juvenile departments to automatically expunge any youth's juvenile record that has, or will have, contact with our division, without a petition being filed, when the youth becomes 18. This will add six hours, per juvenile referral, to the workload that processes expungements, with the initial impact reaching back to all who have met these criteria and did not self-expunge after turning 18 years of age. The current standard self-expungements processed through this office is 150 – 200 per calendar year. The amount would increase to approximately 600 under this proposed process. This would require an increase of 1.75 FTE.
- Implementing evidence based services across the division while engaging stakeholders and upholding community partnerships.
- Identifying existing racial and ethnic disparities in order to examine how to best reduce such disparities in our system.
- Developing and Implementing Assessment Center and Probation Violation Center at Phoenix to reduce criminogenic needs while reducing use of confinement, include all stakeholders; Court, District Attorneys, law enforcement.

### **Capital Projects – Planned and Known Needs**

- The Detention unit control panels require replacement as the current technology has become obsolete with repair parts difficult to locate. These panels allow intercom access and ability to allow door control and other accessibility items tied to the system. Replacement options are being analyzed. Cost is unknown at this time.
- As indicated in the FY 18-19 and FY 19-20 budget process, the Youth Services detention pod is still in need of new paint throughout the pod. The paint is chipping and peeling and creates a safety risk for youth. This project has been delayed due to planning for the pod shelter.

## Health and Human Services

DEPARTMENT RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Current Year Property Tax	2,489,871	2,593,307	1,690,000	1,753,375	63,375	3.75%
Prior Years Property Taxes	40,470	55,643	34,821	30,000	(4,821)	-13.85%
In Lieu Of Taxes	1,180	752	752	0	(752)	-100.00%
<b>TAXES &amp; ASSESSMENTS</b>	<b>2,531,521</b>	<b>2,649,702</b>	<b>1,725,573</b>	<b>1,783,375</b>	<b>57,802</b>	<b>3.35%</b>
Marriage	21,640	21,950	22,000	22,000	0	0.00%
Temporary Restaurant Licenses	42,545	54,362	77,713	101,206	23,493	30.23%
Mobile Unit Licenses	60,708	75,670	81,307	82,815	1,508	1.85%
Swimming Pool Licenses	94,926	92,814	121,616	122,291	675	0.56%
Restaurant Licenses	656,078	673,948	858,274	865,062	6,788	0.79%
Recreation Park Licenses	24,902	23,390	30,188	30,400	212	0.70%
Motel/Hotel Licenses	39,192	36,046	39,700	37,687	(2,013)	-5.07%
Tobacco Retailer License Fee	9,675	14,675	14,000	15,100	1,100	7.86%
<b>LICENSES &amp; PERMITS</b>	<b>949,666</b>	<b>992,855</b>	<b>1,244,798</b>	<b>1,276,561</b>	<b>31,763</b>	<b>2.55%</b>
Criminal Fine & Assessment	115,000	115,000	321,657	321,657	0	0.00%
Late Filing Penalties	4,949	3,342	5,000	10,000	5,000	100.00%
<b>FINES, FORFEITURES, PENALTIES</b>	<b>119,949</b>	<b>118,342</b>	<b>326,657</b>	<b>331,657</b>	<b>5,000</b>	<b>1.53%</b>
Sale Of Capital Assets	2,300	700	0	0	0	0.00%
Miscellaneous Sales	0	4,978	0	0	0	0.00%
Catering	76,095	62,302	68,285	68,285	0	0.00%
Parking	227,123	253,363	216,708	209,000	(7,708)	-3.56%
Rent - Other Properties	68,797	85,321	67,912	67,912	0	0.00%
<b>PROPERTY AND RENTALS</b>	<b>374,315</b>	<b>406,663</b>	<b>352,905</b>	<b>345,197</b>	<b>(7,708)</b>	<b>-2.18%</b>
Department Of Energy	574,878	771,939	735,303	747,929	12,626	1.72%
FEMA	3,472	3,169	3,693	0	(3,693)	-100.00%
Health & Human Services	6,372,630	6,163,040	6,744,594	7,008,818	264,224	3.92%
DMAP Open Card	1,537,070	1,743,027	1,226,135	1,310,928	84,793	6.92%
Medicaid Wrap	18,090,878	24,740,243	23,365,414	24,402,507	1,037,093	4.44%
Title XIX Babies First	413,575	157,265	1,562,240	1,802,843	240,603	15.40%
FPEP Expansion Project	7,955	12,604	8,914	32,914	24,000	269.24%
Title IV-E	105,250	62,997	60,000	60,000	0	0.00%
Justice Department	66,443	15,875	0	0	0	0.00%
SAMHSA	90,288	323,452	512,394	410,899	(101,495)	-19.81%
Housing & Comm Development	2,080,278	2,240,776	2,865,794	3,346,371	480,577	16.77%
Department Of Justice	55,265	74,515	0	0	0	0.00%
Miscellaneous Federal	1,600,254	1,285,085	1,310,016	1,690,016	380,000	29.01%
Federal Title II Reimbursements	149,233	113,971	106,600	106,600	0	0.00%
<b>FEDERAL REVENUES</b>	<b>31,147,469</b>	<b>37,707,958</b>	<b>38,501,097</b>	<b>40,919,825</b>	<b>2,418,728</b>	<b>6.28%</b>
Bio-Terrorism	154,474	163,911	371,358	159,088	(212,270)	-57.16%
Title V Flexible Funds	96,277	96,247	138,155	138,155	0	0.00%
Juvenile Justice Del. Prev.	7,457	0	0	0	0	0.00%
Mosquito Surveillance	21,399	7,076	6,000	5,000	(1,000)	-16.67%
Community Services Block Grant	509,425	476,589	615,792	710,861	95,069	15.44%
Cacoon OR Health Sciences	52,736	70,165	67,423	42,189	(25,234)	-37.43%
Family Planning	63,133	19,007	41,735	86,867	45,132	108.14%
HIV Block Grant Prevent-Federal	109,855	112,957	110,564	110,564	0	0.00%
DHS Immunization	78,100	77,947	79,056	78,100	(956)	-1.21%



## Health and Human Services

DEPARTMENT RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Mental Health Division	20,574,946	21,003,854	22,769,953	22,688,111	(81,842)	-0.36%
Child & Adolescent Health	65,489	54,140	24,228	24,228	0	0.00%
WIC Program	1,357,248	1,365,119	1,350,085	1,335,035	(15,050)	-1.11%
Title XIX	552,831	393,819	519,822	547,000	27,178	5.23%
Oregon Mothers Care	25,994	18,081	19,189	19,189	0	0.00%
Coordinated Care Org-CCO	11,598,396	13,606,239	10,301,297	8,211,655	(2,089,642)	-20.29%
Miscellaneous State	2,820,827	3,001,823	3,898,193	3,427,641	(470,552)	-12.07%
Prior Year Revenues	174,241	201,591	0	0	0	0.00%
Managed Care/Carve Out	27,496	0	0	0	0	0.00%
Homeless Shelters	1,990,480	3,277,190	3,736,916	3,071,482	(665,434)	-17.81%
Childrens Services Division	295,802	280,541	355,666	357,356	1,690	0.48%
H I V Community Outreach	86,103	316,366	563,095	514,945	(48,150)	-8.55%
OHD State Support	438,203	436,844	816,976	873,985	57,009	6.98%
Immune Action & Babies 1st	41,348	41,194	41,268	41,268	0	0.00%
Perinatal	12,913	24,188	12,913	12,913	0	0.00%
School Based Clinic	498,129	536,399	130,000	123,000	(7,000)	-5.38%
TB Case Management	16,128	10,274	0	16,128	16,128	100.00%
Tobacco Prevention	214,134	213,158	214,134	266,566	52,432	24.49%
Justice Reinvestment	5,000	5,000	0	0	0	0.00%
Healthy Start	684,796	758,711	697,058	732,587	35,529	5.10%
Youth Involvement	2,085	0	0	0	0	0.00%
Veterans Affairs	249,437	257,246	274,085	274,085	0	0.00%
Miscellaneous State Revenue	1,891,958	3,156,981	2,795,170	2,682,003	(113,167)	-4.05%
Prior Year Revenues	0	57,915	0	0	0	0.00%
<b>STATE GRANT REVENUES</b>	<b>44,716,842</b>	<b>50,040,571</b>	<b>49,950,131</b>	<b>46,550,001</b>	<b>(3,400,130)</b>	<b>-6.81%</b>
Drinking Water Program	139,794	139,793	139,793	139,794	1	0.00%
Timber Sales	16,739	31,790	20,000	20,000	0	0.00%
Video Lottery Grant	154,000	158,000	162,740	167,622	4,882	3.00%
Liquor Tax - Local Programs	323,888	362,859	288,300	288,300	0	0.00%
Court Fees	382,457	382,457	385,021	385,021	0	0.00%
Marijuana Tax	910,377	0	0	0	0	0.00%
<b>OTHER STATE REVENUES</b>	<b>1,927,256</b>	<b>1,074,900</b>	<b>995,854</b>	<b>1,000,737</b>	<b>4,883</b>	<b>0.49%</b>
Eugene	1,425,505	1,723,812	2,172,590	2,258,328	85,738	3.95%
Springfield	233,187	254,454	252,658	278,215	25,557	10.12%
Serbu Endowment Fund	131,093	179,000	182,950	180,999	(1,951)	-1.07%
<b>LOCAL GRANTS</b>	<b>1,789,785</b>	<b>2,157,266</b>	<b>2,608,198</b>	<b>2,717,542</b>	<b>109,344</b>	<b>4.19%</b>
Other Local	339,982	227,337	13,832	13,832	0	0.00%
Community Contracts	31,892	23,256	17,000	32,000	15,000	88.24%
<b>LOCAL REVENUES</b>	<b>371,874</b>	<b>250,593</b>	<b>30,832</b>	<b>45,832</b>	<b>15,000</b>	<b>48.65%</b>
Site Reviews	0	0	100	100	0	0.00%
Daycare Inspection Fees	32,994	25,684	35,000	34,010	(990)	-2.83%
School Inspections	36,792	39,984	38,000	41,420	3,420	9.00%
Frat/Sor/Coops	3,528	3,864	6,300	4,600	(1,700)	-26.98%
Food Handlers Fees	1,045,908	1,041,486	990,446	939,960	(50,486)	-5.10%
Clinic Fees	183,056	174,502	251,126	269,102	17,976	7.16%
Birth Certificate Fees	64,269	64,283	60,000	60,000	0	0.00%
Childrens Trust Fund	2,776	2,912	2,500	2,500	0	0.00%
Mental Health Clinic Fees	76,645	94,723	83,500	118,331	34,831	41.71%

## Health and Human Services

DEPARTMENT RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Death Certificate Fees	381,155	369,360	250,328	250,328	0	0.00%
Influenza Immunization	18,407	18,192	16,500	16,500	0	0.00%
Immunization Fees	30,081	32,580	20,000	20,000	0	0.00%
Tuberculin Test Fees	4,628	4,783	6,500	4,500	(2,000)	-30.77%
Supervised Parent Visits	11,050	9,528	10,000	10,000	0	0.00%
Parent Education	104,339	108,240	100,000	100,000	0	0.00%
Supervised Probationer Fees	17,780	234	0	0	0	0.00%
Witness Fees	30	35	0	0	0	0.00%
Domestic Partner Fees	660	1,000	0	0	0	0.00%
Other Clerk Fees	8,000	1,027	0	0	0	0.00%
Restaurant Plan Reviews	21,492	26,951	30,600	48,925	18,325	59.89%
Medicare	1,927,942	1,709,986	2,110,548	2,090,138	(20,410)	-0.97%
Trillium/OHP FEES	6,301,437	6,563,562	8,297,230	5,236,033	(3,061,197)	-36.89%
PacificSource/OHP Fees	0	0	40,444	6,762,621	6,722,177	16,620.95%
Other Third Party Fees	501,739	555,390	522,022	680,612	158,590	30.38%
Miscellaneous Fees/Reimbursement	56,061	24,210	20,944	68,871	47,927	228.83%
Miscellaneous Svc Charges	570,212	284,633	216,199	67,017	(149,182)	-69.00%
Special Projects	1,946,758	3,491,097	3,241,179	3,416,233	175,054	5.40%
Private Donations	14,682	10,270	324	196,529	196,205	60,557.10%
Refunds & Reimbursements	42,782	35,868	34,676	27,274	(7,402)	-21.35%
Cash Over & Under	133	(16)	0	0	0	0.00%
Miscellaneous Internal Services	56,325	2,113,320	2,434,833	2,459,231	24,398	1.00%
<b>FEES AND CHARGES</b>	<b>13,461,659</b>	<b>16,807,688</b>	<b>18,819,299</b>	<b>22,924,835</b>	<b>4,105,536</b>	<b>21.82%</b>
Investment Earnings	399,449	670,484	215,372	7,300	(208,072)	-96.61%
Miscellaneous Interest	252	389	0	0	0	0.00%
<b>INTEREST EARNINGS</b>	<b>399,700</b>	<b>670,873</b>	<b>215,372</b>	<b>7,300</b>	<b>(208,072)</b>	<b>-96.61%</b>
Transfer Fr General Fund (100)	9,956,159	10,181,251	12,368,416	866,800	(11,501,616)	-92.99%
Transfer Fr General Fund ONGOING	0	0	0	11,924,440	11,924,440	100.00%
Transfer Fr Spec Rev Funds (200)	2,537,960	1,275,407	821,006	6,000,000	5,178,994	630.81%
Transfer Fr Spec Rev Funds ONGOING	0	0	0	793,149	793,149	100.00%
Intrafund Transfer	5,927,300	4,652,467	5,035,166	5,353,169	318,003	6.32%
<b>FUND TRANSFERS</b>	<b>18,421,419</b>	<b>16,109,126</b>	<b>18,224,588</b>	<b>24,937,558</b>	<b>6,712,970</b>	<b>36.83%</b>
<b>DEPARTMENT RESOURCES</b>	<b>116,211,455</b>	<b>128,986,537</b>	<b>132,995,304</b>	<b>142,840,420</b>	<b>9,845,116</b>	<b>7.40%</b>

## Health and Human Services

DEPARTMENT EXPENDITURE DETAIL						
EXPENDITURE ACCOUNTS	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Regular Operating Wages	33,599,450	37,281,112	42,733,639	45,534,668	2,801,029	6.55%
Extra Help	563,508	568,881	1,031,348	986,381	(44,967)	-4.36%
Unclassified Temporary	0	4,065	833,801	1,053,640	219,839	26.37%
Overtime	404,936	473,526	449,996	430,242	(19,754)	-4.39%
Reduction Unfunded Vac Liab	428,289	354,981	294,113	249,668	(44,445)	-15.11%
Compensatory Time	103,420	96,837	14,988	19,992	5,004	33.39%
Personal Time	52,052	59,099	60,996	60,996	0	0.00%
Risk Management Benefits	139,896	175,483	189,674	186,284	(3,390)	-1.79%
Social Security Expense	2,085,531	2,287,943	2,807,373	2,993,197	185,824	6.62%
Medicare Insurance Expense	504,716	555,210	656,600	698,269	41,669	6.35%
Unemployment Insurance (State)	55,836	61,504	71,788	75,697	3,909	5.45%
Workers Comp	124,433	135,790	135,993	144,617	8,624	6.34%
Disability Insurance - Long-term	178,953	234,055	305,592	323,700	18,108	5.93%
PERS - OPSRP Employer rate	3,918,932	4,241,924	6,854,578	7,071,578	217,000	3.17%
PERS Bond	2,457,933	2,925,149	3,159,641	3,455,461	295,820	9.36%
PERS - 6% Pickup	1,898,088	2,095,625	2,590,989	2,743,552	152,563	5.89%
Health Insurance	9,284,759	9,954,404	12,258,372	12,549,749	291,377	2.38%
Dental Insurance	708,055	773,935	917,345	895,721	(21,624)	-2.36%
EE Assistance Pgm	8,784	9,581	15,842	15,930	88	0.56%
Life Insurance	96,755	52,608	141,187	149,286	8,099	5.74%
Flexible Spending Admin	8,020	8,748	8,065	15,882	7,817	96.92%
Disability Insurance - Short Term	18,459	20,133	23,528	28,128	4,600	19.55%
Deferred Comp Employer Contrib	187,995	206,881	250,060	286,659	36,599	14.64%
Retiree Medical	961,091	1,058,776	1,292,264	1,128,949	(163,315)	-12.64%
FMLA Administration	14,359	15,688	23,839	16,535	(7,304)	-30.64%
<b>PERSONNEL SERVICES</b>	<b>57,804,251</b>	<b>63,651,937</b>	<b>77,121,611</b>	<b>81,114,781</b>	<b>3,993,170</b>	<b>5.18%</b>
Professional & Consulting	4,089,272	4,009,765	3,581,017	3,320,473	(260,544)	-7.28%
Data Processing Services	218,387	109,089	121,275	117,682	(3,593)	-2.96%
Laundry Services	28	0	0	0	0	0.00%
Banking & Armored Car Svc	6,128	8,272	8,500	10,000	1,500	17.65%
Construction Services	29,044	0	0	120,000	120,000	100.00%
Relief & Assistance	5,000	134	0	0	0	0.00%
Training Services	234,823	200,880	287,956	249,500	(38,456)	-13.35%
On The Job Training	41,906	51,024	54,070	80,000	25,930	47.96%
Life Skills	13	0	0	0	0	0.00%
Support Services	140,938	235,645	251,127	162,644	(88,483)	-35.23%
Subscriptions	3,592	16,621	3,880	4,741	861	22.19%
On The Job Training - Services	322,299	343,515	290,500	325,500	35,000	12.05%
Victim's Services	8,063	4,259	12,000	12,000	0	0.00%
Intergovernmental Agreements	1,062,229	1,444,797	1,339,090	1,185,521	(153,569)	-11.47%
Agency Payments	18,206,175	20,347,665	28,930,454	26,114,149	(2,816,305)	-9.73%
Family Support Services	1,270	933	1,250	1,500	250	20.00%
Client Support Fund	2,618,781	2,518,764	2,941,176	3,259,393	318,217	10.82%
Family Subsidy Payments	128,960	209,734	297,400	201,500	(95,900)	-32.25%
Agency Payments Prior Year	59,919	92,646	475,842	1,200	(474,642)	-99.75%
State Payback	714,383	873,836	887,762	995,549	107,787	12.14%
Motor Fuel & Lubricants	2,551	3,760	2,700	4,400	1,700	62.96%
Refuse & Garbage	42,007	54,543	48,378	59,890	11,512	23.80%
Spec Handling & Haz Waste Disp	111	0	500	400	(100)	-20.00%
Light, Power & Water	438,720	449,002	474,912	461,238	(13,674)	-2.88%
Telephone Services	509,979	584,170	551,750	537,097	(14,653)	-2.66%
General Liability	298,891	279,316	314,497	371,529	57,032	18.13%

## Health and Human Services

DEPARTMENT EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Insurance Premiums	0	32,941	0	0	0	0.00%
Vehicle Repair	1,257	499	3,000	3,000	0	0.00%
Maintenance of Equipment	27,868	23,520	33,863	33,823	(40)	-0.12%
Maintenance of Structures	43,242	64,398	49,861	18,861	(31,000)	-62.17%
Maintenance of Grounds	39,490	39,301	39,168	36,800	(2,368)	-6.05%
Maintenance Agreements	23,683	73,741	43,739	27,349	(16,390)	-37.47%
Operating Licenses & Permits	3,017	450	2,100	2,100	0	0.00%
External Equipment Rental	1,157	1,247	7,500	3,000	(4,500)	-60.00%
Real Estate & Space Rentals	390,829	434,647	570,171	425,272	(144,899)	-25.41%
Fleet Services Rentals	205,444	222,496	232,560	232,085	(475)	-0.20%
Copier Charges	137,689	158,540	166,035	163,358	(2,677)	-1.61%
Mail Room Charges	51,928	51,643	54,796	61,810	7,014	12.80%
License Replacement	0	0	179,284	187,908	8,624	4.81%
Indirect/Technology Serv	3,111,075	3,327,704	3,877,383	4,436,798	559,415	14.43%
Infrastructure Replacement	0	25,400	147,837	149,900	2,063	1.40%
County Indirect Charges	5,394,805	5,718,040	6,964,875	7,535,252	570,377	8.19%
Direct/Technology Serv	430,725	346,472	342,436	197,092	(145,344)	-42.44%
Dept Support/Direct	56,325	2,056,979	2,366,124	2,400,320	34,196	1.45%
PC Replacement Services	70,260	0	0	193,625	193,625	100.00%
Dept Support/Indirect	0	56,341	63,219	58,910	(4,309)	-6.82%
Office Supplies & Expense	355,544	342,402	436,119	449,058	12,939	2.97%
Educational Materials	35,179	50,685	36,150	30,900	(5,250)	-14.52%
Professional Licenses	173,645	169,960	204,723	224,608	19,885	9.71%
Dues & Memberships	0	0	65	9,000	8,935	13,746.15%
Printing & Binding	71,178	86,280	115,266	113,089	(2,177)	-1.89%
Advertising & Publicity	44,471	191,004	216,470	216,555	85	0.04%
Photo/Video Supplies & Svcs	133	9,852	4,945	7,445	2,500	50.56%
Postage	28,154	25,094	43,210	35,750	(7,460)	-17.26%
Radio/Communic Supplies & Svcs	30,209	13,857	3,550	3,550	0	0.00%
DP Supplies And Access	265,520	335,619	390,733	266,233	(124,500)	-31.86%
DP Equipment	12,147	6,982	116,252	143,470	27,218	23.41%
Printer & Copier Expenses	25,147	12,483	6,500	6,500	0	0.00%
Small Tools & Equipment	32,571	22,255	32,200	30,800	(1,400)	-4.35%
Small Office Furniture	217,400	150,762	568,356	185,150	(383,206)	-67.42%
Institutional Supplies	21,592	19,751	20,783	13,472	(7,311)	-35.18%
Food	133,768	139,558	154,863	148,563	(6,300)	-4.07%
Clothing	25,183	35,855	30,200	35,650	5,450	18.05%
Bedding & Linens	6,963	5,786	8,000	10,000	2,000	25.00%
Kitchen & Dining Supplies	1,111	1,145	5,000	5,000	0	0.00%
Miscellaneous Supplies	718	1,034	4,820	4,900	80	1.66%
Special Supplies	82,622	47,930	137,000	77,500	(59,500)	-43.43%
Safety Supplies	2,249	3,796	7,750	7,800	50	0.65%
Janitorial Supplies	3,429	6,050	5,812	6,812	1,000	17.21%
Agricultural Supplies	7,282	1,211	2,000	2,000	0	0.00%
Building Materials Supplies	0	7,883	100	0	(100)	-100.00%
Medical Supplies	720,530	604,682	454,000	453,900	(100)	-0.02%
Dental Supplies	18,657	12,858	16,000	16,000	0	0.00%
Lab Supplies	68	0	500	16,500	16,000	3,200.00%
340B Medications	392,646	878,417	270,000	270,000	0	0.00%
Business Expense & Travel	112,970	125,157	159,122	220,381	61,259	38.50%
Committee Stipends & Expense	28,071	38,878	62,800	58,050	(4,750)	-7.56%
Awards & Recognition	2,288	1,097	5,650	6,150	500	8.85%

## Health and Human Services

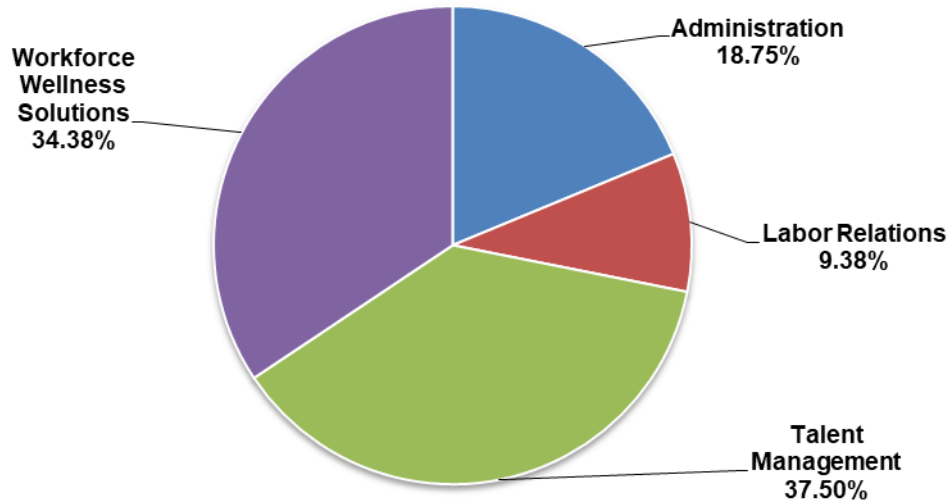
DEPARTMENT EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Employee Moving Expenses	15,294	2,846	15,000	15,000	0	0.00%
Outside Education & Travel	423,607	517,643	587,538	553,247	(34,291)	-5.84%
County Training Classes	10,312	7,193	21,540	20,273	(1,267)	-5.88%
Training Services & Materials	116,999	149,714	162,495	144,776	(17,719)	-10.90%
Tuition Reimbursement	0	2,635	0	0	0	0.00%
Miscellaneous Payments	5,926	5,509	2,949,610	1,550,180	(1,399,430)	-47.44%
Parking	11,460	10,894	14,935	15,897	962	6.44%
<b>MATERIALS &amp; SERVICES</b>	<b>42,607,307</b>	<b>48,517,488</b>	<b>63,290,044</b>	<b>59,137,328</b>	<b>(4,152,716)</b>	<b>-6.56%</b>
Vehicles	0	106,241	44,636	0	(44,636)	-100.00%
Communications Equipment	6,973	0	0	0	0	0.00%
Data Processing Equipment	22,434	0	13,970	0	(13,970)	-100.00%
Institutional Furn & Equipment	0	59,545	0	0	0	0.00%
Machinery & Equipment	0	20,000	0	0	0	0.00%
<b>CAPITAL OUTLAY</b>	<b>29,407</b>	<b>185,785</b>	<b>58,606</b>	<b>0</b>	<b>(58,606)</b>	<b>-100.00%</b>
Professional Services	108,608	0	0	0	0	0.00%
Other Professional Services	0	0	2,003	0	(2,003)	-100.00%
Land Acquisition	0	0	871,293	0	(871,293)	-100.00%
Acquisition & Construction	0	7,127	3,057,065	0	(3,057,065)	-100.00%
Improvements	906,328	113,588	2,254,205	0	(2,254,205)	-100.00%
Miscellaneous	0	0	146	0	(146)	-100.00%
<b>CAPITAL PROJECTS</b>	<b>1,014,936</b>	<b>120,714</b>	<b>6,184,712</b>	<b>0</b>	<b>(6,184,712)</b>	<b>-100.00%</b>
<b>DEPARTMENT EXPENDITURES</b>	<b>101,455,900</b>	<b>112,475,925</b>	<b>146,654,973</b>	<b>140,252,109</b>	<b>(6,402,864)</b>	<b>-4.37%</b>

# Department of Human Resources

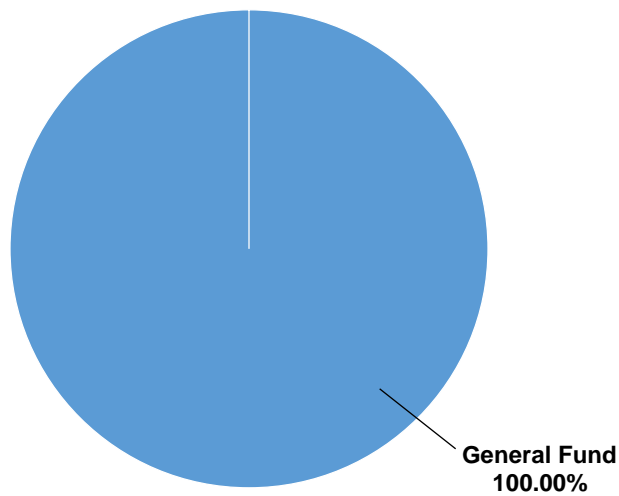
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FY 20-21 Adopted Expenditures: \$3,236,328

## FY 20-21 Expenditures by Division



## FY 20-21 Expenditures by Fund



Alana Holmes  
Human Resources Director  
541-682-3689

# Human Resources

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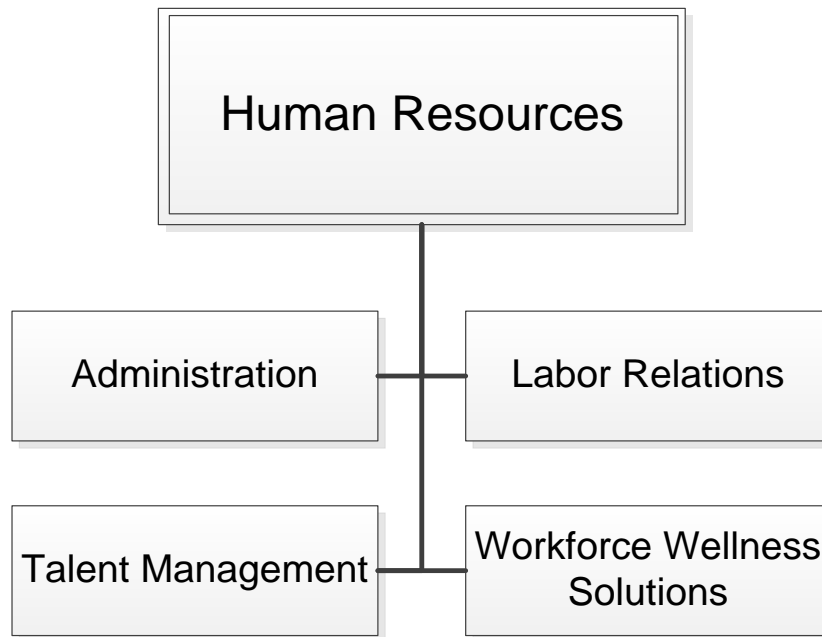
## Department Purpose & Overview

Human Resources (HR), a strategic partner with Lane County’s leadership, drives a culture of excellence and innovation at the County by attracting, developing, and retaining a talented, engaged, and diverse workforce committed to our community. HR is comprised of four divisions: Administration, Workforce Wellness Solutions, Labor Relations, and Talent Management.

HR administers a variety of programs that include Talent Acquisition, Onboarding, and Development, Classification and Compensation, Diversity, Employee Relations, Human Resources Information Management (HRIM), Labor Relations, and Safety. In addition, the department develops and manages a comprehensive and cost-effective employee benefit package including health, dental, and vision insurance, employee assistance, retirement savings plans, and other benefits driving total employee well-being.

The department is responsible for negotiating and administering eight collective bargaining agreements and ensuring compliance with Federal and State employment laws and County policies.

HR is responsible for the following elements of the County’s strategic plan: Vibrant Communities – enhance equity and access in service delivery and representation in governance; Our People and Partnerships – including key initiatives to pursue strategies to enhance fiscal resilience and operational effectiveness and enhance employee engagement and resilience.



# Human Resources

## Department Goals & Strategic Planning

The department is responsible for leading multiple strategic planning initiatives under the County’s strategic priorities: Vibrant Communities and Our People and Partnerships. Priorities include:

- Process review of Talent Acquisition related practices
- Workforce forecasting and planning
- Creation of strategic data analytics to inform and drive decision making
- Continued partnership on Equity 2.0 initiatives

<b>Strategic Priority:</b>	<b>Our People and Partnerships</b>		
<b>Key Strategic Initiative:</b>	<b>Activity Area:</b>		
Revised New Employee Orientation Program	Implementation of the new program occurred in phases June - August 2020.		
<b>Inputs:</b> <i>To accomplish our goals, we may need the following resources:</i>			
Time for the resources involved, assistance from departments for pilot participants, funding for the purchase of the NeoGov platform, feedback from key stakeholders.			
<b>Outputs:</b> <i>Accomplishing these projects will result in the following evidence of progress:</i>			
Implementation of the NeoGov Onboarding Platform, release of the program components (online modules, support materials, decrease of manual entry and increase of time available for other tasks.			
<b>Intended Outcomes:</b>			
Streamlined new employee experience with faster and better mobile engagement. Increased opportunities for the new employee to build relationships with their supervisor and team. Flexibility in completing new employee training.			
<b>Comments:</b>			
Program fully implemented from the new hire/supervisor standpoint on August 31st. Data feed that automates the employee profile creation to be implemented by the end of September.			
<b>Related Metric:</b> <b>Employee Satisfaction and Engagement - Measured by New Hire Experience Survey</b>			
<b>Year</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>
<b>Where are we now:</b>			Working on gathering data
<b>Target:</b>			
<b>Notes:</b>			



## Human Resources

<b>Strategic Priority:</b>	<b>Our People and Partnerships</b>		
<b>Key Strategic Initiative:</b>	<b>Activity Area:</b>		
Stay Interviews	Stay interviews are a conversation between a supervisor and their employee to learn about what motivates their employees, why they love to come to work and what we can do better to engage and retain them.		
<b>Inputs:</b> <i>To accomplish our goals, we may need the following resources:</i>			
Time, participation of supervisors/managers and their employees, support of the Directors, trust of employees.			
<b>Outputs:</b> <i>Accomplishing these projects will result in the following evidence of progress:</i>			
Important information supervisors can use to improve an employee's experience. Data on actions the County can take to improve retention.			
<b>Intended Outcomes:</b>			
Build a stronger relationship between an employee and their supervisor. Learn about improvements we can make to engage and retain our employees.			
<b>Comments:</b>			
<u>Pilot:</u> Pilot underway in 3 areas through Labor Day.			
<u>Evaluate:</u> September - evaluate pilot results, update materials based on feedback.			
<u>Rollout:</u> Rollout in October to all groups. 30 minute informal trainings will be offered for supervisors and managers.			
<b>Related Metric: Implement Stay Interviews</b>			
<b>Year</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>
<b>Where are we now:</b>			
<b>Target:</b>			
<b>Notes:</b>			2021 Employee Engagement Survey

## Human Resources

<b>Strategic Priority:</b>	<b>Our People and Partnerships</b>		
<b>Key Strategic Initiative:</b>			<b>Activity Area:</b>
Implement opportunities to promote a positive workplace culture and improve workforce health.			Increase Behavioral Health Counselor hours and add Physical Therapist provider to the Live Well Center.
<b>Inputs:</b> <i>To accomplish our goals, we may need the following resources:</i>			
Budget increase for added Marathon Health resources and the time for approval internally and Marathon's implementation timing.			
<b>Outputs:</b> <i>Accomplishing these projects will result in the following evidence of progress:</i>			
Employee engagement measured by Marathon health reporting through their provided CAT as well as cost savings for musculoskeletal claims which will be representative by Pacific Source claim data.			
<b>Intended Outcomes:</b>			
Meeting behavioral health needs of our employees who are utilizing the LWC for their counseling services. Provide employees with cost effective and timely physical therapy services tending to musculoskeletal conditions by helping them manage pain, possibly avoid surgery, improve mobility and movement, recover from injury/trauma or stroke/paralysis, prevent falls and injuries, and regain function & return to work when injury occurs.			
<b>Comments:</b>			
Budget approval for increase to behavioral health counselor hours; looking for approval internally and scheduling increase via Live Well Center. Info gathering for Physical Therapist add, with budget and internal approval next.			
<b>Related Metric: Clinical Activity and Trends + Pacific Source Dashboard</b>			
<b>Year</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>
<b>Where are we now:</b>			Approval and Implementation
<b>Target:</b>			Fall 2020 for BH Counselor Spring 2021 for Physical Therapist
<b>Notes:</b>			Target is dependent on Marathon timelines as well.

## **Partnerships**

HR maintains relationships with comparator counties and other public entities for active information sharing, innovative solutions and shared training opportunities. A sampling of partners includes: Equity Community Consortium, Regional HRIM Users Group, Eugene/Springfield Risk Professionals, Lane County Human Resources Association, Wellness Council of America, Society for Human Resources Management, International Personnel Management Association – HR, and State/National Public Employees Labor Relations Association. These partnerships help Human Resources in determining best practices as well as streamlining policies, process and procedure.

## Human Resources

DEPARTMENT FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Fees And Charges	31,997	26,512	57,000	47,650	(9,350)	-16.40%
Administrative Charges	2,373,943	2,383,622	2,489,087	2,655,871	166,784	6.70%
Fund Transfers	0	0	56,250	212,622	156,372	277.99%
<b>TOTAL RESOURCES</b>	<b>2,405,940</b>	<b>2,410,134</b>	<b>2,602,337</b>	<b>2,916,143</b>	<b>313,806</b>	<b>12.06%</b>
<b>EXPENDITURES:</b>						
Personnel Services	1,966,652	2,078,388	2,587,488	2,874,306	286,818	11.08%
Materials & Services	345,737	288,245	377,167	362,022	(15,145)	-4.02%
Capital Expenses	0	25,855	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>2,312,388</b>	<b>2,392,487</b>	<b>2,964,655</b>	<b>3,236,328</b>	<b>271,673</b>	<b>9.16%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	2,312,388	2,392,487	2,964,655	3,236,328	271,673	9.16%
<b>TOTAL</b>	<b>2,312,388</b>	<b>2,392,487</b>	<b>2,964,655</b>	<b>3,236,328</b>	<b>271,673</b>	<b>9.16%</b>

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
DIVISIONS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Administration	966,091	947,459	592,523	602,593	10,070	1.70%
Labor Relations	779,759	835,311	333,331	319,958	(13,373)	-4.01%
Talent Management	35,434	16,957	1,135,283	1,186,569	51,286	4.52%
Workforce Wellness Sol.	531,105	592,760	903,518	1,127,208	223,690	24.76%
<b>TOTAL EXPENDITURES</b>	<b>2,312,388</b>	<b>2,392,487</b>	<b>2,964,655</b>	<b>3,236,328</b>	<b>271,673</b>	<b>9.16%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>17.00</b>	<b>18.50</b>	<b>22.50</b>	<b>22.50</b>	<b>0.00</b>	<b>0.00%</b>

# Human Resources

## DEPARTMENT POSITION LISTING

### Administration

1.00 Administrative Support Spec  
1.00 Dept Director (TS, HR, OPs)  
1.00 Sr. Management Analyst

**3.00 Division FTE Total**

### Labor Relations

1.00 Program Manager  
1.00 Program Specialist

**2.00 Division FTE Total**

### Talent Management

1.00 Program Manager  
1.00 Program Specialist  
6.00 Sr. Management Analyst

**8.00 Division FTE Total**

### Workforce Wellness Solutions

0.50 Administrative Support Assist  
2.00 Administrative Support Tech  
1.00 Management Analyst  
1.00 Program Manager  
3.00 Program Specialist  
1.00 Program Supervisor  
1.00 Sr. Management Analyst

**9.50 Division FTE Total**

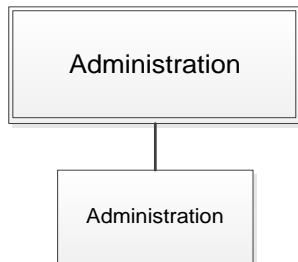
**22.50 Department FTE Total**

# Human Resources: Administration

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## Division Purpose Statement

*Provides leadership and administrative support for the divisions of the Human Resources department so they can provide effective services to our partner departments and to the public.*



## Division Locator

### **Human Resources**

*Administration ◀  
Labor Relations  
Talent Management  
Workforce Wellness Solutions*

## Human Resources: Administration

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Fees And Charges	1,200	51	0	0	0	0.00%
Administrative Charges	1,282,000	1,024,440	270,446	388,665	118,219	43.71%
<b>TOTAL RESOURCES</b>	<b>1,283,200</b>	<b>1,024,491</b>	<b>270,446</b>	<b>388,665</b>	<b>118,219</b>	<b>43.71%</b>
<b>EXPENDITURES:</b>						
Personnel Services	762,887	771,327	468,898	496,483	27,585	5.88%
Materials & Services	203,204	150,277	123,625	106,110	(17,515)	-14.17%
Capital Expenses	0	25,855	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>966,091</b>	<b>947,459</b>	<b>592,523</b>	<b>602,593</b>	<b>10,070</b>	<b>1.70%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	966,091	947,459	592,523	602,593	10,070	1.70%
<b>TOTAL</b>	<b>966,091</b>	<b>947,459</b>	<b>592,523</b>	<b>602,593</b>	<b>10,070</b>	<b>1.70%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Administration	966,091	947,459	592,523	602,593	10,070	1.70%
<b>TOTAL EXPENDITURES</b>	<b>966,091</b>	<b>947,459</b>	<b>592,523</b>	<b>602,593</b>	<b>10,070</b>	<b>1.70%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>8.00</b>	<b>8.50</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	<b>0.00%</b>

# Human Resources: Administration

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## **Division Overview**

Human Resources Administration supports the strategic direction of the County in the application of HR programs, systems, and innovative solutions. HR Administration provides leadership and administrative support for the divisions of the Human Resources department in order to provide effective services to our partner departments and the communities we serve. The division includes both general department support services and direct service to partner departments. The division plans and directs the services and activities of Human Resources and provides functional support to all department programs. HR Administration includes executive management, which is responsible for overall leadership, strategic planning and support, problem solving, and budget administration. In addition, the division organizes the Lane County Elected Officials Compensation Board. The Chief Human Resources Officer also serves as an organizational consultant to the Board of Commissioners, other County directors, and high level managers regarding strategic, and/or sensitive human resources issues.

## **Division Goals & Strategic Planning**

- Assist the organization in working through the rapid changes needed due to COVID-19 related issues. This includes, temporary policies, analysis and implementation of new federal law, new/updated workflow and other support as needed.
- Lead, implement, and monitor initiatives to develop a robust employee engagement toolkit for departments in support of the strategic plan, such as a new Mentorship Program, stay interviews, career development tools, and supervisory training
- Policy updates, as needed, to reflect County-wide priorities and initiatives

## **Major Accomplishments & Achievements in FY 19-20**

- Successful restructure of the department to realign workflow to maximize resources in support of the County's strategic priorities and ongoing needs.
- Recruitment and selection of new Lane County Sheriff.
- Project team lead on creation and implementation of the Lane County Employees' Code of Professional Conduct.
- HR Department response to the Performance Auditor's Recruitment and Retention Audit.
- A member of the Lane County Government Alliance on Race and Equity cohort.
- New performance evaluation process created for employees who report to the Board of Commissioners.

## **Anticipated Service & Budget Changes for FY 20-21**

None anticipated.

## **Current & Future Service Challenges**

- As we submit this text, our professional world is at a new and unforeseen crossroads. We are experiencing a new paradigm for work and must be able to pivot and support the changes necessary as we redefine our workplace norms, culture and continue to meet the needs of our organization and community.
- Continue to align available advances in technology with strategic initiatives to effectively advance the work of the department and strategic plan.

## **Capital Projects – Planned and Known Needs**

There are no anticipated capital expenses.

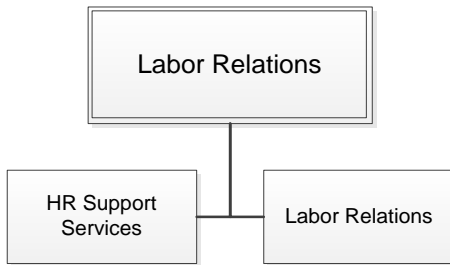


# Human Resources: Labor Relations

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## Division Purpose Statement

*To facilitate fair, respectful and collaborative relationships with Lane County's represented, non-represented and management employee groups.*



## Division Locator

### **Human Resources**

*Administration  
Labor Relations ✦  
Talent Management  
Workforce Wellness Solutions*

## Human Resources: Labor Relations

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Fees And Charges	61	0	0	0	0	0.00%
Administrative Charges	667,436	716,479	309,464	259,109	(50,355)	-16.27%
<b>TOTAL RESOURCES</b>	<b>667,497</b>	<b>716,479</b>	<b>309,464</b>	<b>259,109</b>	<b>(50,355)</b>	<b>-16.27%</b>
<b>EXPENDITURES:</b>						
Personnel Services	719,707	767,145	266,032	277,521	11,489	4.32%
Materials & Services	60,052	68,166	67,299	42,437	(24,862)	-36.94%
<b>TOTAL EXPENDITURES</b>	<b>779,759</b>	<b>835,311</b>	<b>333,331</b>	<b>319,958</b>	<b>(13,373)</b>	<b>-4.01%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	779,759	835,311	333,331	319,958	(13,373)	-4.01%
<b>TOTAL</b>	<b>779,759</b>	<b>835,311</b>	<b>333,331</b>	<b>319,958</b>	<b>(13,373)</b>	<b>-4.01%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
HR Support Services	26	3,616	0	0	0	0.00%
Labor Relations	779,734	831,696	333,331	319,958	(13,373)	-4.01%
<b>TOTAL EXPENDITURES</b>	<b>779,759</b>	<b>835,311</b>	<b>333,331</b>	<b>319,958</b>	<b>(13,373)</b>	<b>-4.01%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>5.00</b>	<b>5.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00%</b>

# Human Resources: Labor Relations

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## **Division Overview**

Labor Relations leads the County's collective bargaining contract negotiations and grievance resolution processes. The division works closely with departments and employees to administer and interpret eight collective bargaining agreements. Assists Talent Management Division and departments with investigations and complaints, provides supervisor/manager coaching and assists in processing any claims by employees or the public. Mitigates potential litigation by providing training and advice to managers and supervisors in responding to employee complaints and grievances. Assists and advises on the classification and compensation systems for the County with regard to collective bargaining agreements. Labor Relations provides support to the departments and the other divisions within Human Resources on matters related to contract negotiations, policy change and employment law.

## **Division Goals & Strategic Planning**

- Complete bargaining with the AFSCME General Unit and Nurses Unit.
- Begin bargaining with the Federation of Parole and Probation Officers (FOPPO) and the Lane County Prosecuting Attorneys Association (PAA).
- Continue to utilize Interest Based Bargaining whenever possible to successfully negotiate collective bargaining agreements.
- Update County Policies and Procedures to comply with legislative changes.
- Develop a SharePoint site and migrate the Human Resources intranet to SharePoint.
- Continue presenting frontline supervisor trainings in conjunction with County Counsel and the Talent Management Division.
- Assist in and provide recommendations surrounding compliance with the Equal Pay Act.
- Launch and Continue Joint Labor Management meetings with the AFSCME General Unit and Nurses Unit.
- Continue to work with Labor Unions on initiatives for health savings and employee wellness.

## **Major Accomplishments & Achievements in FY 19-20**

- Completed the first Interest Based Bargaining with Lane County Association Local 626 (626).
- Successfully negotiated collective bargaining agreements with Lane County Police Officers Association (LCPOA), Administrative-Professionals Association of Lane County (Admin-Pro), Inc. and American Federation of State, County and Municipal Employees (AFSCME)-Physicians Unit.
- Presented frontline supervisor trainings with County Counsel and the Talent Management Division, including implementation of recommendations from the strategic plan employee engagement team.
- Presented Labor Relations training to Emerging Leaders and Leadership Certification courses.

## **Anticipated Service & Budget Changes for FY 20-21**

- Monitor potential changes in Federal and State employment law and adapt/adopt processes as necessary.
- Complete negotiations with AFSCME-Nurses and General Unit.

## **Human Resources: Labor Relations**

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### **Current & Future Service Challenges**

- Administrative support for electronically continuing project of archiving labor relations records.
- Impact bargaining resulting from County-wide policy changes.
- Impact bargaining resulting from Federal and State legal mandates.

### **Capital Projects – Planned and Known Needs**

There are no anticipated capital expenses.

# Human Resources: Talent Management

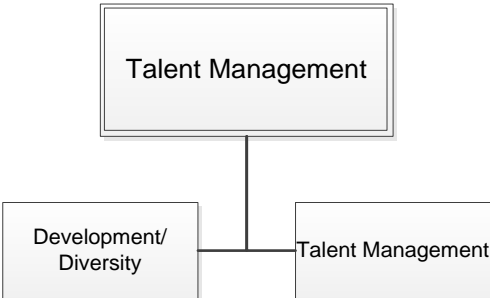
## Division Purpose Statement

*To attract, develop and retain a workforce that will ensure the success of Lane County's strategic goals, priorities and objectives.*

## Division Locator

### **Human Resources**

- Administration*
- Labor Relations*
- Talent Management* ←
- Workforce Wellness Solutions*



## Human Resources: Talent Management

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Fees And Charges	30,736	26,461	57,000	47,650	(9,350)	-16.40%
Administrative Charges	15,000	15,000	931,645	1,036,437	104,792	11.25%
<b>TOTAL RESOURCES</b>	<b>45,736</b>	<b>41,461</b>	<b>988,645</b>	<b>1,084,087</b>	<b>95,442</b>	<b>9.65%</b>
<b>EXPENDITURES:</b>						
Personnel Services	0	0	1,029,560	1,041,166	11,606	1.13%
Materials & Services	35,434	16,957	105,723	145,403	39,680	37.53%
<b>TOTAL EXPENDITURES</b>	<b>35,434</b>	<b>16,957</b>	<b>1,135,283</b>	<b>1,186,569</b>	<b>51,286</b>	<b>4.52%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	35,434	16,957	1,135,283	1,186,569	51,286	4.52%
<b>TOTAL</b>	<b>35,434</b>	<b>16,957</b>	<b>1,135,283</b>	<b>1,186,569</b>	<b>51,286</b>	<b>4.52%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Development/Diversity	35,434	16,957	72,800	67,650	(5,150)	-7.07%
Talent Management	0	0	1,062,483	1,118,919	56,436	5.31%
<b>TOTAL EXPENDITURES</b>	<b>35,434</b>	<b>16,957</b>	<b>1,135,283</b>	<b>1,186,569</b>	<b>51,286</b>	<b>4.52%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00</b>	<b>0.00%</b>

# Human Resources: Talent Management

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## **Division Overview**

Talent Management is dedicated to operational efficiency and promoting a positive, equitable and diverse work environment by providing guidance and support to management and employees throughout the organization.

The Talent Acquisition and Development team supports all county departments with recruitment processes and organizational development. Talent Acquisition services include outreach and recruitment functions such as job postings, applicant screening, and assistance with the interview, hiring and onboarding processes. Talent Development services include coordinating and administering high quality training opportunities, customized team training solutions, equity and diversity training and other employee engagement initiatives.

The Talent Resources team provides exceptional support to all county departments with workforce planning, executive level counsel, manager and supervisor coaching, employee relations, administration of classification and compensation structures, ADAA administration, investigations and compliance with applicable laws, regulations and collective bargaining agreements.

## **Division Goals & Strategic Planning**

Continued implementation and oversight of employee engagement initiatives and support to potential recommendations resulting from the pay equity study will be key focuses for this fiscal year. Specifically, stay interviews and a formal mentoring program will be rolled out County wide in the coming FY 20-21. Additionally, the division is currently conducting a review of recruitment processes and will finalize that work and begin implementation of any changes in FY 20-21.

## **Major Accomplishments & Achievements in FY 19-20**

The division was established in FY 19-20, hiring the Division Manager (Talent Manager) position and updating working titles for all employees in the division. The division developed a new support model for Health and Human Services (HHS) to ensure depth and coverage of Human Resources functions and worked with HHS staff to develop process maps and implement efficiencies. The division also streamlined the New Employee Orientation and onboarding process, moving to an online and integrated process. The division also graduated 1 Emerging Leaders cohort, 2 Leadership cohorts, and documented over 25,000 hours of training in LEAP.

## **Anticipated Service & Budget Changes for FY 20-21**

None.

## **Current & Future Service Challenges**

Continued pressure points will be in the large body of classification/compensation projects, new laws requiring specific notifications and follow-ups with employees, and continued increase in demand for employee training and development.

Continued growth in the County's workforce along with increasingly complex legislative requirements on employers will continue to strain Talent Management's ability to provide timely customer service to employees and supervisors.

## **Capital Projects – Planned and Known Needs**

There are no anticipated capital expenses.

# Human Resources: Workforce Wellness Solutions

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## Division Purpose Statement

*To develop and manage the employee benefits and wellness programs to meet the varied needs of employees and support the County's recruitment and retention goals in a fiscally responsible manner.*



## Division Locator

### **Human Resources**

*Administration  
Labor Relations  
Talent Management  
Workforce Wellness Solutions ◀*



## Human Resources: Workforce Wellness Solutions

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Administrative Charges	409,507	627,703	977,532	971,660	(5,872)	-0.60%
Fund Transfers	0	0	56,250	212,622	156,372	277.99%
<b>TOTAL RESOURCES</b>	<b>409,507</b>	<b>627,703</b>	<b>1,033,782</b>	<b>1,184,282</b>	<b>150,500</b>	<b>14.56%</b>
<b>EXPENDITURES:</b>						
Personnel Services	484,058	539,915	822,998	1,059,136	236,138	28.69%
Materials & Services	47,047	52,845	80,520	68,072	(12,448)	-15.46%
<b>TOTAL EXPENDITURES</b>	<b>531,105</b>	<b>592,760</b>	<b>903,518</b>	<b>1,127,208</b>	<b>223,690</b>	<b>24.76%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	531,105	592,760	903,518	1,127,208	223,690	24.76%
<b>TOTAL</b>	<b>531,105</b>	<b>592,760</b>	<b>903,518</b>	<b>1,127,208</b>	<b>223,690</b>	<b>24.76%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Workforce Wellness Solution	531,105	592,760	903,518	1,127,208	223,690	24.76%
<b>TOTAL EXPENDITURES</b>	<b>531,105</b>	<b>592,760</b>	<b>903,518</b>	<b>1,127,208</b>	<b>223,690</b>	<b>24.76%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>4.00</b>	<b>5.00</b>	<b>9.50</b>	<b>9.50</b>	<b>0.00</b>	<b>0.00%</b>

# Human Resources: Workforce Wellness Solutions

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## **Division Overview**

Workforce Wellness Solutions develops and manages multiple workforce programs with a \$55 million budget to meet the diverse needs of employees and support the County's strategic priorities of a safe and healthy work environment, and engaging our people and partnerships. The division portfolio includes contract and vendor management, budget and cost control for the Employee Benefits Fund (614), the Retiree Benefit Trust Fund (714), and the Self Insurance Sub-Fund (610). The division also provides data analysis, targeted wellness interventions, proactive safety training, bargaining strategy, compliance with federal and state regulations, customer support, and administration of disability and other leaves under the Family and Medical Leave Act (FMLA) and the Oregon Family Leave Act (OFLA). The division partners with Technology Services on PeopleSoft upgrades and enhancements, system process improvements, and development of data analytics to support organizational wellness projects and analysis. The division partners with Finance and Payroll on contract language changes, compensation and benefits administration, leaves and disability records, onboarding, and off-boarding.

## **Division Goals & Strategic Planning**

The division's goal is to support the County's strategic priorities by designing and administering workforce wellness solutions, while responsibly managing the multimillion dollar costs of services and program to our 1,600 employees, their 2,200 dependents and 800 eligible retirees.

- Self-funded Medical Program
  - Increase employee enrollment in High Deductible Health Plan through education and promotion of the Health Reimbursement Arrangement option.
  - Research and plan innovative solutions to rising prescription drug costs.
- Wellness Program
  - Participate in planning committees for Blue Zones Project, using an equity lens.
  - Enhance employee engagement with the Live Well Center to 70% from 60% through streamlined Live Well Credit process, and refer a friend program.
  - Research and plan addition of physical therapy services to Live Well Center.
- Employee Benefits Program
  - Transition to ICMA-RC from TIAA for deferred compensation plan.
  - Hire and train Sr. Leaves Analyst and HR Technician to coordinate current and future leaves programs (e.g., Oregon Paid Family Medical Leave.), and in response to Employee Engagement survey results.
- Safety Program
  - Participate in planning committees to reduce risk of personal injury at upcoming community track events.
- Retiree Medical Program
  - Research and propose enhancements to County sponsored Medicare supplement and related reimbursement process.
- HRIM solutions Programs
  - Automate mid-year enrollments with BenAdmin.
  - Visualization and integrity of Workforce Wellness Data Metrics via Tableau software and data governance.

## **Major Accomplishments & Achievements in FY 19-20**

- Enrollment in High Deductible Health Plan increased by 12% through online benefits advisor (Alex) and addition of a Health Reimbursement Arrangement option, and projected savings are \$225,000+.
- Expanded workforce health analytics and benchmarking with PacificSource, The Hartford and Marathon to identify appropriate interventions (e.g., Plan physical therapy at Live Well Clinic to control and manage the high rate of musculoskeletal injuries.).

## **Human Resources: Workforce Wellness Solutions**

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- Live Well Center engagement is 60% of employees, 45% of spouses and 10% of children, and satisfaction ratings are near 100%.
- Expanded mindfulness practice opportunities for public safety staff to prevent burnout.
- RFP process led to selection of ICMA-RC to replace TIAA for deferred compensation plan with funds valued at a new high of \$120 million+.
- Participated in County-wide safety committees to reduce risk of personal injury and property damage.
- Attended national training for surviving an active shooter (ALICE).
- Enhanced County-sponsored Medicare Supplement by adding zero premium option with prescription benefit.
- Finalized open enrollment in record time, and streamlined benefits section of new employee orientation, cutting staff time in half.
- Recognized as a Healthiest Employer in Oregon, and 100 Healthiest Workplaces in America. Invited to present success story at National Public Employer Labor Relations Association Conference in Austin, TX.
- Infants in the Workplace program was launched, coos and cries projected!
- Coordinated telephony change for County reception and administrative offices.
- Healthiest 100 Employers (40th); Healthiest Employer of Oregon (3rd for large organizations.); Three Lane County plan members' pictures featured in USA Today's March 22, 2019 issue for Marathon's Healthy Like Me award.
- Employee Benefits Program improved services cut costs.
  - Transition to The Hartford for administration of life insurance and disability and leaves programs.
  - Live Well Committee successfully implement a tobacco-free campus.
- Safety Program.
  - Provided ALICE (Active Shooter Training) trainings for 4 work groups.
  - Ergonomic Assessment of 35 employee workstations.
- Retiree Medical Program.
  - Negotiated no rate increase for Regence plan.

### **Anticipated Service & Budget Changes for FY 20-21**

Moving the HRIM team (3.5 FTE) from the Administration division to the Workforce Wellness Solutions division in FY 20-21 will formally combine the already collaborative teams. The integrated team will enhance innovation and effectiveness of programs through technology management. The resulting division will provide expanded service and systems capabilities needed to affect solutions prescribed in Lane County's strategic plan.

### **Current & Future Service Challenges**

The division continues its strategic focus on controlling costs and improving workforce wellness. It will strive to balance competing service needs through job redesign and by optimizing limited resources through technology and co-sourcing partnerships.

### **Capital Projects – Planned and Known Needs**

There are no anticipated capital expenses.

## Human Resources

DEPARTMENT RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Miscellaneous Svc Charges	11	0	0	0	0	0.00%
Report Fees	50	0	0	0	0	0.00%
Refunds & Reimbursements	1,200	51	0	0	0	0.00%
Training Revenues	30,736	26,461	57,000	47,650	(9,350)	-16.40%
<b>FEES AND CHARGES</b>	<b>31,997</b>	<b>26,512</b>	<b>57,000</b>	<b>47,650</b>	<b>(9,350)</b>	<b>-16.40%</b>
County Indirect Revenue	2,373,943	2,383,622	2,489,087	2,655,871	166,784	6.70%
<b>ADMINISTRATIVE CHARGES</b>	<b>2,373,943</b>	<b>2,383,622</b>	<b>2,489,087</b>	<b>2,655,871</b>	<b>166,784</b>	<b>6.70%</b>
Transfer Fr Int Svc Fnds (600)	0	0	56,250	212,622	156,372	277.99%
<b>FUND TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>56,250</b>	<b>212,622</b>	<b>156,372</b>	<b>277.99%</b>
<b>DEPARTMENT RESOURCES</b>	<b>2,405,940</b>	<b>2,410,134</b>	<b>2,602,337</b>	<b>2,916,143</b>	<b>313,806</b>	<b>12.06%</b>

## Human Resources

DEPARTMENT EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>EXPENDITURE ACCOUNTS</b>						
Regular Operating Wages	1,161,661	1,254,441	1,516,630	1,708,472	191,842	12.65%
Extra Help	9,148	13,897	15,000	15,000	0	0.00%
Unclassified Temporary	33,853	0	0	0	0	0.00%
Overtime	2,251	189	0	0	0	0.00%
Reduction Unfunded Vac Liab	10,475	11,017	23,273	36,701	13,428	57.70%
Compensatory Time	3,407	2,310	0	0	0	0.00%
Risk Management Benefits	2,073	2,024	1,519	621	(898)	-59.12%
Social Security Expense	74,309	76,572	96,333	109,024	12,691	13.17%
Medicare Insurance Expense	17,405	18,140	22,517	25,472	2,955	13.12%
Unemployment Insurance (State)	1,708	1,780	2,129	2,340	211	9.91%
Workers Comp	4,016	4,242	4,647	5,272	625	13.45%
Disability Insurance - Long-term	5,849	7,861	10,933	12,386	1,453	13.29%
PERS - OPSRP Employer rate	131,811	148,615	234,570	264,249	29,679	12.65%
PERS Bond	83,990	89,492	111,597	130,817	19,220	17.22%
PERS - 6% Pickup	69,767	75,109	89,252	104,617	15,365	17.22%
Health Insurance	266,368	281,395	345,427	344,346	(1,081)	-0.31%
Dental Insurance	22,267	22,790	28,067	27,522	(545)	-1.94%
EE Assistance Pgm	275	284	491	524	33	6.72%
Life Insurance	5,375	2,959	7,587	8,126	539	7.10%
Flexible Spending Admin	251	259	251	524	273	108.76%
Disability Insurance - Short Term	579	596	731	780	49	6.70%
Deferred Comp Employer Contrib	23,537	25,360	30,774	34,858	4,084	13.27%
Retiree Medical	35,826	38,595	45,004	42,131	(2,873)	-6.38%
FMLA Administration	451	463	756	524	(232)	-30.69%
<b>PERSONNEL SERVICES</b>	<b>1,966,652</b>	<b>2,078,388</b>	<b>2,587,488</b>	<b>2,874,306</b>	<b>286,818</b>	<b>11.08%</b>
Professional & Consulting	66,940	21,241	65,471	65,471	0	0.00%
Subscriptions	0	223	175	175	0	0.00%
Telephone Services	6,837	14,948	14,506	16,812	2,306	15.90%
General Liability	7,142	11,503	19,964	24,016	4,052	20.30%
Maintenance of Structures	2,272	0	0	0	0	0.00%
Maintenance Agreements	0	1,105	0	2,000	2,000	100.00%
External Equipment Rental	58	51	200	200	0	0.00%
Fleet Services Rentals	516	289	300	300	0	0.00%
Copier Charges	9,280	8,818	8,500	8,300	(200)	-2.35%
Mail Room Charges	879	626	2,500	2,010	(490)	-19.60%
License Replacement	0	0	4,819	5,636	817	16.95%
Indirect/Technology Serv	110,479	109,554	118,083	147,310	29,227	24.75%
Infrastructure Replacement	0	0	4,025	4,375	350	8.70%
Direct/Technology Serv	41,147	41,850	0	(41,850)	(41,850)	100.00%
PC Replacement Services	5,400	5,550	6,770	5,400	(1,370)	-20.24%
Office Supplies & Expense	16,133	6,705	24,345	13,945	(10,400)	-42.72%
Educational Materials	250	791	800	800	0	0.00%
Professional Licenses	3,569	3,411	5,009	1,670	(3,339)	-66.66%
Dues & Memberships	0	0	0	3,639	3,639	100.00%
Printing & Binding	3,429	2,582	3,200	3,200	0	0.00%
Advertising & Publicity	8,093	9,190	10,000	20,168	10,168	101.68%
DP Supplies And Access	665	39	0	0	0	0.00%
Printer & Copier Expenses	0	200	0	0	0	0.00%
Food	1,037	3,920	1,000	1,000	0	0.00%
Safety Supplies	161	1,503	1,500	1,500	0	0.00%
Business Expense & Travel	3,484	1,832	2,500	2,500	0	0.00%
Outside Education & Travel	26,219	23,558	29,300	25,220	(4,080)	-13.92%

## Human Resources

DEPARTMENT EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
County Training Classes	2,249	1,354	3,200	3,475	275	8.59%
Training Services & Materials	29,500	17,403	51,000	44,750	(6,250)	-12.25%
<b>MATERIALS &amp; SERVICES</b>	<b>345,737</b>	<b>288,245</b>	<b>377,167</b>	<b>362,022</b>	<b>(15,145)</b>	<b>-4.02%</b>
Improvements	0	25,855	0	0	0	0.00%
<b>CAPITAL PROJECTS</b>	<b>0</b>	<b>25,855</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>DEPARTMENT EXPENDITURES</b>	<b>2,312,390</b>	<b>2,392,490</b>	<b>2,964,655</b>	<b>3,236,328</b>	<b>271,673</b>	<b>9.16%</b>

## Human Resources

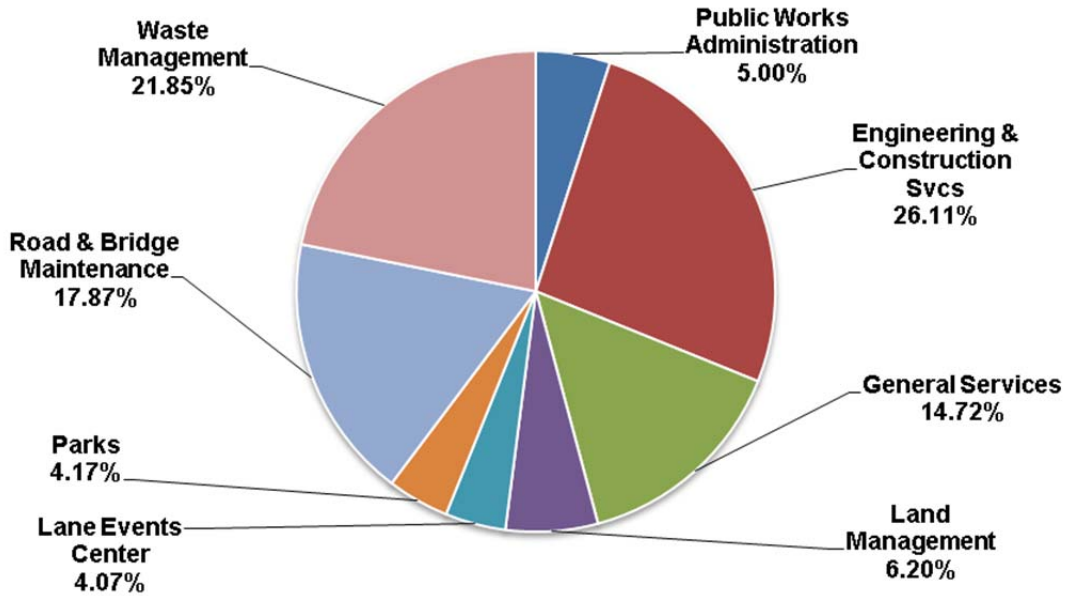
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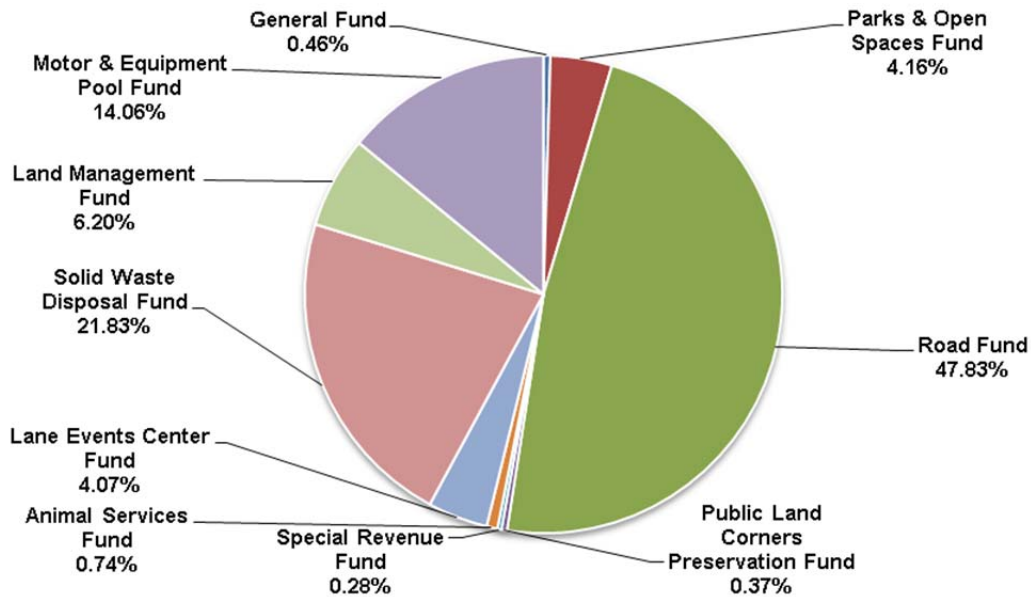
# Department of Public Works

FY 20-21 Adopted Expenditures: \$107,986,940

## FY 20-21 Expenditures by Division



## FY 20-21 Expenditures by Fund



Daniel Hurley  
Public Works Director  
541-682-6910



# Public Works

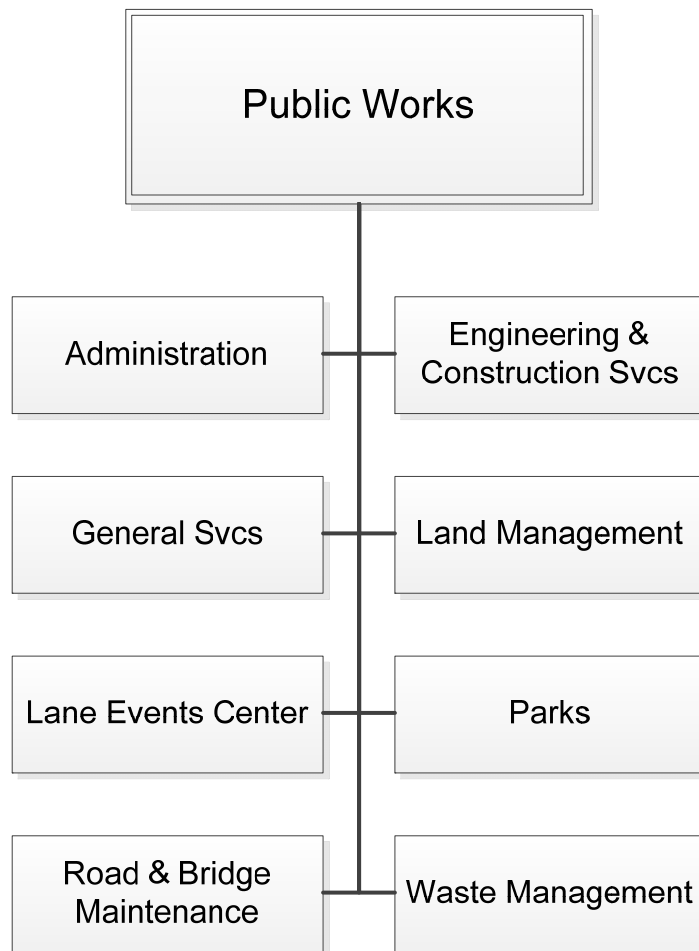
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## Department Purpose & Overview

The Public Works Department mission is to maintain, protect, and enhance the livability and sustainability of Lane County's natural and built environments.

The Public Works Department provides six external facing divisions and two internal facing divisions. The external divisions include Road and Bridge Maintenance, Engineering and Construction Services, Parks, Waste Management, Lane Events Center, and Land Management. Internal Services include General Services, and Public Works Administration.

The Public Works Budget includes ten funds and two sub-funds and is largely based on fees, state revenue and rental/use fees such as camping, park passes, and admissions; and fair tickets, and concerts. In addition, there are internal service fees between divisions and other departments. The Department receives less than three percent of its revenue from the General Fund for support in Animal Services, and County-wide Property Management programs.



# Public Works

## **Department Goals & Strategic Planning**

Public Works has aligned several goals and objectives for FY 20-21 with the following Strategic Key Activity Areas included in the Board of County Commissioners 2018 – 2021 Strategic Plan:

### **Safe, Healthy County**

- Enhance transportation safety in Lane County through engineering, education and enforcement.

### **Vibrant Communities**

- Develop and implement a comprehensive Climate Action Plan for Lane County.
- Pursue programs to reach a 63% waste recovery rate by 2025.
- Develop action plans and funding to implement the Parks Master Plan.
- Develop programs and resources to improve stormwater management.

### **Robust Infrastructure**

- Improve multi-modal transportation options.
- Improve transportation efficiencies.
- Implement recommendations from the Lane County Road & Bridge Maintenance Performance Audit.
- Develop a Lane County Events Center Business Plan to attract new events and increase revenue.

<b>Strategic Priority:</b>	<b>Safe, Healthy County, Vibrant Communities,</b>		
<b>Key Strategic Initiative:</b>	<b>Activity Area:</b>		
Protect and enhance our natural and built environments through safe and reliable solid waste disposal, reduction, diversion, and waste recovery.	Pursue programs to reach a 63% waste recovery rate by 2025. Public Works landfills, transfer sites, waste recovery programs and waste reduction.		
<b>Inputs:</b> <i>To accomplish our goals, we may need the following resources:</i>			
Investment in waste reduction education. Investment in recycling and waste diversion systems.			
<b>Outputs:</b> <i>Accomplishing these projects will result in the following evidence of progress:</i>			
Decrease in landfill waste. Increase in recycling and waste diversion. Increased landfill life. Progress will be measured not only by an overall increase in recovery rate, but also decrease in food waste in the waste stream. (Both measured through waste composition studies.)			
<b>Intended Outcomes:</b>			
Increase waste recovery rate of 63% by 2025.			
<b>Comments:</b>			
Recovery rates are collected and reported by DEQ. Data lags by 12-24 months.			
<b>Related Metric: Recovery Rate</b>			
<b>Year</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>Where are we now:</b>	52.7%	53.8%	TBD
<b>Notes:</b>	Recovery data is received 12-18 months following the calendar year from Oregon Department of Environmental Quality.		

## Public Works

<b>Strategic Priority:</b>	<b>Safe, Healthy County, Vibrant Communities,</b>		
<b>Key Strategic Initiative:</b>	<b>Activity Area:</b>		
Enhance transportation safety in Lane County through engineering, education and enforcement	Public Works, Lane County Sheriff's Office, Health & Human Services and County Counsel implemented a Fatal Crash Investigation Team.		
<b>Inputs:</b> <i>To accomplish our goals, we may need the following resources:</i>			
Investment in severe and fatal crash reduction education and outreach. Investment in prevention measures. A team of technicals and professionals from Public Safety, Road Maintenance, and Engineering meet regularly to review road related crashes and develop strategies to reduce and prevent severe and fatal crashes.			
<b>Outputs:</b> <i>Accomplishing these projects will result in the following evidence of progress:</i>			
Decrease in severe and fatal crashes. Increased collaboration and develop implement strategies to increase road safety measures education, enforcement and engineering.			
<b>Intended Outcomes:</b>			
Decreased number of fatal and severe injury crashes on County Roads.			
<b>Comments:</b>			
Crash data for 2019 and 2020 have not been received as of 8/15/2020.			
<b>Related Metric: Number of fatalities - Data not yet available</b>			
<b>Year</b>	<b>2018</b>	<b>19-20</b>	<b>20-21</b>
<b>Where are we now:</b>	7		
<b>Target:</b>	0	0	0
<b>Notes:</b>	Crash data is received 18-24 months following the calendar year from Oregon Department of Transportation.		
<b>Related Metric: Number of severe injury crashes. Data not yet available</b>			
<b>Year</b>	<b>2018</b>	<b>19-20</b>	<b>20-21</b>
<b>Where are we now:</b>	37		
<b>Target:</b>	0	0	0
<b>Notes:</b>	Crash data is received 18-24 months following the calendar year from Oregon Department of Transportation.		

### Partnerships

Public Works operates in partnership with several government entities and non-profits to save resources, maximize efficiency, and enhance service capabilities.

- Street maintenance agreement with the City of Eugene – separates maintenance responsibility geographically for the mixed jurisdiction area of Santa Clara.
- Stormwater service agreements with Eugene & Springfield – relies on the cities to extend urban level stormwater services into County areas within the Urban Growth Boundaries.
- Greater Oregon Fleet Cooperative – pools funding for wholesale fuel purchasing.

## Public Works

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- Lane Radio Interoperability Group (LRIG) – leverages funding between numerous agencies to maintain and expand the County radio system.
- Friends of Buford Park, Mount Pisgah Arboretum – provides thousands of volunteer hours and funding for projects in support of our largest park, Howard Buford Recreation Area.
- Central Lane Metropolitan Planning Organization – cooperates through a regional approach on transportation projects to leverage state and federal funding.
- BRING – Extends our public outreach for recycling education into schools and businesses across the County.

Note: Public Works has an operational reserve goal of 20% for operating funds. Where applicable, each fund met this goal prior to the COVID-19 outbreak. Parks and the Lane Events Center may need to draw on reserves to replace lost revenue from Transient Room Tax (TRT) and Car Rental Tax (CRT) reductions. Additional reserve goals are established for the Road Fund, Waste Management, and Land Management. The Road Fund maintains additional reserves to meet the Road Fund Reserve Policy for Emergency Reserves, Catastrophic Reserves, and Service and Asset Stabilization Reserves. The Land Management has been working toward a 150% operational reserves for Service and Asset Stabilization during economic downturns. The Waste Management maintains Financial Assurance reserves as required by the Department of Environmental Quality for Closure and Post-Closure Care of the Short Mountain Landfill.

## Public Works

DEPARTMENT FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Taxes & Assessments	2,877,794	2,938,712	2,192,463	3,094,657	902,194	41.15%
Licenses & Permits	2,583,560	2,728,770	2,554,752	2,002,397	(552,355)	-21.62%
Fines, Forfeitures, Penalties	38,052	71,408	49,500	45,500	(4,000)	-8.08%
Property And Rentals	6,641,297	6,640,445	5,790,995	5,396,927	(394,068)	-6.80%
Federal Revenues	6,654,153	6,237,213	8,967,432	6,865,926	(2,101,506)	-23.43%
State Revenues	25,453,306	36,330,497	28,439,517	32,042,156	3,602,639	12.67%
Local Revenues	0	213,330	500,000	335,000	(165,000)	-33.00%
Fees And Charges	33,254,563	35,435,929	32,650,728	32,529,216	(121,512)	-0.37%
Administrative Charges	2,808,601	2,613,501	2,882,823	3,232,534	349,711	12.13%
Interest Earnings	1,135,370	2,024,993	1,791,666	1,746,751	(44,915)	-2.51%
<b>Total Revenue</b>	<b>81,446,696</b>	<b>95,234,798</b>	<b>85,819,876</b>	<b>87,291,064</b>	<b>1,471,188</b>	<b>1.71%</b>
Interfund Loans	313,508	333,688	1,001,461	0	(1,001,461)	-100.00%
Fund Transfers	755,694	4,191,348	3,214,400	11,357,957	8,143,557	253.35%
<b>TOTAL RESOURCES</b>	<b>82,515,897</b>	<b>99,759,834</b>	<b>90,035,737</b>	<b>98,649,021</b>	<b>8,613,284</b>	<b>9.57%</b>
<b>EXPENDITURES:</b>						
Personnel Services	30,092,281	32,707,379	37,625,637	38,408,211	782,574	2.08%
Materials & Services	30,703,748	31,892,268	34,274,355	35,273,285	998,930	2.91%
Capital Expenses	8,080,269	9,370,892	21,386,966	34,305,444	12,918,478	60.40%
<b>TOTAL EXPENDITURES</b>	<b>68,876,298</b>	<b>73,970,539</b>	<b>93,286,958</b>	<b>107,986,940</b>	<b>14,699,982</b>	<b>15.76%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>FUNDS</b>						
Animal Services Fund	699,652	627,481	774,724	769,973	(4,751)	-0.61%
General Fund	466,154	464,730	484,104	478,126	(5,978)	-1.23%
Land Management Fund	5,081,640	5,524,150	7,076,123	6,656,783	(419,340)	-5.93%
Lane Events Center Fund	3,877,366	3,874,771	5,661,344	4,379,308	(1,282,036)	-22.65%
Motor & Equipment Pool Fund	8,364,264	8,956,507	10,649,786	15,154,169	4,504,383	42.30%
Parks & Open Spaces Fund	3,461,323	3,559,752	4,626,356	4,456,292	(170,064)	-3.68%
Public Land Corners Preservation Fund	444,521	459,082	446,748	419,947	(26,801)	-6.00%
Road Fund	30,025,731	32,832,931	44,610,402	51,715,219	7,104,817	15.93%
Solid Waste Disposal Fund	16,165,252	17,404,627	18,556,531	23,609,455	5,052,924	27.23%
Special Revenue Fund	290,395	266,507	400,840	347,668	(53,172)	-13.27%
<b>TOTAL</b>	<b>68,876,298</b>	<b>73,970,539</b>	<b>93,286,958</b>	<b>107,986,940</b>	<b>14,699,982</b>	<b>15.76%</b>

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>DIVISIONS</b>						
Engineering & Construction Svcs	11,908,368	13,069,447	23,498,241	28,233,563	4,735,322	20.15%
General Services	9,079,875	9,585,296	11,451,170	15,924,690	4,473,520	39.07%
Land Management	5,152,032	5,582,672	7,141,087	6,701,948	(439,139)	-6.15%
Lane Events Center	3,877,366	3,874,771	5,661,344	4,379,308	(1,282,036)	-22.65%
Parks	3,466,293	3,562,514	4,631,177	4,457,630	(173,547)	-3.75%
Public Works Administration	2,775,016	3,161,136	3,559,424	5,377,817	1,818,393	51.09%
Road & Bridge Maintenance	16,452,097	17,730,075	18,787,984	19,302,529	514,545	2.74%
Waste Management	16,165,252	17,404,627	18,556,531	23,609,455	5,052,924	27.23%
<b>TOTAL EXPENDITURES</b>	<b>68,876,298</b>	<b>73,970,539</b>	<b>93,286,958</b>	<b>107,986,940</b>	<b>14,699,982</b>	<b>15.76%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>327.15</b>	<b>345.13</b>	<b>346.90</b>	<b>350.90</b>	<b>4.00</b>	<b>1.15%</b>

# Public Works

## DEPARTMENT POSITION LISTING

### Public Works Administration

2.00 Accounting Analyst  
 1.00 Accounting Clerk 2  
 2.00 Accounting Clerk, Sr  
 1.50 Administrative Assistant  
 1.00 Administrative Support Supv  
 1.00 Asst Dept Dir (H&HS)  
 1.00 Dept Director (PW & HHS)  
 1.00 Office Assistant 2  
 1.00 Office Assistant, Sr  
 1.00 Program Manager  
 0.50 Program Specialist  
 3.00 Public Works Analyst  
 1.00 Sr. Management Analyst  
 4.00 Sr. Public Works Analyst

**21.00 Division FTE Total**

### Engineering & Construction Svcs

21.00 Engineering Analyst  
 1.00 Maintenance Specialist, Lead  
 1.00 Manager  
 2.00 Office Assistant, Sr  
 1.00 Prof/Tech Supervisor  
 3.00 Program Manager  
 1.00 Property Management Officer 2  
 1.00 Sr Planner  
 1.00 Sr. Manager  
 2.00 Sr. Public Works Analyst  
 17.00 Technical Specialist  
 0.50 TEMPT Public Works Analyst  
 1.50 TEMP-Technical Specialist

**53.00 Division FTE Total**

### General Services

1.00 Accounting Clerk, Sr  
 1.00 Animal Welfare Officer  
 2.00 Fleet Services Purchasing Spec  
 1.00 Maintenance Specialist, Lead  
 1.00 Maintenance Supervisor  
 1.00 Mechanic 1  
 7.00 Mechanic 2  
 2.00 Office Assistant 2  
 1.00 Prof/Tech Supervisor  
 1.00 Public Works Analyst  
 1.00 Public Works Assistant Analyst  
 1.00 Shop Utility Worker  
 1.00 Sr Animal Welfare Officer  
 3.00 Sr Mechanic  
 1.00 Sr. Manager

**25.00 Division FTE Total**

### Land Management

2.00 Associate Planner  
 1.00 Building Safety Specialist 1  
 2.50 Building Safety Specialist 2  
 1.00 Building Safety Specialist, Sr.  
 2.00 Compliance Officer  
 2.00 Electrical Inspector  
 1.00 Engineering Analyst  
 2.00 Environmental Health Spec 2  
 5.00 Land Management Technician  
 1.00 Land Management Technician -Bilingual  
 2.00 Manager  
 3.00 Office Assistant, Sr  
 4.00 Planner  
 1.00 Plans Examiner 1  
 1.00 Plans Examiner 2  
 2.00 Prof/Tech Supervisor  
 2.00 Sr Planner  
 1.00 Sr Plans Examiner  
 1.00 Sr. Manager  
 0.50 TEMP-Office Assistant 2 -

**37.00 Division FTE Total**

# Public Works

## DEPARTMENT POSITION LISTING

### Lane Events Center

1.00 Facilities Electrician  
 3.00 Lane Events Center Events Coordinator  
 0.50 Lane Events Ctr Marketing Asst  
 1.00 Manager  
 1.00 Office Assistant 2  
 3.00 Operations Event Worker  
 2.00 Operations Event Worker, Sr  
 1.00 Prof/Tech Supervisor  
 1.00 Program Supervisor  
 1.00 Public Works Analyst

**14.50 Division FTE Total**

### Parks

1.00 Accounting Clerk, Sr  
 1.00 Administrative Assistant  
 1.80 Engineering Analyst  
 3.00 Maintenance Specialist, Lead  
 1.00 Maintenance Supervisor  
 1.00 Park Maintenance 2  
 1.00 Public Works Analyst  
 2.00 Sr Park Maintenance  
 1.00 Sr. Manager  
 0.50 TEMP-Office Assistant 1 -  
 0.50 TEMP-Office Assistant 2 -  
 5.00 TEMP-Park Maintenance 1

**18.80 Division FTE Total**

### Road & Bridge Maintenance

3.00 Engineering Analyst  
 5.00 Maintenance Specialist, Lead  
 8.00 Maintenance Supervisor  
 1.00 Manager  
 1.00 Office Assistant 2  
 45.00 Road Maintenance Operator  
 17.00 Road Maintenance Sr. Operator  
 7.00 Road Maintenance Worker/Trainee  
 1.00 Sr. Manager  
 1.00 Sr. Public Works Analyst  
 4.50 TEMP-Road Maintenance 1

**93.50 Division FTE Total**

### Waste Management

1.00 Accounting Clerk, Sr  
 1.00 Community Service Worker 2  
 6.00 Engineering Analyst  
 1.00 Maintenance Specialist 2  
 4.00 Maintenance Supervisor  
 1.00 Manager  
 1.00 Office Assistant 2  
 2.00 Program Supervisor  
 4.00 Solid Waste Operator  
 22.00 Solid Waste Sr. Operator  
 12.00 Solid Waste Worker/Trainee  
 1.00 Special Waste Specialist  
 4.00 Special Waste Technician  
 2.00 Sr Waste Mgmt Fee Collector  
 1.00 Sr. Manager  
 1.00 Technical Specialist  
 4.50 TEMP - Waste Management Fee Collector  
 0.50 TEMP Office Assistant, Sr  
 3.00 TEMP Solid Waste Worker/Trainee  
 16.10 Waste Management Fee Collector

**88.10 Division FTE Total**

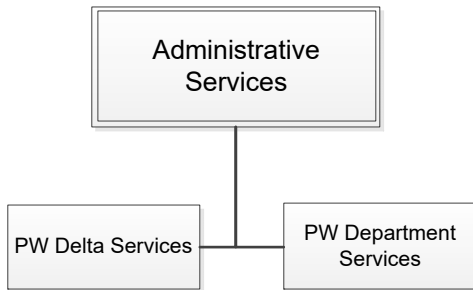
**350.90 Department FTE Total**

# Public Works: Administrative Services

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## **Division Purpose Statement**

*Provide quality support to public and internal customers in the areas of financial management, administrative services, management team support, and weighmasters, in order to provide well-maintained roads and parks, solid waste disposal, and land use/building services for the citizens, tourists, and businesses of Lane County*



## **Division Locator**

### **Public Works**

*Administrative Services ◀  
Engineering & Constr. Svcs  
General Services  
Land Management  
Lane Events Center  
Parks  
Road and Bridge Maintenance  
Waste Management*



## Public Works: Administrative Services

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Taxes & Assessments	17,246	2,310	4,000	4,000	0	0.00%
Property And Rentals	491,873	442,709	368,577	451,593	83,016	22.52%
Federal Revenues	5,978,109	5,496,316	5,248,777	4,960,426	(288,351)	-5.49%
State Revenues	23,134,898	31,761,709	25,034,000	26,639,541	1,605,541	6.41%
Fees And Charges	17,219	15,563	17,000	17,000	0	0.00%
Administrative Charges	2,503,770	2,260,899	2,516,888	2,864,440	347,552	13.81%
Interest Earnings	355,418	767,854	681,899	640,293	(41,606)	-6.10%
Total Revenue	32,498,533	40,747,360	33,871,141	35,577,293	1,706,152	5.04%
Fund Transfers	0	0	0	2,700,000	2,700,000	100.00%
<b>TOTAL RESOURCES</b>	<b>32,498,533</b>	<b>40,747,360</b>	<b>33,871,141</b>	<b>38,277,293</b>	<b>4,406,152</b>	<b>13.01%</b>
<b>EXPENDITURES:</b>						
Personnel Services	1,983,696	2,229,339	2,595,413	2,605,107	9,694	0.37%
Materials & Services	779,621	931,797	964,011	1,273,080	309,069	32.06%
Capital Expenses	11,698	0	0	1,499,630	1,499,630	100.00%
<b>TOTAL EXPENDITURES</b>	<b>2,775,016</b>	<b>3,161,136</b>	<b>3,559,424</b>	<b>5,377,817</b>	<b>1,818,393</b>	<b>51.09%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Road Fund	2,775,016	3,161,136	3,559,424	5,377,817	1,818,393	51.09%
<b>TOTAL</b>	<b>2,775,016</b>	<b>3,161,136</b>	<b>3,559,424</b>	<b>5,377,817</b>	<b>1,818,393</b>	<b>51.09%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
PW Delta Services	0	0	55,600	1,658,010	1,602,410	2,882.03%
PW Department Services	2,775,016	3,161,136	3,503,824	3,719,807	215,983	6.16%
<b>TOTAL EXPENDITURES</b>	<b>2,775,016</b>	<b>3,161,136</b>	<b>3,559,424</b>	<b>5,377,817</b>	<b>1,818,393</b>	<b>51.09%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	19.00	19.50	21.00	21.00	0.00	0.00%

## **Public Works: Administrative Services**

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### **Division Overview**

Provide quality support to public and internal customers in the areas of financial management, administrative services, and management team support, to provide well-maintained roads, parks, animal services, solid waste disposal, and land use/building services for the citizens, tourists, and businesses of Lane County.

Administrative Services provides leadership, information, analysis, and support to the Department Director, management team, staff, citizens, and the Board of Commissioners. This commitment catalyzes informed and quality decisions for the Department and broader Lane County community.

There are four major program areas:

- Financial management: accounting, billing, payroll, contracts, budgeting, financial analysis and planning.
- Administrative services: executive support.
- Management Team support: safety programs, performance measure, grant writing and administration, and strategic planning support.
- Human Resources: recruiting, labor relations, and employee training and development.

### **Division Goals & Strategic Planning**

The Administration Division is focused on supporting Public Works planning and operations so that the Department can achieve current Board of Commissions Strategic Plan goals and effectively execute operational commitments.

- Promote diversity, equity, and inclusion within the Department of Public Works by providing staff with tools and consultation regarding related topics, issues, and concerns.
- Provide excellent fiscal and human resources training and guidance for divisions.
- Reduce Public Works accident incident rate by continually improving safe practices, providing staff training, and continuing to improve the department's safety culture.
- Continue efforts to increase diversity of applicant pool through broader recruitment.
- Provide stewardship and stewardship coaching on financial and human resources management for Public Works and its divisions.
- Continue to provide leadership, information, analysis, and support to the Department Director, management team, staff, residents, and the Board of Commissioners.
- Continue to update and analyze financial forecasting models for Department's major funds.
- Update and refine financial reports to enhance tools for operational management decisions.
- Assist divisions with data analysis and revenue options.
- Continue the organization and development of Administrative processes and procedures.
- Support Customer Service Training that serves our diverse customer base.
- Recruit and hire to fill multiple department vacancies, including supervisory and senior management positions.

## **Public Works: Administrative Services**

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### **Major Accomplishments & Achievements in FY 19-20**

- Implemented Cash Handling improvements to facilitate efficiencies and recommendations received from auditor.
- Recruited for 60 positions for all divisions. Internal candidates filled 25% with promotional opportunities.
- Upgraded large conference room to provide new technology to users and opportunities to utilize as an Emergency Operations Center.
- Completed reorganizations in accounting and support services to improve services for internal and external customers.
- Implemented business intelligence technology to improve “real time” financial tracking and decision making tools for Public Works divisions and managers.

### **Anticipated Service & Budget Changes for FY 20-21**

No significant changes anticipated in FY 20-21.

### **Current & Future Service Challenges**

Continuing recruitment challenges for critical positions. Public Works has had a higher level of turnover in recent years with retirements and increasing outside job opportunities for employees. In addition, current labor market is candidate-driven with limited candidate pools resulting in multiple recruitment search processes to fill some management and technical skills.

### **Capital Projects – Planned and Known Needs**

There are no anticipated capital expenses.

# Public Works: Engineering & Construction Services

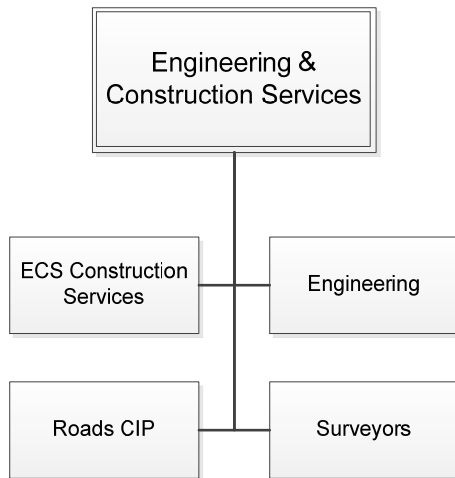
## Division Purpose Statement

*To provide engineering, planning, surveying, and construction services that support the preservation, improvement, and development of the County road and bridge system, while pursuing opportunities and partnerships with other Lane County departments, local agencies, and governments.*

## Division Locator

### **Public Works**

*Administrative Services  
Engineering & Constr. Svcs ←  
General Services  
Land Management  
Lane Events Center  
Parks  
Road and Bridge Maintenance  
Waste Management*



## Public Works: Engineering & Construction Services

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Licenses & Permits	113,881	122,102	95,000	88,000	(7,000)	-7.37%
Fines, Forfeitures, Penalties	0	0	1,000	0	(1,000)	-100.00%
Property And Rentals	652,764	564,147	421,209	570,709	149,500	35.49%
Federal Revenues	33,554	679,729	1,797,092	1,325,000	(472,092)	-26.27%
State Revenues	1,302,089	3,690,222	2,555,410	4,477,508	1,922,098	75.22%
Local Revenues	0	213,330	500,000	335,000	(165,000)	-33.00%
Fees And Charges	1,501,391	1,499,748	1,139,000	1,190,000	51,000	4.48%
Administrative Charges	282,331	330,102	350,935	353,094	2,159	0.62%
Interest Earnings	19,514	31,711	28,896	27,178	(1,718)	-5.95%
<b>Total Revenue</b>	<b>3,905,524</b>	<b>7,131,090</b>	<b>6,888,542</b>	<b>8,366,489</b>	<b>1,477,947</b>	<b>21.46%</b>
<b>TOTAL RESOURCES</b>	<b>3,905,524</b>	<b>7,131,090</b>	<b>6,888,542</b>	<b>8,366,489</b>	<b>1,477,947</b>	<b>21.46%</b>
<b>EXPENDITURES:</b>						
Personnel Services	4,675,991	5,257,447	6,625,094	6,828,394	203,300	3.07%
Materials & Services	2,396,990	2,472,234	2,766,493	4,327,248	1,560,755	56.42%
Capital Expenses	4,835,387	5,339,767	14,106,654	17,077,921	2,971,267	21.06%
<b>TOTAL EXPENDITURES</b>	<b>11,908,368</b>	<b>13,069,447</b>	<b>23,498,241</b>	<b>28,233,563</b>	<b>4,735,322</b>	<b>20.15%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>FUNDS</b>						
General Fund	466,154	464,730	484,104	478,126	(5,978)	-1.23%
Public Land Corners Preservation Fund	444,521	459,082	446,748	419,947	(26,801)	-6.00%
Road Fund	10,798,619	11,941,720	22,262,994	27,034,873	4,771,879	21.43%
Special Revenue Fund	199,073	203,915	304,395	300,617	(3,778)	-1.24%
<b>TOTAL</b>	<b>11,908,368</b>	<b>13,069,447</b>	<b>23,498,241</b>	<b>28,233,563</b>	<b>4,735,322</b>	<b>20.15%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>PROGRAMS</b>						
ECS Construction Services	1,710,236	1,865,791	2,152,432	2,355,353	202,921	9.43%
Engineering	3,817,325	4,261,737	5,546,883	8,438,242	2,891,359	52.13%
Roads CIP	4,795,628	5,149,591	13,702,462	15,330,582	1,628,120	11.88%
Surveyors	1,585,179	1,792,329	2,096,464	2,109,386	12,922	0.62%
<b>TOTAL EXPENDITURES</b>	<b>11,908,368</b>	<b>13,069,447</b>	<b>23,498,241</b>	<b>28,233,563</b>	<b>4,735,322</b>	<b>20.15%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>42.50</b>	<b>51.50</b>	<b>51.50</b>	<b>53.00</b>	<b>1.50</b>	<b>2.91%</b>

# Public Works: Engineering & Construction Services

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## **Division Overview**

Engineering & Construction Services (ECS) is responsible for planning, acquiring Rights of Way, surveying, designing, constructing, and operating safe and efficient transportation systems. ECS is comprised of four distinct work sections: Transportation Engineering Services, Design Services, Construction Services, and Survey Services.

Following the 2009 recession, most of ECS's work was related to pavement preservation only. As funding sources were reducing, ECS looked for other funding sources to leverage capital improvement expenses and restructured its work program to include being an Oregon Department of Transportation (ODOT) certified agency.

As a certified agency, ECS can use State Transportation Improvement Program funds to design and inspect ODOT funded projects for non-certified agencies as well for Lane County federally funded improvements.

House Bill 2017, has also shifted our work program by adding roughly \$2.25 million annually to the capital improvement program. These funds are in addition to the annual \$1.75 million spent on pavement preservation and will be spent on the following infrastructure:

- \$250,000 toward Infrastructure Safety (rumble strips, pedestrian/bicycle enhancements, and Americans with Disabilities Act compliance).
- \$1,000,000 to Bridges & Structure Improvements (seismic retrofits, deck repairs, and covered bridge repairs).
- \$1,000,000 to General Construction projects.

## **Division Goals & Strategic Planning**

- Promote public safety through transportation planning, design engineering, and construction.
- Maintain regional partnerships to plan and develop a healthy, integrated transportation system.
- Foster local and livable communities through a vibrant transportation planning program.
- Pursue innovative funding opportunities and solutions for maintaining the integrity of Lane County infrastructure.
- Analyze and implement capital improvement projects with extended lifespans that reduce deferred maintenance costs.
- Foster and maintain the professional development and technical competence of ECS staff.
- Utilize in-house engineering staff for pavement and bridge design through training and experience building.
- Partner with Road & Bridge Maintenance staff to identify and prioritize pavement preservation and bridge rehabilitation projects.
- Maintain our ODOT certification training and project delivery requirements.
- Cross-train staffing assignments to meet the increasing design and construction project work needs.
- Map a Division-wide work flow plan for projects and purchase project management software (to streamline project delivery; from the Planning stage to the As-constructed stage).

## **Public Works: Engineering & Construction Services**

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### **Major Accomplishments & Achievements in FY 19-20**

- Completed the Lane County Americans with Disabilities Act Transition Plan for Public Rights of Way.
- Bridge rehab construction included repairing and overlaying 2 bridges decks and completing piling repairs on 4 bridges.
- Constructed 12.071 miles of slurry seals in Eugene, 4.041 miles of pavement overlay and 151 ADA compliant ramps in Springfield, Eugene, and Coburg urban areas.
- Implemented roadway safety measures such as, rumble strips and pavement safety edges, in the rural pavement preservation projects.

### **Anticipated Service & Budget Changes for FY 20-21**

- Realign and repair the Stony Point Landslide. This is the first of several phases to improve Territorial Highway between Gillespie Corners and Lorane. Construction is scheduled to begin July 1, 2020.
- Complete design and schedule bid opening in May 2021 for our first seismic upgrades project to Hayden Bridge on Marcola Road.
- Develop an Environmental Services team to address National Pollution Discharge Elimination Systems, Total Maximum Daily Load and Underground Injection Control permit compliance and reporting responsibilities.
- Update our Title VI Plan. This is a federal requirement for agencies that receives federal funds. It is a requirement for all Lane County departments.
- Acquire an electronic bidding platform and project management software to improve project delivery.

### **Current & Future Service Challenges**

Structuring a staff plan that meets our program needs continues to be a challenge. Staff are being cross trained so they can perform work between program areas and efficiently complete projects.

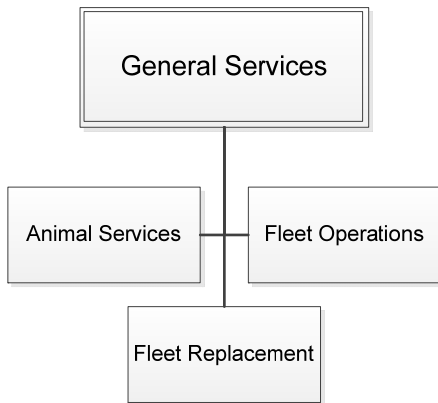
### **Capital Projects – Planned and Known Needs**

Thirteen capital projects with an estimate \$16.9 million are scheduled for construction summer of 2020. In addition to the construction work, staff will be preparing construction drawings for \$7.5 million to be bid in 2021. This trend will continue over the next 5 years as we focus on the Territorial Highway improvements between Gillespie Corners and Lorane. Other large projects will include Kitson Springs Road Slide Repair, River Road Overlay, and Marcola Road Hayden Bridge Seismic Upgrades.

# Public Works: General Services

## Division Purpose Statement

*The purpose of the General Services Division is to effectively maintain Lane County's vehicles in a safe, functional, and reliable condition so its infrastructure, programs, and services can benefit and serve the community; and ensure public and animal health, safety and quality of life within our community and bringing about and maintaining an environment in which people and animals can live harmoniously.*



## Division Locator

### **Public Works**

*Administrative Services  
Engineering & Constr. Svcs  
General Services ◀  
Land Management  
Lane Events Center  
Parks  
Road and Bridge Maintenance  
Waste Management*



## Public Works: General Services

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Licenses & Permits	239,083	246,839	230,355	238,000	7,645	3.32%
Fines, Forfeitures, Penalties	4,697	4,374	3,000	5,000	2,000	66.67%
Property And Rentals	319,435	138,546	312,650	312,650	0	0.00%
Federal Revenues	164	429	500	500	0	0.00%
State Revenues	14,668	11,831	14,000	14,000	0	0.00%
Fees And Charges	8,176,260	8,179,283	8,015,238	8,143,605	128,367	1.60%
Interest Earnings	355,456	505,927	392,987	453,250	60,263	15.33%
<b>Total Revenue</b>	<b>9,109,762</b>	<b>9,087,227</b>	<b>8,968,730</b>	<b>9,167,005</b>	<b>198,275</b>	<b>2.21%</b>
Fund Transfers	447,886	435,888	474,470	524,313	49,843	10.50%
<b>TOTAL RESOURCES</b>	<b>9,557,648</b>	<b>9,523,115</b>	<b>9,443,200</b>	<b>9,691,318</b>	<b>248,118</b>	<b>2.63%</b>
<b>EXPENDITURES:</b>						
Personnel Services	2,235,140	2,370,675	2,670,641	2,794,819	124,178	4.65%
Materials & Services	4,665,728	4,988,859	5,058,671	5,134,458	75,787	1.50%
Capital Expenses	2,179,008	2,225,763	3,721,858	7,995,413	4,273,555	114.82%
<b>TOTAL EXPENDITURES</b>	<b>9,079,875</b>	<b>9,585,296</b>	<b>11,451,170</b>	<b>15,924,690</b>	<b>4,473,520</b>	<b>39.07%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>FUNDS</b>						
Animal Services Fund	699,652	627,481	774,724	769,973	(4,751)	-0.61%
Motor & Equipment Pool Fund	8,364,264	8,956,507	10,649,786	15,154,169	4,504,383	42.30%
Special Revenue Fund	15,959	1,308	26,660	548	(26,112)	-97.94%
<b>TOTAL</b>	<b>9,079,875</b>	<b>9,585,296</b>	<b>11,451,170</b>	<b>15,924,690</b>	<b>4,473,520</b>	<b>39.07%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>PROGRAMS</b>						
Animal Services	715,611	628,789	801,384	770,521	(30,863)	-3.85%
Fleet Operations	6,178,866	6,698,546	6,992,529	7,077,748	85,219	1.22%
Fleet Replacement	2,185,399	2,257,961	3,657,257	8,076,421	4,419,164	120.83%
<b>TOTAL EXPENDITURES</b>	<b>9,079,875</b>	<b>9,585,296</b>	<b>11,451,170</b>	<b>15,924,690</b>	<b>4,473,520</b>	<b>39.07%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>24.98</b>	<b>25.00</b>	<b>24.50</b>	<b>25.00</b>	<b>0.50</b>	<b>2.04%</b>

# Public Works: General Services

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## **Division Overview**

The General Services Division has two functional program areas:

- Animal Services - Animal Services provides for the public safety and welfare of rural Lane County's domestic animal population; for licensing and enforcement of the Lane Code animal regulations; and for shelter and adoption services for lost or homeless animals.
- Fleet - Fleet Services is responsible for providing a modern, well-equipped vehicle and equipment fleet that is maintained and utilized at the lowest reasonable cost while minimizing environmental impacts.

## **Division Goals & Strategic Planning**

### **Animal Services:**

- Continue to work with regional partners to provide sustainable animal services to the community.
- Increase Dog Licensing Compliance - Animal Services hopes to increase licensing compliance by reducing barriers to licensing, working with the Animal Services Advisory Committee, and enhancing partnerships with veterinary offices throughout the County.

### **Fleet:**

- Provide cost effective, timely, and proactive maintenance and program services to the heavy equipment and vehicles integral in public safety, road & bridge maintenance, solid waste transportation and disposal, park maintenance, and other services throughout the county.
- Establish best practices and procedures that minimize environmental impacts through pursuing and implementing alternative fuel vehicle acquisitions and reducing consumption of fossil fuels.
- Ensure networks of integrated and effective services through partnerships by providing maintenance services to partner agencies.

## **Major Accomplishments & Achievements in FY 19-20**

### **Animal Services:**

- In cooperation with state and regional partners, successfully completed the rescue of over 65 horses from a boarding operation in Creswell.
- Added 0.49 FTE for a full-time Office Assistant 2 to support licensing and enforcement activities.

### **Fleet:**

- Facilitated audit of FY 18-19 helped form two committees: The Fleet Operational Implementation Committee and Fleet financial audit steering committee. Both are making progress in customer service and operations improvements for Fleet's internal customers, and looking at future financial planning for Fleet Operations County wide.
- Fleet Services is near completion with a full system overhaul on Public Service Building pool key access. A new key distribution box will be placed in the current spot of the existing one. It is operated by a web link connected to Fleet for setting appointments with vehicles. The new module and hardware will include reserve scheduling for all users and improved system administration. Anticipated completion in April/May 2020.
- Fleet Admin and Logistics are currently underway in analyzing and initiating its Electrical Vehicle policy as a result for continued efficiency and greater reduction of its greenhouse gas emissions called for in the Board of County Commissioner's Climate Action Plan.
- Fleet Services conducted the annual surplus equipment and vehicle auction with sale proceeds from all combined agencies exceeding \$736,000.
- Eight (8) pieces of heavy equipment have been purchased, and nine (9) pending, all replacements, for a FY year-end total of \$2.75 million.

## **Public Works: General Services**

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- Ten (10) light duty vehicles (3 new and 7 replacements) have been purchased, and Twenty One (21) pending for a FY year-end total of \$852,257.
- Eight (8) Sheriff's Office vehicles have been purchased, and eight (8) pending, all replacements, for a FY year-end total of \$538,835.

### **Anticipated Service & Budget Changes for FY 20-21**

- Future potential financial audit recommendation committee outcomes will require analysis to ensure continued replacement fund stability.
- Recommendations from the recent audit included analysis of the vehicle and equipment replacement program. This was completed in FY 19-20 and a plan was developed to "flatten the curve" and eliminate the purchasing/expense spikes over the next five to ten years. This new plan will increase purchases in FY 20-21 and then smooth the replacement pattern over time as the new methodology is implemented. Capital purchases for replacement of vehicles and equipment increased by \$4.3 million in FY 20-21 compared to FY 19-20.
- Research opportunities and feasibility for future of 1st Avenue Shelter which formally housed Lane County Animal Control.
- Increase Animal Services by 0.50 FTE through support of General Fund allowing a part time Animal Welfare Officer position to be increased to full time.

### **Current & Future Service Challenges**

- Implementation of Fleet audit recommendations may include restructure of the replacement fund, departmental billing strategy, and associated systems/software. Fleet will also modify operations to meet customer availability needs.
- The ability of Animal Services to quickly and effectively provide temporary housing for large animals in multiple animal rescue operations.

### **Capital Projects – Planned and Known Needs**

There are no anticipated capital expenses.

# Public Works: Land Management

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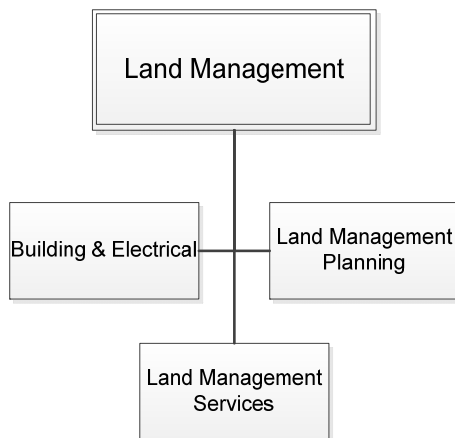
## Division Purpose Statement

*To provide quality public service in the administration and regulation of land use planning, building construction, code compliance and subsurface sanitation systems.*

## Division Locator

### **Public Works**

*Administrative Services  
Engineering & Constr. Svcs  
General Services  
Land Management ◀  
Lane Events Center  
Parks  
Road and Bridge Maintenance  
Waste Management*



## Public Works: Land Management

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Licenses & Permits	2,174,440	2,323,395	2,169,397	1,646,397	(523,000)	-24.11%
Fines, Forfeitures, Penalties	3,704	3,570	0	0	0	0.00%
Property And Rentals	38,779	48,023	26,398	20,398	(6,000)	-22.73%
Federal Revenues	18,144	21,912	625,000	580,000	(45,000)	-7.20%
State Revenues	204,483	194,056	180,000	174,000	(6,000)	-3.33%
Fees And Charges	3,578,966	3,844,925	3,713,001	3,625,709	(87,292)	-2.35%
Administrative Charges	22,500	22,500	15,000	15,000	0	0.00%
Interest Earnings	77,560	135,738	159,457	140,770	(18,687)	-11.72%
<b>Total Revenue</b>	<b>6,118,577</b>	<b>6,594,119</b>	<b>6,888,253</b>	<b>6,202,274</b>	<b>(685,979)</b>	<b>-9.96%</b>
Fund Transfers	0	0	40,000	10,000	(30,000)	-75.00%
<b>TOTAL RESOURCES</b>	<b>6,118,577</b>	<b>6,594,119</b>	<b>6,928,253</b>	<b>6,212,274</b>	<b>(715,979)</b>	<b>-10.33%</b>
<b>EXPENDITURES:</b>						
Personnel Services	3,128,623	3,614,858	4,373,280	4,161,312	(211,968)	-4.85%
Materials & Services	2,023,409	1,967,813	2,598,442	2,540,636	(57,806)	-2.22%
Capital Expenses	0	0	169,365	0	(169,365)	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>5,152,032</b>	<b>5,582,672</b>	<b>7,141,087</b>	<b>6,701,948</b>	<b>(439,139)</b>	<b>-6.15%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>FUNDS</b>						
Land Management Fund	5,081,640	5,524,150	7,076,123	6,656,783	(419,340)	-5.93%
Special Revenue Fund	70,393	58,521	64,964	45,165	(19,799)	-30.48%
<b>TOTAL</b>	<b>5,152,032</b>	<b>5,582,672</b>	<b>7,141,087</b>	<b>6,701,948</b>	<b>(439,139)</b>	<b>-6.15%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>PROGRAMS</b>						
Building & Electrical	2,255,855	2,342,254	2,410,239	2,281,738	(128,501)	-5.33%
Land Management Planning	1,703,681	1,729,937	2,456,795	2,334,332	(122,463)	-4.98%
Land Management Services	1,192,496	1,510,480	2,274,053	2,085,878	(188,175)	-8.27%
<b>TOTAL EXPENDITURES</b>	<b>5,152,032</b>	<b>5,582,672</b>	<b>7,141,087</b>	<b>6,701,948</b>	<b>(439,139)</b>	<b>-6.15%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>34.00</b>	<b>36.00</b>	<b>37.00</b>	<b>37.00</b>	<b>0.00</b>	<b>0.00%</b>

# Public Works: Land Management

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## **Division Overview**

The Land Management Division (LMD) is responsible for administrating the Lane County Rural Comprehensive Plan, the Uniform Building Code, the Oregon Electrical Code, and Oregon Administrative Rules for On-Site Sewage Disposal and Lane Code Chapters Administration Enforcement (5), Buildings (11), Comprehensive Plan (12), Land Divisions (13), Application Review and Appeal Procedures (14) and Lane Use and Development Code (16).

In order to implement these various requirements LMD comprised of the following program areas: Building, Land Use Planning and Coordinated Services. The Building Program oversees residential and commercial plan review, structural, electrical and mechanical inspections and onsite sanitation. The Land Use program is comprised of a long range (comprehensive) planning section, a current planning section and the Firewise Program. The Coordinated Services program provides administrative, customer service and compliance support to the division. Customer service is a thread that runs through all division functions, and land management staff assist between 20 and 50 customers daily at the Customer Service Center.

## **Division Goals & Strategic Planning**

LMD continues to focus on the following strategic goals:

- Provide unparalleled customer service
- Attract and maintain exceptional staff
- Maintain financial stability and sustainable service levels

## **Major Accomplishments & Achievements in FY 19-20**

Staff has been focused on a number of significant projects this year. Major work items and accomplishments include:

- Coordination and support with the City of Eugene on: The River Road / Santa Clara Neighborhood Plan, the Airport Master Plan and the Eugene Urban Reserves Project.
- Lane Code Modernization – significant progress on updates of Chapters Administration Enforcement (5), Buildings (11) and Lane Use and Development Code (16).
- Natural Hazards Mitigation work – Community Wildfire Protection Plan development, Federal Emergency Management Agency flood map enhancements, floodplain and fire-safety code update developments, structural damage assessment trainings and Firewise outreach.
- Technology enhancements – implementation of BlueBeam electronic plan review software and significant progress towards the rollout of Tableau Key Performance Indicator (KIP) dashboards.

## **Public Works: Land Management**

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### **Anticipated Service & Budget Changes for FY 20-21**

COVID-19 has impacted building permit revenue, however, these impacts are not as significant as first anticipated. In addition, revenues for land use permits are tracking well. The division is also experiencing record high customers service and information requests, which is typically good indicator that that future development applications will follow. Continued impacts to LMD revenues due to COVID-19 are difficult to predict but recent trends suggest that the worst impacts may have already occurred. In addition, LMD's reserves remain very healthy should conditions not change.

### **Current & Future Service Challenges**

Providing exceptional customer service in the time of COVID is a challenge. The closure of the Customer Service Center required LMD to modify its customer service model. This means staff spend considerably more time communicating over the phone and through email. Overall this new model is functioning but it is not ideal and has proven to be much more labor intensive, especially to the Coordinated Services workgroup. Customer Service could be greatly enhanced with two additional FTE. However, recent revenue trends preclude the division from hiring additional staff at this time.

In addition, LMD continues to struggle to adequately resource the Code Enforcement Program. This program has just 2.0 FTE. As a result, not all code violations can be investigated and resolved and staff must prioritize more serious violations. Prior to COVID, the division was preparing a fee increase proposal to help fund code enforcement functions. This proposal is currently on hold but will likely be revisited within the next six months.

### **Capital Projects – Planned and Known Needs**

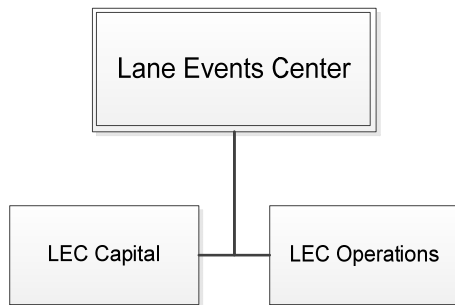
There are no anticipated capital expenses.

# Public Works: Lane Events Center

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## Division Purpose Statement

*The Lane Events Center enriches the lives of Lane County residents by providing programs that support family, youth and community values; support the visitor and convention industry; encourage local and small business opportunities; and provides a venue for community celebrations and events. The Lane County Fair's mission is to entertain and educate fair visitors and celebrate our communities' traditions, talents, diversity, and agricultural and urban heritage.*



## Division Locator

### **Public Works**

*Administrative Services  
Engineering & Constr. Svcs  
General Services  
Land Management  
Lane Events Center ◀  
Parks  
Road and Bridge Maintenance  
Waste Management*



## Public Works: Lane Events Center

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Taxes & Assessments	1,895,506	1,921,417	1,398,072	2,121,220	723,148	51.72%
Property And Rentals	2,355,166	2,464,710	2,094,967	1,071,989	(1,022,978)	-48.83%
State Revenues	53,167	53,167	53,332	53,332	0	0.00%
Fees And Charges	383,766	399,745	381,550	313,500	(68,050)	-17.84%
Interest Earnings	37,152	74,500	78,578	62,621	(15,957)	-20.31%
<b>Total Revenue</b>	<b>4,724,757</b>	<b>4,913,539</b>	<b>4,006,499</b>	<b>3,622,662</b>	<b>(383,837)</b>	<b>-9.58%</b>
Fund Transfers	284,943	412,746	531,660	700,574	168,914	31.77%
<b>TOTAL RESOURCES</b>	<b>5,009,700</b>	<b>5,326,285</b>	<b>4,538,159</b>	<b>4,323,236</b>	<b>(214,923)</b>	<b>-4.74%</b>
<b>EXPENDITURES:</b>						
Personnel Services	1,346,093	1,416,325	1,470,423	1,416,134	(54,289)	-3.69%
Materials & Services	2,216,791	2,351,625	2,433,439	1,563,174	(870,265)	-35.76%
Capital Expenses	314,481	106,821	1,757,482	1,400,000	(357,482)	-20.34%
<b>TOTAL EXPENDITURES</b>	<b>3,877,366</b>	<b>3,874,771</b>	<b>5,661,344</b>	<b>4,379,308</b>	<b>(1,282,036)</b>	<b>-22.65%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Lane Events Center Fund	3,877,366	3,874,771	5,661,344	4,379,308	(1,282,036)	-22.65%
<b>TOTAL</b>	<b>3,877,366</b>	<b>3,874,771</b>	<b>5,661,344</b>	<b>4,379,308</b>	<b>(1,282,036)</b>	<b>-22.65%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
LEC Capital	443,365	345,588	2,049,974	1,718,576	(331,398)	-16.17%
LEC Operations	3,434,001	3,529,183	3,611,370	2,660,732	(950,638)	-26.32%
<b>TOTAL EXPENDITURES</b>	<b>3,877,366</b>	<b>3,874,771</b>	<b>5,661,344</b>	<b>4,379,308</b>	<b>(1,282,036)</b>	<b>-22.65%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>14.50</b>	<b>14.50</b>	<b>14.50</b>	<b>14.50</b>	<b>0.00</b>	<b>0.00%</b>

# Public Works: Lane Events Center

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## **Division Overview**

The Lane Events Center (LEC) enriches the lives of Lane County residents by providing programs that support family, youth and community values; supporting the visitor and convention industry; encouraging local and small business opportunities; and providing a venue for community celebrations and events. The Lane County Fair's mission is to entertain and educate fair visitors and celebrate our communities' traditions, talents, diversity, and agricultural and urban heritage.

Lane County operates a split model operation of the Lane Events Center/Lane County Fair in which operational responsibility is vested in a Fair Board for the annual Fair, and in the County for the remainder of the year which is comprised of events. The Lane County Fair Board is appointed by the Lane County Board of County Commissioners. The Fair Board is responsible for selecting management to plan, prepare and produce the Lane County Fair each year. The Fair Board also functions in an advisory capacity relating to the Lane Events Center as the goals of both may be mutually shared.

In addition to the annual Lane County Fair, facilities are also provided for various entertainment events, meetings, festivals, catered functions, exhibits, and business opportunities year round. Livestock events and facilities are available during the dry weather period. The Lane Events Center also operates: a regional exhibition/convention facility; an arena which is currently restricted to ice related events only, including skating and hockey; and an indoor sports facility which provides venues for basketball and volleyball. Combined there are over 18 rentable spaces or buildings.

The Lane Events Center operates within a 55-acre site located within the City of Eugene. This site is served by direct public transportation, and is also accessible to vehicles, bicycles, and pedestrian traffic. The Lane Events Center hosts approximately 1,000 event days and welcomes over 750,000 visitors each year. The operations and capital investments are primarily financed by rentals, by the production of the Lane County Fair, and by TRT revenues.

## **Division Goals & Strategic Planning**

Strategic goals continue to focus on Department priorities by investing in a strong, diverse and sustainable regional economy and maintaining safe infrastructures.

- Provide opportunities for healthy activities through Event Center usage.
- Continue to foster a local, livable community through Event Center functions.
- Support existing partnerships and foster new partnerships and collaborations.
- Continue to re-invest in existing infrastructure to avoid higher maintenance costs in the future.
- Develop a strategic long-term Master Plan for Lane Events Center and its campus by using a Facility Condition Assessment and Market Demand Analysis which will include an updated Business Plan.
- Increase the number of uses or types of uses that provide the best opportunity to increase revenues or get the greatest return on investment for improvements.
- Begin work on Master Plan that includes client, public and partner outreach (FY 21-22).
- Use Facility Assessment and Market Analysis to develop a new Business Plan (FY 20-21) and include options for replacing or renovating existing structures to maximize flexibility and revenue potential. Creation of a new Marketing Plan in conjunction with the Business Plan will increase opportunities for new events and support the visitor and convention industry.
- Increase net revenue of the annual Lane County Fair and year round rentals to allow for grounds and capital improvements.

## **Public Works: Lane Events Center**

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### **Major Accomplishments & Achievements in FY 19-20**

- Completed Market Demand Analysis.
- Operational contingency level in Lane Event Center fund has increased due to exceeding revenues in several areas of the Fair which contributes to additional funds available to be placed in Operational Contingencies.
- Capital Projects scheduled for completion in 2020 include Chiller Replacement and Roof Membrane Replacement at the Event Center.

### **Anticipated Service & Budget Changes for FY 20-21**

Renovation of existing facilities and spaces will improve flexibility allowing for diversity usage and additional options. Budget for 2021 Lane County Fair was significantly reduced due to Covid-19 Pandemic and cancellation of annual Fair.

### **Current & Future Service Challenges**

Current levels of TRT do not support major infrastructure improvements and reduce the ability to maintain facilities. Continued reductions of TRT resources will impact projects and the ability to sustain and improve facility conditions. Due to the Coronavirus Pandemic, TRT levels are anticipated to decrease for several months. Some recommended improvements may need to be deferred depending on available resources. Current restrictions in place due to Covid-19 limit our ability to provide space for community and business events. The reduction in number and types of events will impact our revenue and will need to be offset with reductions in expenses.

### **Capital Projects – Planned and Known Needs**

Work continues on deferred maintenance needs identified in the Facility Condition Assessment (2017) and the recommended improvements noted in the Market Demand Analysis (2020).

Projects planned for FY 20-21 include:

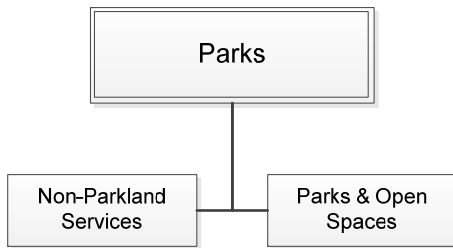
- Events Center Fire System Upgrade which brings certain functions of the Fire/Safety system up to code with functioning equipment. Project covered by Lane Event Ctr. - Capital Fund.
- Livestock Building Floor Conversion which improves the flexibility and marketability of the facility by upgrading the floor from dirt to concrete. Project covered by Lane Event Ctr. -Capital Fund.
- Wheeler Pavilion HVAC Upgrade which replaces the old boiler system with a pad mount unit that supplies heat and air conditioning to the building allowing for increased rental potential by adding air conditioning and improving heating ability and efficiency. Project covered by Lane Event Ctr. - Capital Fund.

# Public Works: Parks

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## Division Purpose Statement

*Parks provides safe, clean and well-maintained parks and natural resource areas for a diversity of high-quality recreational experiences. Parks owns, operates or maintains 67 facilities throughout the County including camping, hiking, marinas, covered bridges, picnicking and access to Lane County waterways.*



## Division Locator

### **Public Works**

*Administrative Services  
Engineering & Constr. Svcs  
General Services  
Land Management  
Lane Events Center  
Parks ◀  
Road and Bridge Maintenance  
Waste Management*

## Public Works: Parks

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Taxes & Assessments	965,041	1,014,985	790,391	969,437	179,046	22.65%
Fines, Forfeitures, Penalties	29,517	63,464	45,000	40,000	(5,000)	-11.11%
Property And Rentals	1,900,447	2,119,264	1,895,024	2,113,350	218,326	11.52%
Federal Revenues	0	0	110,000	0	(110,000)	-100.00%
State Revenues	658,806	595,212	500,775	681,775	181,000	36.14%
Fees And Charges	136,340	132,565	107,700	109,961	2,261	2.10%
Interest Earnings	13,674	25,697	18,155	23,364	5,209	28.69%
<b>Total Revenue</b>	<b>3,703,826</b>	<b>3,951,188</b>	<b>3,467,045</b>	<b>3,937,887</b>	<b>470,842</b>	<b>13.58%</b>
Fund Transfers	22,865	42,714	168,270	423,070	254,800	151.42%
<b>TOTAL RESOURCES</b>	<b>3,726,691</b>	<b>3,993,902</b>	<b>3,635,315</b>	<b>4,360,957</b>	<b>725,642</b>	<b>19.96%</b>
<b>EXPENDITURES:</b>						
Personnel Services	1,347,987	1,475,747	1,796,837	1,958,754	161,917	9.01%
Materials & Services	1,745,159	1,946,478	2,462,733	2,043,896	(418,837)	-17.01%
Capital Expenses	373,148	140,289	371,607	454,980	83,373	22.44%
<b>TOTAL EXPENDITURES</b>	<b>3,466,293</b>	<b>3,562,514</b>	<b>4,631,177</b>	<b>4,457,630</b>	<b>(173,547)</b>	<b>-3.75%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Parks & Open Spaces Fund	3,461,323	3,559,752	4,626,356	4,456,292	(170,064)	-3.68%
Special Revenue Fund	4,970	2,762	4,821	1,338	(3,483)	-72.25%
<b>TOTAL</b>	<b>3,466,293</b>	<b>3,562,514</b>	<b>4,631,177</b>	<b>4,457,630</b>	<b>(173,547)</b>	<b>-3.75%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Non-parkland Services	321	181	149	200,447	200,298	134,428.19%
Parks & Open Spaces	3,465,972	3,562,333	4,631,028	4,257,183	(373,845)	-8.07%
<b>TOTAL EXPENDITURES</b>	<b>3,466,293</b>	<b>3,562,514</b>	<b>4,631,177</b>	<b>4,457,630</b>	<b>(173,547)</b>	<b>-3.75%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>15.80</b>	<b>16.80</b>	<b>18.80</b>	<b>18.80</b>	<b>0.00</b>	<b>0.00%</b>

# Public Works: Parks

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## **Division Overview**

The Parks Division provides safe, clean and well-maintained parks and natural resource areas for a diversity of high-quality recreational experiences. Parks owns, operates or maintains 69 facilities throughout the County and offer camping, hiking, marinas, covered bridges, picnicking and access to Lane County waterways.

## **Division Goals & Strategic Planning**

Parks strategic goals continue to be in line with the County Strategic Priorities by collaborating and coordinating with internal and external partners to operate and maintain accessible recreational and conservation areas which provide people opportunities to pursue healthy outdoor recreational, educational and leisure activities.

- Support existing partnerships and foster new connections and collaborations.
- Continue to reinvest in existing Parks infrastructure to avoid higher deferred maintenance costs in the future and develop a preventative maintenance schedule.
- Invest in capital projects that have the following benefits to parks: (1) are revenue producers, (2) can be immediately implemented, (3) improve the efficiency of operations and (4) enhance the customer experience.
- Implement the 2018 Parks and Open Space Master Plan through Action Plans in collaboration with the Parks Advisory Committee. The Master Plan guides the strategic investments towards revenue enhancing services to better serve the identified needs of our visitors through the year 2038.
- Implement the conservation goals and strategies in the 2018 Howard Buford Recreation Area Habitat Management Plan to apply adaptive management and stewardship of the identified conservation targets.
- Conduct a Facilities Condition Assessment to inventory and assess the lifespan of existing park infrastructure. Propose sustainable funding recommendations to the County Board of Commissioners resulting from the Parks Funding Task Force report.
- Expand our volunteer base through the establishment of an Adopt-A-Park program and explore and strengthen existing partnerships with stakeholder agencies and organizations.
- Design of the next phase in the Armitage Park Campground expansion. Invest in projects focused on meeting customer needs, revenue generation, and facilitating Lane County's robust park system consistent with the community's expectations.
- Support the Rivers to Ridges partnership consortium to strengthen the connection between natural areas within the southern Willamette Valley.

## **Major Accomplishments & Achievements in FY 19-20**

- Began implementing the strategies in the 2018 Parks and Open Spaces Master Plan and the 2018 Howard Buford Recreation Area Habitat Management Plan.
- Entered into maintenance agreement with Department of State Lands for North Jetty Park to investigate a long-term lease.
- Hired a consultant to facilitate the Parks Funding Task Force and recruited Task Force members that represent the recreation and tourist industry and citizen interests throughout Lane County.
- Installed credit-card only fee machines at: Richardson Park, Baker Bay Park, Hendricks Bridge Wayside Park, Perkins Peninsula Park, and Heceta Beach Wayside. The fee machines are used to collect day-use fees.
- Increased staff by 2.0 FTE. Hired a full-time Volunteer Coordinator to recruit, train, and track volunteer groups and establish an Adopt-A-Park program. Hired a Senior Accounting Clerk to improve revenue processing and financial auditing.

## **Public Works: Parks**

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### **Anticipated Service & Budget Changes for FY 20-21**

- The FY 20-21 Budget includes fee increase for day use and camping fees which will support two new full-time Park maintenance positions.
- Deferred maintenance of park facilities is continuing to grow. Currently, Parks is working on a Request for Proposal for a contractor to conduct a Facilities Condition Assessment to identify and prioritize the deferred maintenance backlog.
- Lane County Park's Division is responsible for maintaining Covered Bridges on County Roads that are closed to traffic. Resources to maintain these off-system bridges is limited. A recent inspection indicated that the Stewart Covered Bridge located near Cottage Grove is in urgent need of maintenance and safety improvements. The County has approved \$200,000 in the FY 20-21 Budget for the necessary improvements.

### **Current & Future Service Challenges**

Parks currently has seven full-time Park Maintenance (PM2) employees providing enforcement and maintenance roles. It is difficult to adequately maintain such a large park system with this small team even with temporary help during the summer season.

Balancing strategic and policy decisions between administrative and maintenance needs is an ongoing challenge which is anticipated to continue over the next few years as the Parks Master Plan is implemented.

### **Capital Projects – Planned and Known Needs**

- Construct 15 additional full-hookup RV camping sites at Armitage Park. Designed engineering scheduled for FY 20-21. Infrastructure upgrades scheduled for FY 21-22 and site construction for FY 22-23.
- Realign the Hendricks Bridge boat ramp and expand the boat trailer parking area. Project completed in FY 20-21. Construction scheduled for summer/fall of 2020.

# Public Works: Road & Bridge Maintenance

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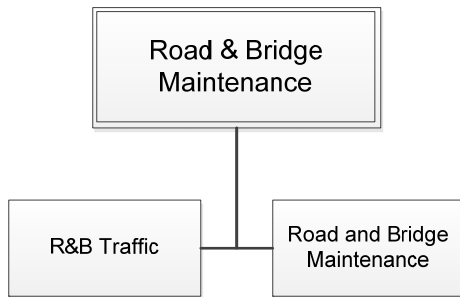
## Division Purpose Statement

*Maintain and preserve a safe and effective road system for public use.*

## Division Locator

### **Public Works**

*Administrative Services  
Engineering & Constr. Svcs  
General Services  
Land Management  
Lane Events Center  
Parks  
Road and Bridge Maintenance ◀  
Waste Management*





## Public Works: Road & Bridge Maintenance

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Licenses & Permits	56,156	36,434	60,000	30,000	(30,000)	-50.00%
Property And Rentals	39,444	7,655	14,500	9,500	(5,000)	-34.48%
Federal Revenues	624,183	38,827	1,186,063	0	(1,186,063)	-100.00%
State Revenues	13,899	0	0	0	0	0.00%
Fees And Charges	577,011	400,129	277,000	170,000	(107,000)	-38.63%
<b>Total Revenue</b>	<b>1,310,694</b>	<b>483,046</b>	<b>1,537,563</b>	<b>209,500</b>	<b>(1,328,063)</b>	<b>-86.37%</b>
<b>TOTAL RESOURCES</b>	<b>1,310,694</b>	<b>483,046</b>	<b>1,537,563</b>	<b>209,500</b>	<b>(1,328,063)</b>	<b>-86.37%</b>
<b>EXPENDITURES:</b>						
Personnel Services	7,452,556	8,036,508	9,049,002	9,528,596	479,594	5.30%
Materials & Services	8,903,741	9,461,319	9,658,982	9,633,933	(25,049)	-0.26%
Capital Expenses	95,799	232,248	80,000	140,000	60,000	75.00%
<b>TOTAL EXPENDITURES</b>	<b>16,452,097</b>	<b>17,730,075</b>	<b>18,787,984</b>	<b>19,302,529</b>	<b>514,545</b>	<b>2.74%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Road Fund	16,452,097	17,730,075	18,787,984	19,302,529	514,545	2.74%
<b>TOTAL</b>	<b>16,452,097</b>	<b>17,730,075</b>	<b>18,787,984</b>	<b>19,302,529</b>	<b>514,545</b>	<b>2.74%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
R&B Traffic	1,900,854	1,930,058	2,197,973	1,902,644	(295,329)	-13.44%
Road And Bridge Maintenance	14,551,243	15,800,017	16,590,011	17,399,885	809,874	4.88%
<b>TOTAL EXPENDITURES</b>	<b>16,452,097</b>	<b>17,730,075</b>	<b>18,787,984</b>	<b>19,302,529</b>	<b>514,545</b>	<b>2.74%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>88.50</b>	<b>93.50</b>	<b>91.50</b>	<b>93.50</b>	<b>2.00</b>	<b>2.19%</b>

# Public Works: Road & Bridge Maintenance

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## **Division Overview**

Lane County Public Works, Road Maintenance Division is responsible for the maintenance and preservation of Lane County's 1,400 miles of roadways and 420 bridges. The division primary responsibilities are detailed below;

**Pavement Preservation** – Maintaining Lane County roadways with maintenance crews based out of five zones across Lane County. Maintenance activities include surface treatments, drainage systems, stormwater management, street cleaning and many other maintenance activities to preserve Lane County roads with a focus on preservation and fiscal responsibility.

**Bridge Maintenance** – Responsible for maintaining over 420 bridges across Lane County. This includes covered bridges, concrete spans, wooden bridges and steel truss structures. Lane County bridge crews inspect bridges, perform routine maintenance as well as structural repairs and engineering work as necessary to insure Lane County's bridges are safe and reliable.

**Vegetation Management** - The vegetation maintenance team is tasked with maintaining roadside vegetation to promote a high level of safety and visibility for road users. This includes annual roadside mowing, tree pruning and removal, brush control, fire prevention as well as noxious and invasive plant management for Lane County residents.

**Road Striping & Signage** – The Roads Division is responsible for striping all County roadways through an annual program of roads striping and marking. Road Maintenance also maintain over 22,000 signs and structures that identify roadways, control traffic, delineate safety features and promote proper control measures for all road users, pedestrian and vehicular.

**Planning** – Responsible for planning maintenance programs, policies and budgets to insure Lane County has a reliable and efficient maintenance program for all of our charged responsibilities.

## **Division Goals & Strategic Planning**

Lane County Public Works, Road Maintenance Division is looking to the future following the passage of House Bill 2017 and recommendations of the internal road maintenance audit in 2017. The Roads Division is actively working to develop and implement a Division wide Asset Management Program that will assist in developing maintenance forecasts, project planning, budget implementation and reporting of strategic work outcomes.

The Roads Division will continue to manage resources insuring roadways are maintained with a focus and dedication to public safety and cost effective preservation of our system. Public Works will commit to increased maintenance of our County's bridges with dedicated staffing and funds to support a reliable and transportation system across all of Lane County.

## **Public Works: Road & Bridge Maintenance**

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### **Major Accomplishments & Achievements in FY 19-20**

This last fiscal year was marked by the largest cleanup effort in the last 20 years of Public Works history by federal level reimbursements. The Roads Division completed nearly two million dollars' worth of cleanup and repair work following the snow of last February. This storm became a federal disaster declaration for Lane County, as of now those federal funds should support nearly 1.7 million dollars of our costs that were committed to the cleanup effort on all Lane County roads.

The Roads Division brought on a Road Maintenance Planner for the Division this last fiscal year. This position is critical to the long term planning of our maintenance activities, and was a recommendation of the Roads Audit of 2017. The Planner over this last fiscal cycle was able to develop a new winter management program, update our snow priority routes with Commissioners and upgrade our website related to our programs, allowing improved access and information sharing with the public.

The Roads Division completed over sixty three miles of chip seal surface preservation miles and over twelve miles of urban slurry seal miles. This increase has been based upon increased staffing and budgets for our preservation work and we continue to work upwards toward our goal of between eighty and ninety miles annually.

This year marked the successful negotiation of a new three year contract with our Lane County Association Local 626 union. This was completed through a process known as Interest Based Bargaining which allowed a platform of negotiations that accommodated structural contract changes affected classification, wages and pay grades across the bargaining unit.

### **Anticipated Service & Budget Changes for FY 20-21**

- Addition of one FTE Road Maintenance 2 Position.
- Addition of one FTE Lead Worker Position.
- Chipseal mileage will be increased from previous years.
- An Asset Management Program will be added to prioritize transportation projects.
- Mobile technology development will be a focus to improve data collection and maintenance reporting across the Division.

### **Current & Future Service Challenges**

- Current funding levels continue to be a challenge, balancing between improvements, maintenance and preservation when there are not enough resources to support all requests for roads and bridge projects and deferred maintenance continues to grow.
- Urban stormwater management is a significant challenge heading into the future. Lane County does not receive any dedicated resources to support this critical work.
- Lane County has the highest rate of road fatalities in Oregon. Our commitment and efforts to improve road safety and driver education will be a significant effort moving forward.
- Lane County's bridges and infrastructure are aging, requiring additional work and costs to replace and improve many of our County's critical infrastructure needs.

### **Capital Projects – Planned and Known Needs**

There are no anticipated capital expenses.

# Public Works: Waste Management

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## **Division Purpose Statement**

*The Waste Management Division provides safe, responsible and economical recycling and disposal services, respecting the environment and communities we serve.*



## **Division Locator**

### **Public Works**

*Administrative Services  
Engineering & Constr. Svcs  
General Services  
Land Management  
Lane Events Center  
Parks  
Road and Bridge Maintenance  
Waste Management ◀*

## Public Works: Waste Management

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Fines, Forfeitures, Penalties	133	0	500	500	0	0.00%
Property And Rentals	843,390	855,391	657,670	846,738	189,068	28.75%
State Revenues	71,297	24,301	102,000	2,000	(100,000)	-98.04%
Fees And Charges	18,883,608	20,963,971	19,000,239	18,959,441	(40,798)	-0.21%
Interest Earnings	276,596	483,566	431,694	399,275	(32,419)	-7.51%
<b>Total Revenue</b>	<b>20,075,024</b>	<b>22,327,228</b>	<b>20,192,103</b>	<b>20,207,954</b>	<b>15,851</b>	<b>0.08%</b>
Interfund Loans	313,508	333,688	1,001,461	0	(1,001,461)	-100.00%
Fund Transfers	0	3,300,000	2,000,000	7,000,000	5,000,000	250.00%
<b>TOTAL RESOURCES</b>	<b>20,388,532</b>	<b>25,960,916</b>	<b>23,193,564</b>	<b>27,207,954</b>	<b>4,014,390</b>	<b>17.31%</b>
<b>EXPENDITURES:</b>						
Personnel Services	7,922,194	8,306,479	9,044,947	9,115,095	70,148	0.78%
Materials & Services	7,972,310	7,772,143	8,331,584	8,756,860	425,276	5.10%
Capital Expenses	270,748	1,326,004	1,180,000	5,737,500	4,557,500	386.23%
<b>TOTAL EXPENDITURES</b>	<b>16,165,252</b>	<b>17,404,627</b>	<b>18,556,531</b>	<b>23,609,455</b>	<b>5,052,924</b>	<b>27.23%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Solid Waste Disposal Fund	16,165,252	17,404,627	18,556,531	23,609,455	5,052,924	27.23%
<b>TOTAL</b>	<b>16,165,252</b>	<b>17,404,627</b>	<b>18,556,531</b>	<b>23,609,455</b>	<b>5,052,924</b>	<b>27.23%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Landfill Development & Closure	159,532	207,855	406,088	3,379,249	2,973,161	732.15%
Waste Management Services	15,855,978	17,057,916	17,847,306	20,023,478	2,176,172	12.19%
WMD Special Programs	149,743	138,856	303,137	206,728	(96,409)	-31.80%
<b>TOTAL EXPENDITURES</b>	<b>16,165,252</b>	<b>17,404,627</b>	<b>18,556,531</b>	<b>23,609,455</b>	<b>5,052,924</b>	<b>27.23%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>87.87</b>	<b>88.33</b>	<b>88.10</b>	<b>88.10</b>	<b>0.00</b>	<b>0.00%</b>

# Public Works: Waste Management

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## **Division Overview**

The Waste Management Division provides safe, responsible, and economical recycling and disposal services, respecting the environment and communities we serve.

The Division works with local jurisdictions, the private and public sector, and individuals to effectively and efficiently manage solid waste generated within Lane County. The division operates the Short Mountain Landfill and 15 outlying sites from which garbage is transferred to the landfill. The division's goal is to reduce long-term per-capita waste generation and to increase the amount of materials diverted through waste separation and prevention, recycling, and reuse. The division provides local long-term solid waste disposal capacity and maintains and develops sound funding to respond to regulations and changing waste management technologies.

## **Division Goals & Strategic Planning**

The Waste Management Division will focus on continued execution of the Solid Waste Master Plan, remodel of the Florence Transfer station, design and engineering of Cell VI at the landfill, and a continued focus on food waste reduction efforts.

- Implementation of the Solid Waste Master Plan to guide regional waste management activities through 2025.
- Minimize aesthetic and environmental impacts of Short Mountain Landfill.
- Provide for continual maintenance and upgrading of facilities and equipment in regards to waste transfer sites and Short Mountain Landfill.
- Reduce Lane County's environmental footprint through efficient solid waste management practices to increase resource recovery.
- Maintain financial stability for the Solid Waste Disposal Enterprise Fund.
- Provide exemplary solid waste management services to the citizens of Lane County to protect the human health and safety, and maintain a healthy environment.
- Complete design and construction of Cell 6 at Short Mountain Landfill.
- Complete construction of Florence Transfer Station update and design, and upgrade for Cottage Grove Transfer Station anticipate site analysis to improve traffic flow and efficiency for Cottage Grove.
- Continue to maintain a healthy environment with regard to air quality, water quality and solid waste management by maintaining compliance with permits administered by the Department of Environmental Quality, Lane Regional Air Pollution Association, the Corps of Engineers, and the Department of State Lands.

## **Major Accomplishments & Achievements in FY 19-20**

- Completed design work and bidding for Florence Transfer Station redesign.
- Hired a Climate Strategist to create the county Climate Action Plan.
- Completed a transfer station analysis to determine elements, footprint, and potential design of a new central transfer station.
- Transported over 50,000 tons of municipal solid waste from 15 transfer stations spread across Lane County and safely disposed over 200,000 tons of waste at the Short Mountain Landfill for fiscal year 2020 through February.
- Lane County achieved a 53% recovery rate - the total amount of material recycled out of the total waste generated. This was the highest rate in the state for 2019.

## **Public Works: Waste Management**

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### **Anticipated Service & Budget Changes for FY 20-21**

- New Climate Strategist position and accompanying budget needs. This position will focus on creating the county's internal climate action plan in the first year, and then develop the public focused plan in the second year.
- Continued rural transfer station improvements to improve operational efficiencies and increase potential for greater waste diversion with priority being placed on organic materials. The Cottage Grove Transfer Station will be redesigned to allow for better traffic flow, management of accepted materials, and potential for increase in materials accepted.
- Continue to produce updated recycling education materials to keep up with changing guidelines. Focus efforts on multimedia such as radio, TV, and social media. Increase our efforts around food waste prevention.
- Cell VI design and permitting will be a major focus for next year as construction was moved up a year based on the fill patterns of cell V.

### **Current & Future Service Challenges**

There are no anticipated service challenges.

### **Capital Projects – Planned and Known Needs**

Florence remodel construction will take place in the summer of 2020 to improve operational efficiencies, add scales for all customers, and allow for better traffic flow, is fee revenue.

The Short Mountain Landfill (SML) Leachate Lagoon project will take place in summer of 2020. This project will replace the pond liner as well as the cover. The old cover has exceeded life expectancy and is in need of replacement to ensure storm water does not penetrate into the lagoon. The liner is to be replaced to ensure leachate does not penetrate into the soil, is fee revenue.

SML Cell VI design, permitting, and construction bidding is to take place in fiscal year 2021. This project will ensure the new cell is built and ready to accept waste before Cell V reaches capacity.

Currently fee revenue, and reserves set aside for cell construction. Construction, including liner installation, will be complete in 2023.

## Public Works

DEPARTMENT RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Transient Room Tax	2,606,843	2,672,840	1,942,465	2,792,779	850,314	43.77%
Car Rental Tax	253,704	263,563	245,998	297,878	51,880	21.09%
Road Assessments	17,246	2,310	4,000	4,000	0	0.00%
<b>TAXES &amp; ASSESSMENTS</b>	<b>2,877,794</b>	<b>2,938,712</b>	<b>2,192,463</b>	<b>3,094,657</b>	<b>902,194</b>	<b>41.15%</b>
Lane County Licenses	231,360	239,879	223,655	218,500	(5,155)	-2.30%
Spay Neuter	0	0	0	11,500	11,500	100.00%
Kennel Licenses	7,723	6,960	6,700	8,000	1,300	19.40%
Structural	609,346	647,891	617,711	247,711	(370,000)	-59.90%
Mechanical Permit	223,647	225,984	246,029	246,029	0	0.00%
Plumbing Permits	111,483	131,900	121,958	111,958	(10,000)	-8.20%
Electrical Permit	336,799	350,044	359,962	389,962	30,000	8.33%
Mobile Home Permits	42,980	37,026	42,237	42,237	0	0.00%
Mobile Home Electrical Permit	120	0	0	0	0	0.00%
Zoning Permits	618,270	696,586	561,500	383,500	(178,000)	-31.70%
Public Works Permits	43,085	38,948	30,000	35,000	5,000	16.67%
COVP Continuous OP Permit	70,797	71,275	65,000	45,000	(20,000)	-30.77%
Facility Access Permits	56,156	48,314	60,000	38,000	(22,000)	-36.67%
State Construction Surtax Coll	231,704	233,721	220,000	225,000	5,000	2.27%
Mobile Home State Qtrly Srchrg	90	242	0	0	0	0.00%
<b>LICENSES &amp; PERMITS</b>	<b>2,583,560</b>	<b>2,728,770</b>	<b>2,554,752</b>	<b>2,002,397</b>	<b>(552,355)</b>	<b>-21.62%</b>
Local Fines	35,015	68,038	48,100	45,100	(3,000)	-6.24%
Court Fines	0	0	400	400	0	0.00%
Forfeitures Other	3,038	3,370	0	0	0	0.00%
Foreclosure Penalty	0	0	1,000	0	(1,000)	-100.00%
<b>FINES, FORFEITURES, PENALTIES</b>	<b>38,052</b>	<b>71,408</b>	<b>49,500</b>	<b>45,500</b>	<b>(4,000)</b>	<b>-8.08%</b>
Sale Of Capital Assets	341,119	145,743	310,000	315,000	5,000	1.61%
Land Sales	279,126	206,949	204,709	254,709	50,000	24.42%
Recycled Materials	411,040	422,881	300,000	300,000	0	0.00%
Scrap Metal Sales	368,470	360,514	305,150	494,008	188,858	61.89%
Timber Sales	638	0	76,083	0	(76,083)	-100.00%
Royalties	36,677	33,873	34,000	34,000	0	0.00%
Commemorative Art Sales	0	234	0	0	0	0.00%
Covered Bridge Memorabilia	0	720	0	0	0	0.00%
Miscellaneous Sales	77,903	66,026	39,898	34,148	(5,750)	-14.41%
Season Passes	219,442	317,605	185,750	190,000	4,250	2.29%
Admissions	680,657	681,280	637,000	320,000	(317,000)	-49.76%
Concessions	143,160	118,648	125,000	66,500	(58,500)	-46.80%
Fair Food Booths	136,152	147,858	148,000	0	(148,000)	-100.00%
Catering	29,337	40,288	42,000	40,000	(2,000)	-4.76%
Amusements	78,805	85,605	0	0	0	0.00%
Fair Concert Tickets	108,142	122,019	112,000	0	(112,000)	-100.00%
Fair Concert Merchdse Comm	2,349	3,343	3,000	0	(3,000)	-100.00%
Fair Carnival Receipts	407,074	400,171	400,000	0	(400,000)	-100.00%
Attraction Commission	2,400	1,800	1,600	0	(1,600)	-100.00%
Fair Entry Fees	5,399	5,114	3,300	0	(3,300)	-100.00%
Real Property	0	2,000	5,741	92,000	86,259	1,502.51%
Parking	422,084	351,437	262,500	294,000	31,500	12.00%
Equipment Rental	157,184	141,849	94,500	154,000	59,500	62.96%



## Public Works

DEPARTMENT RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Moorage	178,297	183,592	180,000	177,500	(2,500)	-1.39%
Picnic Reservations	53,170	55,574	55,000	55,000	0	0.00%
Camp Lane Reservations	70,191	59,808	50,000	60,000	10,000	20.00%
Camping	926,344	1,053,974	996,489	1,130,989	134,500	13.50%
Misc. Camping Revenue	66,496	44,977	60,000	50,000	(10,000)	-16.67%
Rent - Other Properties	505,415	535,362	412,447	525,073	112,626	27.31%
Fair Booth Space Rental	103,290	99,270	101,500	0	(101,500)	-100.00%
Convention Center Rental	583,106	662,115	450,000	577,000	127,000	28.22%
Livestock Arena/Stalls Rental	30,990	34,555	13,000	23,000	10,000	76.92%
Wheeler Pavilion Rental	15,960	28,396	17,000	17,000	0	0.00%
Auditorium Rental	26,859	46,614	29,000	29,000	0	0.00%
Expo Halls Rental	56,469	55,150	44,000	64,000	20,000	45.45%
Parking Lot Rental	51,550	59,095	48,000	48,000	0	0.00%
Miscellaneous Rent	66,007	66,007	44,328	52,000	7,672	17.31%
<b>PROPERTY AND RENTALS</b>	<b>6,641,297</b>	<b>6,640,445</b>	<b>5,790,995</b>	<b>5,396,927</b>	<b>(394,068)</b>	<b>-6.80%</b>
National Forest Timber Sales	5,975,762	5,496,316	5,248,777	4,960,426	(288,351)	-5.49%
Umpqua National Forest	0	35,760	0	0	0	0.00%
FEMA	399,744	679,729	1,296,063	0	(1,296,063)	-100.00%
Flood Control Leases	2,346	0	0	0	0	0.00%
Bureau of Land Management	64,001	0	0	0	0	0.00%
Federal Highway Admin	193,993	3,067	1,797,092	1,325,000	(472,092)	-26.27%
Federal Title III Reimbursements	18,144	21,912	625,000	580,000	(45,000)	-7.20%
Reimbursements	164	429	500	500	0	0.00%
<b>FEDERAL REVENUES</b>	<b>6,654,153</b>	<b>6,237,213</b>	<b>8,967,432</b>	<b>6,865,926</b>	<b>(2,101,506)</b>	<b>-23.43%</b>
ODOT Funds Exchange	932,244	683,946	980,961	958,339	(22,622)	-2.31%
ODOT	355,598	2,992,245	1,531,370	3,476,090	1,944,720	126.99%
Miscellaneous State	19,585	0	0	0	0	0.00%
Campground Grant	53,384	0	0	0	0	0.00%
Miscellaneous State Revenue	71,297	24,301	102,000	6,000	(96,000)	-94.12%
<b>STATE GRANT REVENUES</b>	<b>1,432,108</b>	<b>3,700,491</b>	<b>2,614,331</b>	<b>4,440,429</b>	<b>1,826,098</b>	<b>69.85%</b>
Marine Board	10,000	9,600	0	0	0	0.00%
Oregon Dept of Transportation	0	5,000,000	0	0	0	0.00%
Department of Revenue	8,561	14,031	43,079	43,079	0	0.00%
DCBS Fee Revenue	74,340	59,665	50,000	40,000	(10,000)	-20.00%
DCBS Misc Revenue	215	200	200	200	0	0.00%
Video Lottery Grant	129,928	134,191	129,800	229,800	100,000	77.04%
Highway Funds/Gas Tax	22,093,718	25,563,431	24,024,000	25,439,541	1,415,541	5.89%
OTIA III Maint & Preservation	1,041,179	1,198,279	1,010,000	1,200,000	190,000	18.81%
Gasoline Tax Refund	71,342	67,837	71,775	70,775	(1,000)	-1.39%
State ODA Funds	53,167	53,167	53,332	53,332	0	0.00%
Recreational Vehicle Fee	538,748	529,606	443,000	525,000	82,000	18.51%
<b>OTHER STATE REVENUES</b>	<b>24,021,198</b>	<b>32,630,006</b>	<b>25,825,186</b>	<b>27,601,727</b>	<b>1,776,541</b>	<b>6.88%</b>
Eugene	0	213,330	500,000	290,000	(210,000)	-42.00%
Springfield	0	0	0	45,000	45,000	100.00%
<b>LOCAL REVENUES</b>	<b>0</b>	<b>213,330</b>	<b>500,000</b>	<b>335,000</b>	<b>(165,000)</b>	<b>-33.00%</b>
Site Inspections	82,312	81,514	95,033	83,033	(12,000)	-12.63%
Waste System Inspections	381,570	356,688	348,453	323,453	(25,000)	-7.17%

## Public Works

DEPARTMENT RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Recording Fees	4,532	6,858	7,500	5,500	(2,000)	-26.67%
Public Land Corner Preservatn	501,391	449,398	410,000	450,000	40,000	9.76%
Zoning Certification Fee	217,847	197,673	190,065	182,065	(8,000)	-4.21%
Technology Assessment	58,784	60,125	60,187	60,187	0	0.00%
LMD Permit Admin Fee	462,749	495,258	462,492	485,000	22,508	4.87%
Long-Range Planning Surcharge	399,022	428,630	414,447	414,447	0	0.00%
Subdivision Fees	107,700	113,830	115,000	105,000	(10,000)	-8.70%
Boundary Fees	14,279	4,256	6,336	2,336	(4,000)	-63.13%
Rural Addressing Fees	31,060	30,560	26,926	49,926	23,000	85.42%
Plan Check Fees	447,504	623,019	528,800	532,000	3,200	0.61%
Land Vacation Fees	952	16,978	10,000	10,000	0	0.00%
Land Survey Fees	36,438	36,558	30,000	35,000	5,000	16.67%
Partition Plat Check Fees	44,506	37,410	35,000	35,000	0	0.00%
Engineering	132,715	66,170	260,000	75,000	(185,000)	-71.15%
Field Engineering	85,222	48,763	80,000	25,000	(55,000)	-68.75%
Materials Testing	302,038	288,200	250,000	310,000	60,000	24.00%
Surveying	11,164	5,040	0	0	0	0.00%
Striping	77,793	69,714	65,000	70,000	5,000	7.69%
Signage & Graphics	26,317	36,292	12,000	35,000	23,000	191.67%
Electricians	19,027	15,320	10,000	10,000	0	0.00%
Road Maintenance	501,304	316,256	82,000	97,000	15,000	18.29%
Construction Reimbursement	176,480	426,792	0	0	0	0.00%
Maintenance Reimbursement	0	0	150,000	0	(150,000)	-100.00%
Miscellaneous PW	3,617	4,045	2,000	1,000	(1,000)	-50.00%
Cnst Excise Tax Collection Fee	0	0	8,500	8,500	0	0.00%
Cnst Excise Tax Admin Fee	10,129	7,949	10,000	8,000	(2,000)	-20.00%
System Development Charge	57,277	46,864	40,000	40,000	0	0.00%
Sports-Recreation Revenue	73,390	46,535	25,000	55,000	30,000	120.00%
Electrical Revenue	92,655	98,305	76,750	94,500	17,750	23.13%
Garbage Fees	7,114,161	7,306,017	7,638,757	7,618,009	(20,748)	-0.27%
Special Waste Fees	373,505	408,017	383,675	383,675	0	0.00%
Industrial Waste Fees	490,819	1,703,155	500,000	500,000	0	0.00%
Other Solid Waste Fees	1,373,596	1,444,003	1,459,262	1,386,262	(73,000)	-5.00%
Nuisance Abatement	(7,056)	(7,436)	(3,740)	(3,740)	0	0.00%
Community Cleanup	(7,209)	(5,959)	(30,500)	(30,500)	0	0.00%
System Benefit Fee	11,301,135	11,989,876	10,913,520	10,913,520	0	0.00%
Discounts and Rebates	(426,965)	(434,695)	(436,200)	(436,200)	0	0.00%
Miscellaneous Fees/Reimbursement	132,396	157,214	157,000	157,000	0	0.00%
Bad Debt Contract Rev	(7,464)	(13,258)	0	0	0	0.00%
Miscellaneous Svc Charges	31,496	32,288	68,527	23,127	(45,400)	-66.25%
Advertising	7,820	7,800	5,000	5,000	0	0.00%
Private Donations	18,939	3,367	800	800	0	0.00%
Fair Sponsorship Income	69,834	73,200	70,000	0	(70,000)	-100.00%
Fair Donor Income	1,767	935	800	0	(800)	-100.00%
Contracted Maint Services	31,700	31,700	31,700	34,361	2,661	8.39%
Real Property Services	61,157	46,629	25,000	85,000	60,000	240.00%
Refunds & Reimbursements	38,305	79,946	21,700	21,650	(50)	-0.23%
Cash Over & Under	12,172	7,855	500	0	(500)	-100.00%
Replacement Prog Equipmt	7,412,462	7,295,567	7,226,604	7,378,496	151,892	2.10%
Non-Replacement Prog Eqmt	453,496	507,386	372,000	449,309	77,309	20.78%
Pool Equipment	103,013	134,235	100,000	120,000	20,000	20.00%
Miscellaneous Internal Services	314,670	253,087	334,834	321,500	(13,334)	-3.98%

## Public Works

DEPARTMENT RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Facilities Services	1,042	0	0	0	0	0.00%
<b>FEES AND CHARGES</b>	<b>33,254,563</b>	<b>35,435,929</b>	<b>32,650,728</b>	<b>32,529,216</b>	<b>(121,512)</b>	<b>-0.37%</b>
County Indirect Revenue	282,331	330,102	350,935	353,094	2,159	0.62%
Departmental Administration	2,502,312	2,261,684	2,510,888	2,858,440	347,552	13.84%
Admin Charges Clerical	23,958	21,715	21,000	21,000	0	0.00%
<b>ADMINISTRATIVE CHARGES</b>	<b>2,808,601</b>	<b>2,613,501</b>	<b>2,882,823</b>	<b>3,232,534</b>	<b>349,711</b>	<b>12.13%</b>
Investment Earnings	1,122,241	2,013,462	1,758,238	1,740,651	(17,587)	-1.00%
Interest On Assessments	9,292	5,783	7,500	6,000	(1,500)	-20.00%
Miscellaneous Interest	20	22	100	100	0	0.00%
Int Recd Interfund Loan	3,817	5,725	25,828	0	(25,828)	-100.00%
<b>INTEREST EARNINGS</b>	<b>1,135,370</b>	<b>2,024,993</b>	<b>1,791,666</b>	<b>1,746,751</b>	<b>(44,915)</b>	<b>-2.51%</b>
Prin Recd Interfund Loan	313,508	333,688	1,001,461	0	(1,001,461)	-100.00%
<b>INTERFUND LOANS</b>	<b>313,508</b>	<b>333,688</b>	<b>1,001,461</b>	<b>0</b>	<b>(1,001,461)</b>	<b>-100.00%</b>
Transfer Fr General Fund (100)	447,886	435,888	40,000	10,000	(30,000)	-75.00%
Transfer Fr General Fund ONGOING	0	0	474,470	524,313	49,843	10.50%
Transfer Fr Spec Rev Funds (200)	22,865	42,714	168,270	3,123,070	2,954,800	1,755.99%
Intrafund Transfer	284,943	3,712,746	2,531,660	7,700,574	5,168,914	204.17%
<b>FUND TRANSFERS</b>	<b>755,694</b>	<b>4,191,348</b>	<b>3,214,400</b>	<b>11,357,957</b>	<b>8,143,557</b>	<b>253.35%</b>
<b>DEPARTMENT RESOURCES</b>	<b>82,515,897</b>	<b>99,759,834</b>	<b>90,035,737</b>	<b>98,649,021</b>	<b>8,613,284</b>	<b>9.57%</b>

## Public Works

DEPARTMENT EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>EXPENDITURE ACCOUNTS</b>						
Regular Operating Wages	15,765,541	17,304,454	19,381,081	19,985,562	604,481	3.12%
Extra Help	910,322	803,387	821,941	788,050	(33,891)	-4.12%
Unclassified Temporary	44,985	28,527	541,534	580,816	39,282	7.25%
Overtime	365,649	448,694	369,132	403,560	34,428	9.33%
Reduction Unfunded Vac Liab	279,265	272,415	310,193	305,558	(4,635)	-1.49%
Compensatory Time	157,302	190,996	152,328	120,432	(31,896)	-20.94%
Personal Time	6,034	6,876	0	0	0	0.00%
Risk Management Benefits	473,934	410,473	335,332	338,538	3,206	0.96%
Social Security Expense	1,074,554	1,169,045	1,342,878	1,373,136	30,258	2.25%
Medicare Insurance Expense	251,512	273,490	313,904	321,164	7,260	2.31%
Unemployment Insurance (State)	31,734	34,313	36,757	38,107	1,350	3.67%
Workers Comp	61,169	64,950	64,770	66,389	1,619	2.50%
Disability Insurance - Long-term	90,749	112,146	141,540	146,538	4,998	3.53%
PERS - OPSRP Employer rate	2,343,201	2,530,244	3,555,781	3,562,587	6,806	0.19%
PERS Bond	1,218,343	1,387,909	1,475,382	1,571,398	96,016	6.51%
PERS - 6% Pickup	951,122	1,045,593	1,223,313	1,258,000	34,687	2.84%
Health Insurance	4,809,117	5,267,179	5,994,578	6,050,083	55,505	0.93%
Dental Insurance	362,691	395,067	437,589	417,823	(19,766)	-4.52%
EE Assistance Pgm	4,477	4,864	7,693	7,909	216	2.81%
Life Insurance	41,448	22,330	69,517	78,934	9,417	13.55%
Flexible Spending Admin	4,087	4,441	3,848	7,886	4,038	104.94%
Disability Insurance - Short Term	9,408	10,222	11,550	11,858	308	2.67%
Deferred Comp Employer Contrib	343,041	375,923	427,818	454,754	26,936	6.30%
Retiree Medical	485,266	535,873	596,038	511,220	(84,818)	-14.23%
FMLA Administration	7,331	7,966	11,140	7,909	(3,231)	-29.00%
<b>PERSONNEL SERVICES</b>	<b>30,092,281</b>	<b>32,707,379</b>	<b>37,625,637</b>	<b>38,408,211</b>	<b>782,574</b>	<b>2.08%</b>
Professional & Consulting	1,843,975	2,271,247	3,000,002	4,021,089	1,021,087	34.04%
Surveyor's Services	30,854	20,727	12,197	17,000	4,803	39.38%
Land Management Services	22,500	22,500	15,000	15,000	0	0.00%
Data Processing Services	0	0	200	200	0	0.00%
Public Safety Services	263,576	283,158	442,816	474,818	32,002	7.23%
Banking & Armored Car Svc	193,473	204,277	204,944	210,294	5,350	2.61%
Construction Services	0	0	2,500	0	(2,500)	-100.00%
Engineering Services	39,927	4,407	225,000	15,000	(210,000)	-93.33%
Road Work Services	212,110	162,855	301,752	328,500	26,748	8.86%
Event Entertainers	345,006	352,648	380,000	0	(380,000)	-100.00%
Litter Control	3,099	3,451	7,000	5,000	(2,000)	-28.57%
Bridge Work Services	28,965	16,750	80,000	260,000	180,000	225.00%
Support Services	32,438	60,618	33,100	11,500	(21,600)	-65.26%
Subscriptions	155	155	0	0	0	0.00%
Homeowner Assistance	19,815	0	300,000	300,000	0	0.00%
Spay & Neuter Assistance	0	0	0	11,500	11,500	100.00%
Intergovernmental Agreements	446,510	477,806	699,401	464,097	(235,304)	-33.64%
Agency Payments	3,895	10,102	4,600	6,500	1,900	41.30%
State Payback	232,965	235,274	210,000	225,000	15,000	7.14%
Motor Fuel & Lubricants	1,390,960	1,494,316	1,562,215	1,561,449	(766)	-0.05%
Automotive Equipment Parts	816,295	1,001,195	1,001,750	1,001,850	100	0.01%
Tires	161,998	250,574	237,000	290,000	53,000	22.36%
Machinery & Equipment Parts	12,367	14,370	22,900	20,900	(2,000)	-8.73%
Refuse & Garbage	297,087	273,669	276,277	279,034	2,757	1.00%
Spec Handling & Haz Waste Disp	231,920	219,093	209,250	210,750	1,500	0.72%
Light, Power & Water	1,074,938	1,154,986	1,122,019	1,178,438	56,419	5.03%

## Public Works

DEPARTMENT EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Telephone Services	214,660	233,494	256,003	169,351	(86,652)	-33.85%
General Liability	243,825	212,450	225,117	239,256	14,139	6.28%
Insurance Premiums	31,354	41,098	36,394	38,394	2,000	5.50%
Claims	361	1,218	6,089	6,089	0	0.00%
Vehicle Preventive Maintenance	334	60	0	0	0	0.00%
Vehicle Repair	486,366	581,561	598,738	598,738	0	0.00%
Maintenance of Equipment	524,415	383,528	514,489	556,545	42,056	8.17%
Maintenance of Structures	210,963	347,466	326,488	376,488	50,000	15.31%
Maintenance of Grounds	191,509	145,346	129,575	125,500	(4,075)	-3.14%
Maintenance Agreements	299,397	329,289	285,144	314,548	29,404	10.31%
Operating Licenses & Permits	535,883	621,206	464,675	468,000	3,325	0.72%
External Equipment Rental	174,549	147,466	162,088	94,343	(67,745)	-41.80%
External Vehicle Rental	4,129	598	0	0	0	0.00%
Real Estate & Space Rentals	239,795	233,074	273,066	278,410	5,344	1.96%
Fleet Services Rentals	6,115,804	6,024,907	5,723,154	6,039,705	316,551	5.53%
Groundskeeping Services	0	0	55,600	58,380	2,780	5.00%
Copier Charges	42,993	55,145	63,931	33,781	(30,150)	-47.16%
Mail Room Charges	0	0	1,100	100	(1,000)	-90.91%
Interdept Services Misc	445	187	0	0	0	0.00%
License Replacement	0	0	66,817	67,607	790	1.18%
Indirect/Technology Serv	1,255,041	1,355,734	1,511,950	1,625,087	113,137	7.48%
Infrastructure Replacement	0	0	36,231	37,250	1,019	2.81%
County Indirect Charges	2,653,925	2,683,384	2,758,329	2,895,168	136,839	4.96%
Direct/Technology Serv	862,706	914,536	698,176	741,373	43,197	6.19%
Dept Support/Direct	196,665	114,855	135,000	165,579	30,579	22.65%
PC Replacement Services	49,050	57,800	65,000	72,700	7,700	11.85%
Dept Support/Indirect	3,263,303	2,743,039	2,941,569	3,324,756	383,187	13.03%
Office Supplies & Expense	142,302	130,957	102,615	97,909	(4,706)	-4.59%
Educational Materials	48,307	10,355	74,590	44,500	(30,090)	-40.34%
Professional Licenses	30,278	28,478	29,490	15,630	(13,860)	-47.00%
Dues & Memberships	0	0	37,370	59,358	21,988	58.84%
Printing & Binding	54,178	88,858	90,625	81,300	(9,325)	-10.29%
Advertising & Publicity	301,412	293,127	340,398	189,244	(151,154)	-44.41%
Microfilm Imaging Services	1,145	263	700	600	(100)	-14.29%
Photo/Video Supplies & Svcs	17,092	5,894	9,600	8,000	(1,600)	-16.67%
Postage	50,415	62,415	55,265	74,990	19,725	35.69%
Radio/Communic Supplies & Svcs	294,351	408,466	496,536	312,154	(184,382)	-37.13%
DP Supplies And Access	85,201	329,902	485,282	329,246	(156,036)	-32.15%
DP Equipment	3,130	8,933	10,185	22,900	12,715	124.84%
Printer & Copier Expenses	30,738	33,506	31,146	28,871	(2,275)	-7.30%
Small Tools & Equipment	239,304	191,207	179,164	205,000	25,836	14.42%
Small Office Furniture	494	104,977	4,500	12,723	8,223	182.73%
Institutional Supplies	0	0	200	200	0	0.00%
Food	23,870	19,351	18,700	700	(18,000)	-96.26%
Clothing	2,904	0	2,000	2,000	0	0.00%
Bedding & Linens	31,358	23,463	19,450	18,500	(950)	-4.88%
Miscellaneous Supplies	9,779	19,448	9,400	600	(8,800)	-93.62%
Special Supplies	135,233	157,590	194,903	146,460	(48,443)	-24.85%
Clothing & Personal Supplies	27,058	24,659	24,120	24,400	280	1.16%
Safety Supplies	65,779	65,710	66,750	66,000	(750)	-1.12%
Campsite Supplies	26,026	13,814	21,902	14,634	(7,268)	-33.18%
Janitorial Supplies	85,522	91,730	81,300	76,000	(5,300)	-6.52%

## Public Works

DEPARTMENT EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Traffic Supplies	446,598	532,478	650,890	596,890	(54,000)	-8.30%
Road Work Supplies	2,708,067	2,906,542	2,959,500	3,024,600	65,100	2.20%
Agricultural Supplies	31,128	35,482	40,200	38,200	(2,000)	-4.98%
Building Materials Supplies	47,454	40,290	58,438	58,938	500	0.86%
Electrical Supplies	48,603	23,855	54,200	52,700	(1,500)	-2.77%
Bridge Work Supplies	119,622	143,537	72,000	112,000	40,000	55.56%
Engineering Supplies	2,826	7,073	7,900	8,100	200	2.53%
Medical Supplies	0	0	100	300	200	200.00%
Business Expense & Travel	29,549	31,927	38,114	32,092	(6,022)	-15.80%
Committee Stipends & Expense	5,029	5,319	4,290	5,690	1,400	32.63%
Awards & Recognition	42,018	37,443	31,720	8,450	(23,270)	-73.36%
Outside Education & Travel	102,381	143,579	148,054	147,489	(565)	-0.38%
County Training Classes	5,440	5,961	14,282	10,170	(4,112)	-28.79%
Training Services & Materials	18,068	7,476	18,000	17,500	(500)	-2.78%
Tuition Reimbursement	0	0	500	500	0	0.00%
Miscellaneous Payments	13,914	14,112	32,730	9,330	(23,400)	-71.49%
Reimbursable Expenses	93	20	50	50	0	0.00%
Room Tax	74,784	82,449	72,550	83,300	10,750	14.82%
<b>MATERIALS &amp; SERVICES</b>	<b>30,703,748</b>	<b>31,892,268</b>	<b>34,274,355</b>	<b>35,273,285</b>	<b>998,930</b>	<b>2.91%</b>
Heavy Equipment	2,003,861	1,460,120	2,900,000	7,177,163	4,277,163	147.49%
Equipment Attachments	95,849	121,080	5,000	0	(5,000)	-100.00%
Vehicles	241,684	784,193	952,392	918,750	(33,642)	-3.53%
Reproducing & Duplicating	0	45,550	9,330	0	(9,330)	-100.00%
Communications Equipment	0	15,481	64,601	0	(64,601)	-100.00%
Data Processing Equipment	35,276	41,400	0	0	0	0.00%
Machinery & Equipment	47,526	129,808	96,540	400,000	303,460	314.34%
Scientific & Laboratory	70,875	139,335	55,236	35,000	(20,236)	-36.64%
<b>CAPITAL OUTLAY</b>	<b>2,495,072</b>	<b>2,736,967</b>	<b>4,083,099</b>	<b>8,530,913</b>	<b>4,447,814</b>	<b>108.93%</b>
Professional Services	4,763	294,049	0	0	0	0.00%
Architectural Services	0	0	45,000	0	(45,000)	-100.00%
Engineering Services	11,212	34,067	250,000	3,100,000	2,850,000	1,140.00%
Other Professional Services	107,730	142,160	365,359	1,130,000	764,641	209.28%
Testing & Inspection	0	0	175,000	0	(175,000)	-100.00%
Improvements	580,041	828,325	2,115,375	3,878,154	1,762,779	83.33%
Maintenance Shops	159	166,010	50,000	1,423,630	1,373,630	2,747.26%
Safety Improvements	0	0	50,000	0	(50,000)	-100.00%
Other Prof Svcs-Infrastructure	0	0	115,000	0	(115,000)	-100.00%
Bridge Engineering Svcs	68,209	280,764	480,000	650,000	170,000	35.42%
Paving	3,470,814	3,668,591	5,074,010	3,550,324	(1,523,686)	-30.03%
Bridges & Structures	880,025	576,336	1,757,360	1,710,000	(47,360)	-2.69%
Rights of Way	3,846	36,487	20,000	559,755	539,755	2,698.78%
Infrastructure Safety Imp.	240,848	475,312	607,092	1,866,511	1,259,419	207.45%
General Construction	217,549	131,824	5,699,671	5,861,157	161,486	2.83%
Storm Drains	0	0	30,000	0	(30,000)	-100.00%
General and Miscellaneous	0	0	440,000	0	(440,000)	-100.00%
County/City Road Partnership	0	0	0	2,015,000	2,015,000	100.00%
Miscellaneous	0	0	30,000	30,000	0	0.00%
<b>CAPITAL PROJECTS</b>	<b>5,585,197</b>	<b>6,633,925</b>	<b>17,303,867</b>	<b>25,774,531</b>	<b>8,470,664</b>	<b>48.95%</b>
<b>DEPARTMENT EXPENDITURES</b>	<b>68,876,299</b>	<b>73,970,537</b>	<b>93,286,958</b>	<b>107,986,940</b>	<b>14,699,982</b>	<b>15.76%</b>

## Public Works

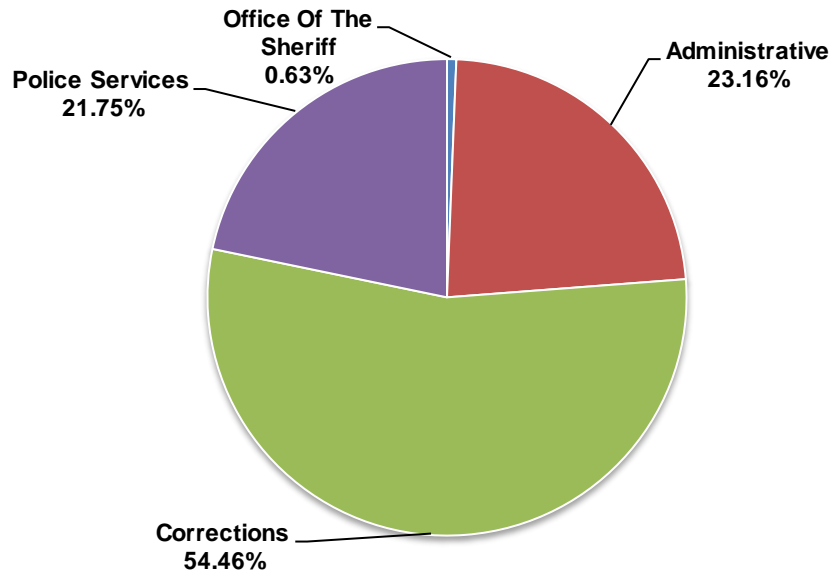
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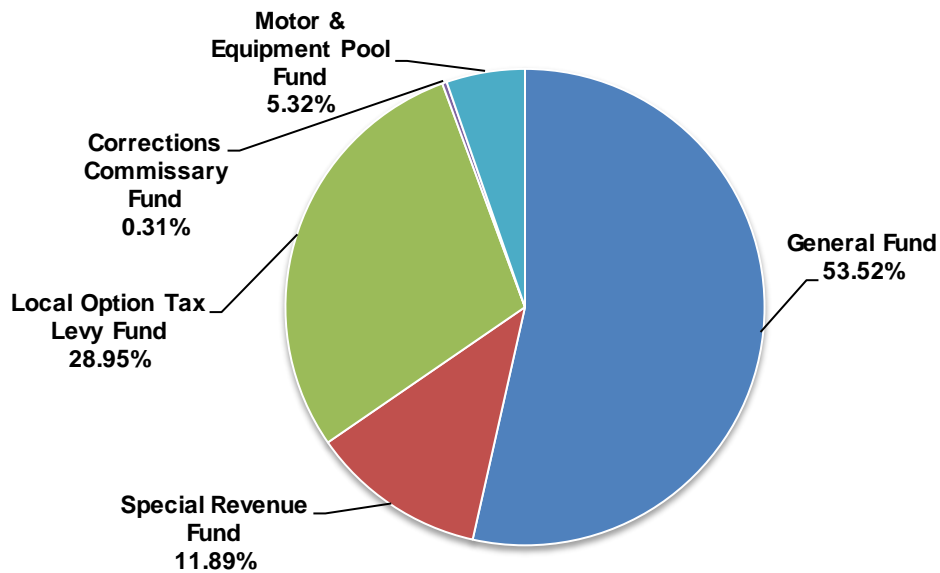
# Department of Public Safety

FY 20-21 Adopted Expenditures: \$63,875,689

## FY 20-21 Expenditures by Division



## FY 20-21 Expenditures by Fund



Cliff Harrold  
Sheriff  
541-682-4434

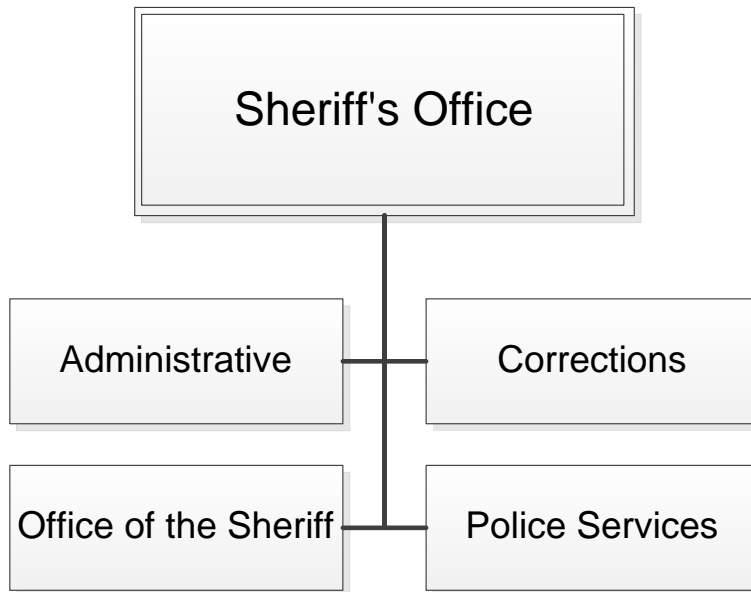


# Department of Public Safety

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## Department Purpose & Overview

The mission of the Lane County Sheriff's Office is to conserve the peace. The Sheriff's Office is committed to justice and integrity, sworn to protect Lane County, and honored to serve. The Sheriff's Office is a multi-faceted public safety organization mandated by Oregon Revised Statutes to provide law enforcement and corrections services to the residents and visitors of Lane County. The Sheriff's Office works to protect the lives and property of Lane County residents and visitors by reducing or preventing victimization, responding to emergencies and calls for service, holding offenders accountable, and maintaining professional standards.



## Department of Public Safety

### Department Goals & Strategic Planning

- Continue to hire qualified staff that will allow the Sheriff’s Office to maximize services as funding allows.
- Maintain a minimum 25% reduction in capacity based releases from the jail as compared to pre-levy capacity based releases.
- Continue to offer services in the jail geared towards inmates with severe and persistent mental illness. These services include in-custody classes, such as Cognitive Behavioral Therapy and Socialization Classes geared towards reducing the risk of reentry into the criminal justice system by practicing pro-social behaviors, including coping and communications skills.

<b>Strategic Priority:</b>	<b>Safe, Healthy County</b>		
<b>Key Strategic Initiative:</b>	<b>Activity Area:</b>		
Public Safety Funding and Service Delivery	Move to Phase 2 of the Lane County Public Safety Repair Plan. The Sheriff's Office needs at least 30 deputies, 7 sergeants and 5 detectives to maintain what we have without risking high degrees of staff burnout and		
<b>Inputs:</b> <i>To accomplish our goals, we may need the following resources:</i>			
\$1.4 Million additional dollars			
<b>Outputs:</b> <i>Accomplishing these projects will result in the following evidence of progress:</i>			
Additional deputies will allow the Sheriff's Office to maintain the current level of services without risking high degrees of staff burnout and turnover rates. An additional detective will allow investigation of most child sexual assaults and other Measure 11 violent felonies in unincorporated Lane County.			
<b>Intended Outcomes:</b>			
Healthier employees that will not leave the Sheriff's Office for other law enforcement agencies. Better ability to handle the enormous number of calls for service the Sheriff's Office receives, but would not measurably increase patrol or investigative service levels.			
<b>Comments:</b>			
<b>Related Metric: Current number of patrol deputies, detectives, and sergeants</b>			
<b>Year</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>
<b>Where are we now:</b>	36	36	36
<b>Target:</b>			43
<b>Notes:</b>			

## Department of Public Safety

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### Partnerships

- The Sheriff's Office currently partners with Oakridge Police, Oakridge Fire, and Lane Community College Department of Public Safety for dispatch services, with Lane County Parole and Probation for dispatch, records and property/evidence services and with Coburg Police for dispatch and warrant entry. The Sheriff's Office continues to seek opportunities to provide support services to other Lane County public safety partners.
- The Residential Reentry Center (RRC) program continued to collaborate with the Department of Corrections (DOC) and Sponsors to serve male and female DOC inmates with evidence based reentry services during community reintegration.
- The Corrections Division renewed its contract with the City of Eugene to provide jail bed space and one full time work crew for Municipal Court offenders.
- Lane County Sheriff's Office partners with the cities of Creswell and Veneta, Oregon State Parks, the Oregon State Marine Board, and Bureau of Land Management to provide funding for patrol services to a variety of areas in Lane County.
- The District Attorney's Office contracted one (1) FTE Detective position beginning July 1<sup>st</sup>, 2020 as a Domestic Violence criminal investigator.
- The Sheriff's Office, Lane County Public Works and the Lane Regional Interoperability Group (LRIG) completed the installation of the new radio site near Glenada to solve a coverage problem within the LRIG radio system in the Florence area and the coast and allow full radio access in several key locations. This will help reduce dangerous scenarios for sheriff's deputies, public works employees, other law enforcement personnel, and other LRIG radio users by increasing interoperability capacity.
- Lane Regional Interoperability Group (LRIG) and the Sheriff's Office completed the IP/Quantar Upgrade Project at the Hagan and Bear radio sites to replace existing LRIG quantars that had reached the end of their service and support capacity, and could not be rebuilt or replaced with available parts. The upgrade was also necessary due to an LRIG system-wide update requiring IP-based radios to allow functionality with Motorola's updated system platform.
- Our Crisis Negotiation Team continues to serve as a multi-agency team, which reduces the burden and cost to the Lane County Sheriff's Office when responding to negotiation callout events.
- The Special Response Team has added two officers from Cottage Grove Police Department, making it a true multi-agency team again.

## Department of Public Safety

DEPARTMENT FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Taxes & Assessments	9,579,354	14,475,498	17,417,000	17,950,000	533,000	3.06%
Licenses & Permits	303,390	274,795	250,300	260,300	10,000	4.00%
Fines, Forfeitures, Penalties	184,654	102,788	102,500	18,500	(84,000)	-81.95%
Property And Rentals	120,830	118,946	266,600	89,950	(176,650)	-66.26%
Federal Revenues	2,420,500	1,612,316	2,367,957	1,826,205	(541,752)	-22.88%
State Revenues	6,579,110	6,696,017	6,991,780	6,940,393	(51,387)	-0.73%
Local Revenues	2,950,969	4,074,029	4,932,227	3,776,902	(1,155,325)	-23.42%
Fees And Charges	2,261,931	2,119,312	2,009,478	2,066,264	56,786	2.83%
Administrative Charges	9,000	9,000	14,000	171,250	157,250	1,123.21%
Interest Earnings	443,356	572,342	537,020	646,570	109,550	20.40%
<b>Total Revenue</b>	<b>24,853,094</b>	<b>30,055,043</b>	<b>34,888,862</b>	<b>33,746,334</b>	<b>(1,142,528)</b>	<b>-3.27%</b>
Fund Transfers	1,702,032	1,861,610	2,971,309	1,860,692	(1,110,617)	-37.38%
<b>TOTAL RESOURCES</b>	<b>26,555,126</b>	<b>31,916,653</b>	<b>37,860,171</b>	<b>35,607,026</b>	<b>(2,253,145)</b>	<b>-5.95%</b>
<b>EXPENDITURES:</b>						
Personnel Services	35,833,613	37,401,018	40,769,759	41,381,228	611,469	1.50%
Materials & Services	16,778,449	17,938,838	22,532,738	19,279,461	(3,253,277)	-14.44%
Capital Expenses	574,678	940,366	5,717,717	3,215,000	(2,502,717)	-43.77%
<b>TOTAL EXPENDITURES</b>	<b>53,186,739</b>	<b>56,280,221</b>	<b>69,020,214</b>	<b>63,875,689</b>	<b>(5,144,525)</b>	<b>-7.45%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>FUNDS</b>						
Corrections Commissary Fund	138,786	112,445	207,947	158,321	(49,626)	-23.86%
General Fund	33,362,393	32,563,389	33,790,093	34,223,821	433,728	1.28%
Local Option Tax Levy Fund	12,697,861	15,300,065	17,787,739	18,508,803	721,064	4.05%
Motor & Equipment Pool Fund	222,326	1,470,138	5,373,385	3,373,805	(1,999,580)	-37.21%
Special Revenue Fund	6,765,374	6,834,185	11,861,050	7,610,939	(4,250,111)	-35.83%
<b>TOTAL</b>	<b>53,186,739</b>	<b>56,280,221</b>	<b>69,020,214</b>	<b>63,875,689</b>	<b>(5,144,525)</b>	<b>-7.45%</b>

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>DIVISIONS</b>						
Administrative	10,558,052	12,038,849	18,804,547	14,823,075	(3,981,472)	-21.17%
Corrections	29,428,435	30,747,152	34,879,221	34,763,602	(115,619)	-0.33%
Office Of The Sheriff	343,845	357,943	436,669	424,097	(12,572)	-2.88%
Police Services	12,856,406	13,136,277	14,899,777	13,864,915	(1,034,862)	-6.95%
<b>TOTAL EXPENDITURES</b>	<b>53,186,739</b>	<b>56,280,221</b>	<b>69,020,214</b>	<b>63,875,689</b>	<b>(5,144,525)</b>	<b>-7.45%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>286.75</b>	<b>300.75</b>	<b>304.75</b>	<b>304.75</b>	<b>0.00</b>	<b>0.00%</b>

# Department of Public Safety

## DEPARTMENT POSITION LISTING

**Office Of The Sheriff**

- 1.00 Administrative Support Spec
- 1.00 Public Safety Director

**2.00 Division FTE Total**

**Administrative**

- 2.00 Accounting Analyst
- 1.00 Accounting Clerk 2
- 1.00 Asst Dept Dir (Police & Fire)
- 12.00 Communications Officer
- 3.00 Communications Specialist
- 1.00 Management Analyst
- 2.00 Manager
- 1.00 Manager (P&F)
- 1.00 Public Safety Support Spec.
- 3.00 Public Safety Support Supv
- 4.00 Records Officer 1
- 21.00 Records Officer 2
- 6.00 Records Specialist
- 2.00 Sergeant
- 1.00 SO Communication Network Coordinator
- 1.00 Sr Stores Clerk

**62.00 Division FTE Total**

**Corrections**

- 2.00 Administrative Support Assist
- 129.00 Deputy Sheriff
- 11.00 Facility Security Officer
- 1.75 Laundry Specialist
- 1.00 Maintenance Specialist 2
- 3.00 Maintenance Specialist 3
- 1.00 Maintenance/Trades Supervisor
- 2.00 Manager (P&F)
- 1.00 Office Assistant 2
- 1.00 Public Safety Support Supv
- 2.00 Records Officer 2
- 14.00 Sergeant
- 1.00 Sr Manager (Captain)
- 1.00 Sr Stores Clerk
- 1.00 Stores Clerk

**171.75 Division FTE Total**

**Police Services**

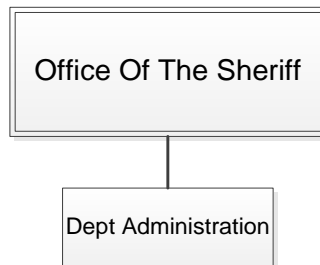
- 1.00 Administrative Support Assist
- 53.00 Deputy Sheriff
- 2.00 Manager (P&F)
- 1.00 Program Supervisor
- 1.00 Records Officer 2
- 10.00 Sergeant
- 1.00 Sr Manager (Captain)

**69.00 Division FTE Total**

**304.75 Department FTE Total**

**Division Purpose Statement**

*The Sheriff oversees all operations of the Sheriff's Office to ensure integrated and consistent application of Public Safety programs.*



**Division Locator**

**Sheriff's Office**

*Office of the Sheriff ◀  
Administrative  
Corrections  
Police Services*

## Department of Public Safety: Office of the Sheriff

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>	0	0	0	0	0	0.00%
<b>EXPENDITURES:</b>						
Personnel Services	294,632	307,100	376,105	348,468	(27,637)	-7.35%
Materials & Services	49,213	50,843	60,564	75,629	15,065	24.87%
<b>TOTAL EXPENDITURES</b>	<b>343,845</b>	<b>357,943</b>	<b>436,669</b>	<b>424,097</b>	<b>(12,572)</b>	<b>-2.88%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	343,845	357,943	436,669	424,097	(12,572)	-2.88%
<b>TOTAL</b>	<b>343,845</b>	<b>357,943</b>	<b>436,669</b>	<b>424,097</b>	<b>(12,572)</b>	<b>-2.88%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Dept Administration	343,845	357,943	436,669	424,097	(12,572)	-2.88%
<b>TOTAL EXPENDITURES</b>	<b>343,845</b>	<b>357,943</b>	<b>436,669</b>	<b>424,097</b>	<b>(12,572)</b>	<b>-2.88%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>1.50</b>	<b>1.50</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00%</b>

# **Department of Public Safety: Office of the Sheriff**

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## **Division Overview**

The Sheriff oversees all operations of the Sheriff's Office to ensure integrated and consistent application of Public Safety programs. The Office of the Sheriff consists of the elected Sheriff and an executive assistant. The Sheriff is responsible for working closely with Lane County elected officials, department directors and managers, federal, state, and municipal governments and the community members of Lane County regarding public safety issues.

## **Division Goals & Strategic Planning**

One of the County's Key Strategic Initiatives is Public Safety Funding & Service Delivery. The Sheriff will continue to communicate with and inform the community members of Lane County regarding the desperate state of public safety and the need for increased and stable funding for patrol services.

## **Major Accomplishments & Achievements in FY 19-20**

The Sheriff held community meetings in several areas of Lane County to update community members on the service levels and ongoing resource limitations affecting police services.

## **Anticipated Service & Budget Changes for FY 20-21**

The Office of the Sheriff encompasses two employees, the Sheriff and his executive assistant, who provides administrative support. There is no anticipated service or budget changes to the Office of Sheriff.

## **Current & Future Service Challenges**

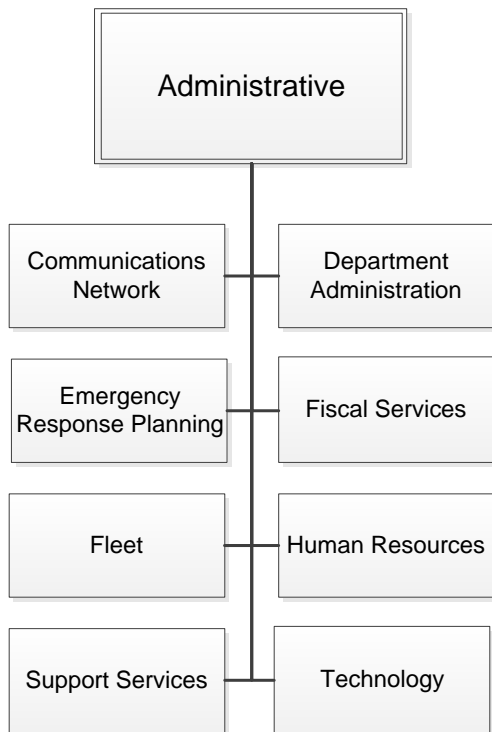
Essential stable funding for the Sheriff's Office, and all of public safety, will continue to be a challenge.

## **Capital Projects – Planned and Known Needs**

None at this time.



# Department of Public Safety: Administrative



## Division Purpose Statement

*The Administrative Division supports all divisions and programs within the Sheriff's Office; providing dispatch services, police records, jail records, property/evidence, training, fiscal management, human resource services, resource development, professional standards, labor relations, volunteer coordination, public information officer, radio infrastructure and legal counsel liaison.*

## Division Locator

### **Sheriff's Office**

*Office of the Sheriff  
Administrative ◀  
Corrections  
Police Services*

## Department of Public Safety: Administrative

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Licenses & Permits	303,390	274,795	250,300	260,300	10,000	4.00%
Fines, Forfeitures, Penalties	19,653	19,005	16,500	12,500	(4,000)	-24.24%
Property And Rentals	43,766	71,871	209,100	39,600	(169,500)	-81.06%
Federal Revenues	181,566	8,501	195,325	125,205	(70,120)	-35.90%
State Revenues	332,016	292,355	283,087	244,532	(38,555)	-13.62%
Local Revenues	420,585	1,165,644	1,759,976	415,660	(1,344,316)	-76.38%
Fees And Charges	1,128,654	1,181,059	1,154,363	1,238,264	83,901	7.27%
Administrative Charges	9,000	9,000	14,000	171,250	157,250	1,123.21%
Interest Earnings	96,096	138,229	111,570	164,420	52,850	47.37%
<b>Total Revenue</b>	<b>2,534,726</b>	<b>3,160,459</b>	<b>3,994,221</b>	<b>2,671,731</b>	<b>(1,322,490)</b>	<b>-33.11%</b>
Fund Transfers	653,096	685,877	1,165,204	410,284	(754,920)	-64.79%
<b>TOTAL RESOURCES</b>	<b>3,187,822</b>	<b>3,846,337</b>	<b>5,159,425</b>	<b>3,082,015</b>	<b>(2,077,410)</b>	<b>-40.26%</b>
<b>EXPENDITURES:</b>						
Personnel Services	6,499,304	6,646,032	7,307,911	7,526,262	218,351	2.99%
Materials & Services	3,848,709	4,626,686	6,546,591	4,181,813	(2,364,778)	-36.12%
Capital Expenses	210,040	766,132	4,950,045	3,115,000	(1,835,045)	-37.07%
<b>TOTAL EXPENDITURES</b>	<b>10,558,052</b>	<b>12,038,849</b>	<b>18,804,547</b>	<b>14,823,075</b>	<b>(3,981,472)</b>	<b>-21.17%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	8,568,812	8,589,533	9,050,007	9,147,099	97,092	1.07%
Local Option Tax Levy Fund	190,092	270,406	336,072	463,491	127,419	37.91%
Motor & Equipment Pool Fund	222,326	1,470,138	5,373,385	3,373,805	(1,999,580)	-37.21%
Special Revenue Fund	1,576,823	1,708,773	4,045,083	1,838,680	(2,206,403)	-54.55%
<b>TOTAL</b>	<b>10,558,052</b>	<b>12,038,849</b>	<b>18,804,547</b>	<b>14,823,075</b>	<b>(3,981,472)</b>	<b>-21.17%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Communications Network	391,090	1,191,235	3,543,421	1,401,056	(2,142,365)	-60.46%
Department Administration	1,217,237	1,309,317	1,423,547	1,276,029	(147,518)	-10.36%
Emergency Response Planning	1,945,797	1,760,483	3,671,082	1,619,960	(2,051,122)	-55.87%
Fiscal	629,849	639,135	923,025	812,638	(110,387)	-11.96%
Fleet	156,286	822,523	1,619,334	2,082,587	463,253	28.61%
Human Resources	49,169	74,083	44,932	69,560	24,628	54.81%
Support Services	6,130,309	6,232,240	6,923,226	7,209,136	285,910	4.13%
Technology	38,316	9,835	655,980	352,109	(303,871)	-46.32%
<b>TOTAL EXPENDITURES</b>	<b>10,558,052</b>	<b>12,038,849</b>	<b>18,804,547</b>	<b>14,823,075</b>	<b>(3,981,472)</b>	<b>-21.17%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>61.00</b>	<b>61.00</b>	<b>62.00</b>	<b>62.00</b>	<b>0.00</b>	<b>0.00%</b>

# Department of Public Safety: Administrative

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## **Division Overview**

The Administrative Division supports all divisions and programs within the Sheriff's Office; providing dispatch services, police records, jail records, property/evidence, training, fiscal management, human resource services, resource development, professional standards, labor relations, volunteer coordination, public information officer, radio infrastructure, and legal counsel liaison. The Administrative Division is responsible for coordination of programs within the department, ensuring that policies and procedures related to budget, accounting, training, personnel, labor contract administration, liability and other administrative functions are consistently applied and followed.

## **Division Goals & Strategic Planning**

The employees of the support division have extensive personal contact with residents and visitors of Lane County, attorneys, vendors, courts and other law enforcement agencies, providing excellent customer service despite continual unfilled positions.

- The Communications Unit provides dispatch services for Sheriff's Office personnel, as well as for Oakridge Police and Fire, Coburg Police Department, Lane County Parole and Probation and Lane Community College Department of Public Safety. This 24/7 unit also handles both emergency and non-emergency phone calls from the residents and visitors of unincorporated Lane County.
- The Police Records Unit is responsible for the care and custody of police reports, warrants and extraditions, completing FBI-mandated data entry and processing public records requests, as well as handling Central Reception duties which include public fingerprinting, concealed handgun licensing, special event permits and sex offender registration.
- The Civil Intake Unit processes requests for the service of protection orders and all other manner of civil process such as evictions and small claims.
- Jail Records is responsible for all paperwork involving the lodging and release of every inmate at the Lane County Jail, to include sentence calculation. Additionally, this unit handles public records requests and provides inmate information to families, attorneys and other agencies.

## **Major Accomplishments & Achievements in FY 19-20**

- The Sheriff's Office purchased 324 tri-band user radio units. All employee users and existing vehicles received the upgraded radio units. The completion of this project resulted in the upgrade and enhancement of our emergency radio operations. The Sheriff's Office sold 20 excess radios to recoup \$100,000.
- The training section's increased use of computer-based and on-line training programs has assisted in reducing the expense of training personnel, including ensuring all sworn and communications personnel met their mandated certification and required training needs in compliance with the Oregon Jail Standards and Department of Public Safety and Standards Training (DPSST) requirements.
- The Police Records Unit is making great strides toward returning to full staffing after several years working with just 75% of their FTE positions filled. There were three successful graduates from the first ever 9 week in-house Records Technical Academy, created to give new-hires a comprehensive understanding of public service/law enforcement and provide technical skills training in a classroom environment. Through their dedication and efficiency, the Police Records Unit has managed to continue meeting mandated public records release timelines and under our contract with Coburg Police Department, has also assumed responsibility for providing them with certain records services.
- After multiple years of being significantly understaffed, the Communications Unit (Dispatch) is on the verge of achieving full staffing which will result in less overtime and better team morale/retention. This will also allow the Sheriff's Office to provide additional contract dispatching service to interested partners. Recently, Coburg Police Department contracted for the handling of dispatch services and 24/7 emergency and non-emergency phone coverage.

## **Department of Public Safety: Administrative**

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- The Property/Evidence Unit conducted three Unclaimed Ad processes during calendar 2019 which allowed for the purge/disposal of a significant amount of unclaimed property, increasing the available storage space for current cases as well as bringing money back into the Sheriff's Office budget. In 2020, one Unclaimed Ad process has been completed with more planned.
- As part of a larger project involving our Records Management System/Jail Management System/Computer Aided Dispatch software, Jail Records continues to onboard new Jail Management Software features, which will include a Pre-Booking module that will help streamline the lodging process for all agencies that use the Lane County Jail.
- The Sheriff's Office was awarded a Homeland Security Grant which is aimed at improving radio coverage in the Oakridge area for both county responders as well as their local public safety departments.
- The Sheriff's Office also received a FEMA grant to augment partner funding for repairs to our power system at our Bear Mountain radio site. The new system is estimated to run for 45 days when commercial power is not available.
- A major upgrade of the solar power system at our Indian Ridge repeater site was completed, as this remote site is inaccessible for much of the year and has no commercial power.
- The Lane County Sheriff's Office conventional radio infrastructure has not been upgraded in 15 years and is in need of a much required overhaul. These sites provide primary and secondary communication channels for Lane County Sheriff's Office interoperability and are necessary to continue uninterrupted emergency communications in both urban and rural Lane County, as well as being the only communication channel for Search and Rescue teams. The equipment to upgrade the system has now been purchased and we are moving forward with implementation.

### **Anticipated Service & Budget Changes for FY 20-21**

- In order to maximize efficiency and performance, Police Records will need to more fully leverage our existing Records Management software. Additionally, due to the lack of archive space to store physical documents, scanning equipment will become a necessity within the next fiscal year as the Sheriff's Office begins to transition 30 years of police reports to an electronic format.
- Even fully staffed, the Support Services work units will only have the minimum number of employees needed to operate a 24/7 dispatch center. This minimal staffing will not allow for increased Police Records operating hours, which should be increased to at least 16 hours per day in order to fulfill job responsibilities and optimize public access. Current staffing levels still require supervisor backfill and significant overtime.
- For the Communications, Police Records and Jail Record Units, robust recruitment efforts will need to continue during FY 20-21 in order to keep up with anticipated and unanticipated staff departures and reassignments.
- Two of the Sheriff's Office owned radio towers are aging and require re-galvanization in order to maintain their long-term integrity at an estimated cost of \$30,000 per tower.
- DPSST has fully implemented a newer standard that mandates for Corrections Deputy Sheriff staff to meet the same maintenance standards as the Police Deputy Sheriff staff. This requires tracking of an additional 140 personnel for the Training Section to ensure maintenance requirements are fulfilled.

### **Current & Future Service Challenges**

- Recruitment and successful training of communications officers (dispatchers) continues to be difficult. Since our budgeted positions are at the minimum level needed to operate a 24/7 center Sheriff's Office has had to utilize overtime, as well as pulling supervisors into line level positions on a regular basis in order to continue operations. Budgeting allows very little room for advanced recruitment and training efforts to occur to assist with continuity of operations when notified of a pending resignation.

## Department of Public Safety: Administrative

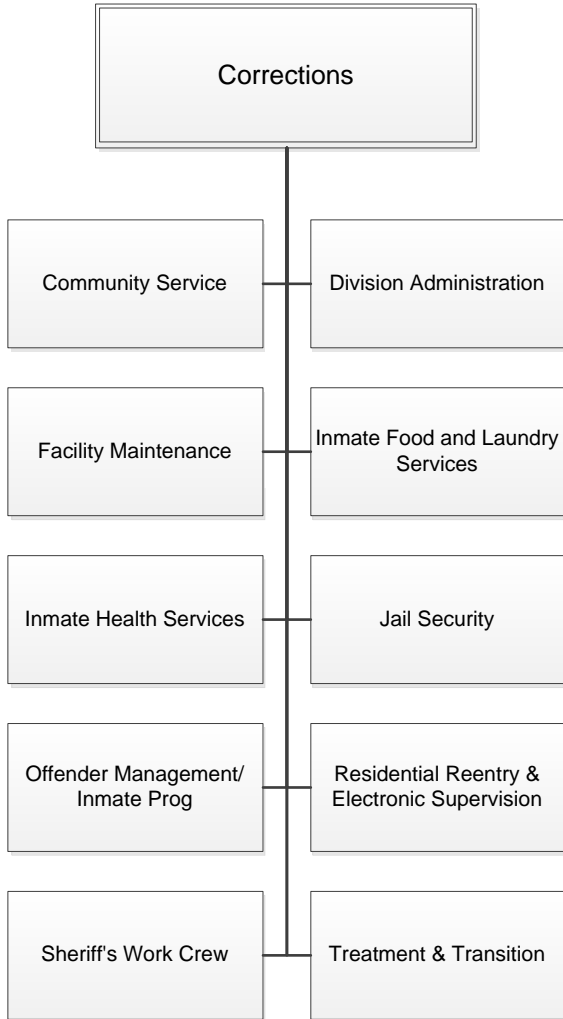
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- The new Oregon Public Records law mandates a response time to requests for public records. Filling these requests was already challenging with a partially staffed workgroup prior to the new law. Additionally, there has been a 32% increase in the number of public records requests received by police records in the last year. The equivalent of one FTE has been pulled away from other records work to focus on responding to these requests within the state mandated timeline.
- There has been a 17% increase in the number of civil papers and protection orders processed by our civil intake unit. Over 5000 overtime and extra help hours were worked last year in order to handle the increased workload across police records, which includes the civil intake unit.
- Periods before and after presidential elections have shown to correlate to significant increases in new Concealed Handgun License (CHL) applications. In addition to the increased demand for new CHLs, social distancing requirements due to COVID have eliminated the ability to process and fingerprint multiple applicants at once due to the size of the fingerprint room. While many steps have been taken to alleviate the strain on staff and CHL applicants, including moving to a mail in system for CHL renewals, the current appointment system for new CHL applicants is booked out well into 2021. The CHL Unit staff of two is strained under the demand for both new CHLs and license renewals.
- As part of ongoing work on our Radio Communications Plan, the Sheriff's Office must continue to conduct all-hazard inspections of every radio site in order to identify current and future issues in order to manage costs and mitigate resource impacts.
- The Sheriff's Office Dispatch Center uses 7 Motorola Consolette radios for backup communications to Lane Radio Interoperability Group (LRIG) sites, as well as primary devices for recording radio traffic on our primary communications channels. These are scheduled for replacement in FY 20-21. Parts are not readily available to repair the current radios and there is an increased rate of failure. In addition, there have been new LRIG sites that have been activated that the Sheriff's Office has no consollettes assigned to. Two additional consollettes need to be purchased to maintain backup on Sheriff's Office LRIG channels at all LRIG sites within reach of the Courthouse tower. A total of 10 consollettes would need to be upgraded, and expanded in order to provide reserve radios for repair of the current consollettes used by LCSO Dispatch.

### **Capital Projects – Planned and Known Needs**

- The Sheriff's Office impound lot needs metal fencing for security and a covered area for evidentiary vehicles.
- The Sheriff's Office is a partner with Eugene Water and Electric Board (EWEB) in the operation and maintenance of three microwave links. This 15-year old microwave link connects Bear, Hagan, Blanton and the Lane County Courthouse for radio data and other communication needs and supports multiple agencies. Due to the age and scarcity of available parts, replacement is necessary in the next 1-2 years. LCSO and EWEB will share the expenses of the project, estimated at \$201,000.
- Restroom remodel in the administrative area of the Sheriff's Office is needed. The bathroom facilities are old, have never been updated and are very difficult to clean and sanitize. These restrooms are used by not only the personnel assigned to the Administrative Division, but also by employees within the Police Services Division as there are no restroom facilities where the Police Services Division is located.
- The current dispatch console furniture has been in use 24/7 for over 16 years and is showing definite signs of age (average industry lifespan is 10 years). Contingency planning will be necessary, as these eight consoles will require replacement in the near future.

# Depart of Public Safety: Corrections



## Division Purpose Statement

*The Lane County Sheriff's Office Corrections Division provides a safe environment to incarcerate and supervise pretrial criminal defendants and sentenced offenders.*

## Division Locator

### **Sheriff's Office**

*Office of the Sheriff  
Administrative  
Corrections ◀  
Police Services*

## Depart of Public Safety: Corrections

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Taxes & Assessments	9,579,354	14,475,498	17,417,000	17,950,000	533,000	3.06%
Fines, Forfeitures, Penalties	14,939	300	0	0	0	0.00%
Property And Rentals	51,603	45,025	48,000	50,000	2,000	4.17%
Federal Revenues	1,863,016	1,112,723	1,608,422	1,134,000	(474,422)	-29.50%
State Revenues	5,595,549	5,720,951	5,948,156	6,021,210	73,054	1.23%
Local Revenues	877,284	1,187,503	1,194,875	1,251,625	56,750	4.75%
Fees And Charges	529,547	571,145	502,500	513,000	10,500	2.09%
Interest Earnings	335,986	415,720	412,300	464,800	52,500	12.73%
<b>Total Revenue</b>	<b>18,847,279</b>	<b>23,528,866</b>	<b>27,131,253</b>	<b>27,384,635</b>	<b>253,382</b>	<b>0.93%</b>
Fund Transfers	99,449	106,631	317,080	77,817	(239,263)	-75.46%
<b>TOTAL RESOURCES</b>	<b>18,946,728</b>	<b>23,635,497</b>	<b>27,448,333</b>	<b>27,462,452</b>	<b>14,119</b>	<b>0.05%</b>
<b>EXPENDITURES:</b>						
Personnel Services	19,165,412	20,126,155	22,556,248	22,724,127	167,879	0.74%
Materials & Services	10,155,386	10,575,210	12,222,973	11,959,475	(263,498)	-2.16%
Capital Expenses	107,638	45,787	100,000	80,000	(20,000)	-20.00%
<b>TOTAL EXPENDITURES</b>	<b>29,428,435</b>	<b>30,747,152</b>	<b>34,879,221</b>	<b>34,763,602</b>	<b>(115,619)</b>	<b>-0.33%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>FUNDS</b>						
Corrections Commissary Fund	138,786	112,445	207,947	158,321	(49,626)	-23.86%
General Fund	13,449,152	12,249,643	12,691,764	12,885,867	194,103	1.53%
Local Option Tax Levy Fund	12,507,768	15,029,659	17,451,667	18,045,312	593,645	3.40%
Special Revenue Fund	3,332,729	3,355,405	4,527,843	3,674,102	(853,741)	-18.86%
<b>TOTAL</b>	<b>29,428,435</b>	<b>30,747,152</b>	<b>34,879,221</b>	<b>34,763,602</b>	<b>(115,619)</b>	<b>-0.33%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>PROGRAMS</b>						
Community Service	231,078	233,754	240,355	240,416	61	0.03%
Division Administration	1,469,289	1,677,380	1,704,942	1,572,643	(132,299)	-7.76%
Facility Maintenance	615,421	617,010	649,718	647,571	(2,147)	-0.33%
Inmate Food & Laundry Services	891,406	923,084	1,071,129	1,144,087	72,958	6.81%
Inmate Health Services	3,973,259	4,199,709	4,275,636	4,886,252	610,616	14.28%
Jail Security	17,557,911	18,219,523	20,820,161	20,997,720	177,559	0.85%
Offender Management/Inmate Prog	1,429,434	1,581,467	1,774,680	1,673,156	(101,524)	-5.72%
Residential Reentry & Electronic Supervision	1,768,243	1,740,716	2,024,605	1,717,740	(306,865)	-15.16%
Sheriff's Work Crew	781,347	834,326	1,023,080	883,817	(139,263)	-13.61%
Treatment & Transition	711,049	720,185	1,294,915	1,000,200	(294,715)	-22.76%
<b>TOTAL EXPENDITURES</b>	<b>29,428,435</b>	<b>30,747,152</b>	<b>34,879,221</b>	<b>34,763,602</b>	<b>(115,619)</b>	<b>-0.33%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>157.75</b>	<b>171.75</b>	<b>171.75</b>	<b>171.75</b>	<b>0.00</b>	<b>0.00%</b>

# Depart of Public Safety: Corrections

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## **Division Overview**

The purpose of the Lane County Sheriff's Office Corrections Division is to protect the community by providing a safe environment to incarcerate and supervise pretrial criminal defendants and sentenced offenders. The sections of the division include security (the main jail) and alternative programs, including the Defender/Offender Management Center (DOMC); the Residential Reentry Center (RRC), the Sheriff's Work Crew (SWC); and Community Services.

## **Division Goals & Strategic Planning**

The Corrections Division contributes to public safety by maintaining a balanced correctional system of institutional and community programs which provide a range of control and rehabilitation options for defendants and offenders. Goals for the coming fiscal year include:

- Develop and maintain partnerships with internal and external stakeholders, as well as community partners.
- Develop and maintain progressive mental health programming in the Corrections Division. This includes:
  - Provide mental health services to a large portion of the inmate population.
  - Continue to collaborate with Wellpath (contracted medical provider) and Lane County Behavioral Health (LCBH) professionals and other community partners to assist in the successful implementation of the IMPACTS grant, Forensic Intensive Treatment Team, and court liaisons.
- Continue efficient utilization of existing levy funding to maintain 367 local offender beds.
- Enhance and improve video recording and storage systems in the Corrections Division.
- Continue to develop and maintain a highly trained Special Operations Response Team to effectively respond to community emergencies with a focus on major disturbances within a correctional setting.
- Maintain and monitor Community Corrections Act (CCA) funding levels.
- To strengthen/build our relationship with current and new community partners to maintain funding for a fully staffed Sheriff's Work Crew (SWC) that provides an alternative to incarceration for lower risk offenders. This program is important as it allows offenders the ability to maintain their community and family relationships while resolving their court matters.
- Develop and review how the Residential Reentry Center (RRC) can have a positive impact in the community. This includes:
  - Research stable funding for 24 beds.
  - Increased monitoring for Pre-trial defendants.
  - Increased Release Lane County (RLAN) participation.
- Increase safety and security measures in the jail facility by fully implementing the use of the already installed body scanner designed to detect contraband.
- To provide safe access to the jail for the public and staff, structural modifications to the exterior of the jail are being completed.
- To develop a Wellness program for staff.
- Continue to provide training for staff that develops communication and awareness. This includes:
  - Transgender Awareness Training
  - Positional Asphyxia and Excited Delirium Training
  - Use of Force scenario based defensive tactics training utilizing verbal de-escalation techniques during critical incidents to include mental health crisis events.



## **Depart of Public Safety: Corrections**

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### **Major Accomplishments & Achievements in FY 19-20**

- The amount of time inmates spend out of their cell was increased to reduce isolation and increase chances for socialization.
- The RRC program continued to collaborate with the Department of Corrections (DOC) and Sponsors to serve male and female DOC inmates with evidence based reentry services during community reintegration.
- The Corrections Division increased staffing to meet increased offender capacity. This was accomplished through Facility Support positions and a second 3-South deputy to meet the needs of the expanding mental health program.
- Continued mental health services and programming has provided more services to a greater number of male and female inmates.
- Completed a critical section of the roofing project during a pandemic and community unrest.
- Partnered with Trans\*ponder to provide gender identity and diversity awareness training to staff. The Sheriff's Office is the first local agency to receive this training.
- During the COVID pandemic, the Corrections Division was able to put protocols in place to keep Adults in Custody (AIC), business partners and staff safe. This includes:
  - Set up several video "courtrooms" and video arraignment processes to provide AICs uninhibited access to the courts without the need for transport to the court house.
  - Established protocols for attorneys to have safe and secure conversations with their clients.
  - Purchased 11 audio/video systems for attorney/client rooms that will allow secure and privileged video conferencing between adults in custody and their attorneys, the court, or other professional contacts.
  - Worked with Public Health and Wellpath to offer Covid-19 testing to all AICs.
  - Worked with Wellpath to establish a medical screening at the time of book in to limit the risk of exposure.
  - Worked with the phone vendor (Telmate) to provide additional phone calls and video visits at no cost to the Adults in Custody.

### **Anticipated Service & Budget Changes for FY 20-21**

- The SWC continues to require General Fund allocation in order to maintain existing services. This program reduces the utilization of jail beds by lower risk offenders and provides a vital workforce to government and non-profit organizations.
- The RRC continues to experience challenges with contracted agencies utilizing RRC beds. Contract restrictions drastically impact the budget in this program when RRC beds are left vacant. COVID has added another layer of challenges filling these beds.
- Future funding unknowns with the Community Corrections Act (CCA) presents a challenge moving forward. The RRC has dedicated beds for CCA qualified inmates to serve jail sentences. The RLAN program includes partnerships with DOC and Sponsors and CCA funding is a critical component of this program.

### **Current & Future Service Challenges**

- As staffing positions are filled through hiring processes, the logistics of training those who are newly hired remains a challenge. This process requires a minimum of 28 weeks of on-the-job and academy training before a deputy is ready to functionally fill a position.
- Lane County continues to be a high utilizer of beds at the Oregon State Hospital, often using more than double the allotted amount. In an effort to provide alternatives to incarceration of mentally ill persons within the community, Lane County was awarded an IMPACTS grant. The Sheriff's Office is committed to working with Wellpath, LCBH and other local agencies to meet the goals of the IMPACTS grant.

## Depart of Public Safety: Corrections

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- The Corrections Division must continue an aggressive succession plan for potential leaders due to multiple supervisors and managers retiring in the next 1-4 years.
- Attrition, reassignments, promotions and retirements will place a significant emphasis on hiring and training deputy sheriffs and support staff positions.

### **Capital Projects – Planned and Known Needs**

- The current Lane County Jail opened in 1979, and has served as the County's primary jail since that time. Since the initial construction, two additions to the jail have occurred increasing the overall size of the facility. The Sheriff's Office has currently outgrown the design of the building in many ways. The layout of the building is inefficient and not designed for the type of defendants and offenders currently being housed in the jail, creating supervision challenges.
- The aging jail is increasingly having structural and system failures.
- An updated jail intake area is needed that would better serve the Booking/Segregation and Medical operations. Most inmates are released from the facility with 24-48 hours. Many of the inmates are placed in these areas during this time. An updated design would provide a more effective and efficient operation.
- The second floor dorms inmate housing area (96 beds) is not currently being utilized. The types of defendants and offenders routinely lodged require more secure housing than this area is designed to accommodate.
- Many of the existing jail's roofs are original and it is just a matter of time before they end in a critical state. On ongoing roofing replacement plan needs to be in place to address the remaining original roofs.
- The jail fire alarm system is obsolete and repair is no longer an option.
- The four jail elevators are 40-year-old systems, utilized 24 hours a day, and have intermittently failed, with entrapments of the public, staff and inmates. Repair parts are no longer available.

# Department of Public Safety: Police Services

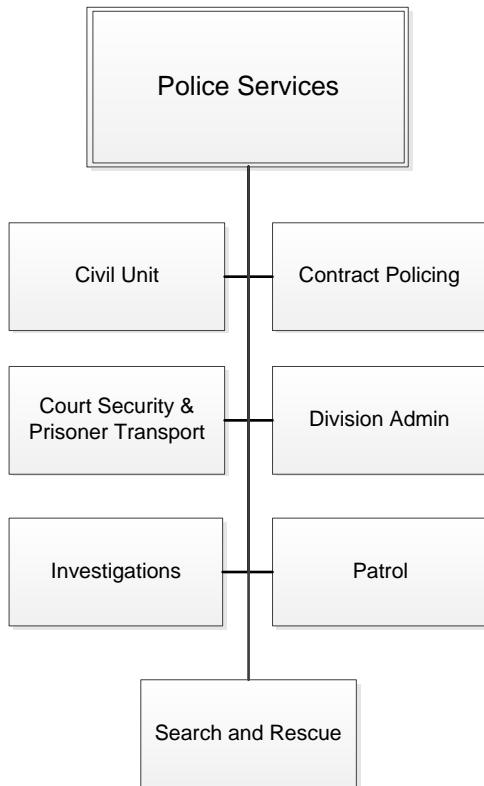
## Division Purpose Statement

*The Lane County Sheriff's Office Police Services Division provides law enforcement services to the citizens and visitors of Lane County.*

## Division Locator

### **Sheriff's Office**

*Office of the Sheriff  
Administrative  
Corrections  
Police Services ↙*



## Department of Public Safety: Police Services

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Fines, Forfeitures, Penalties	150,062	83,483	86,000	6,000	(80,000)	-93.02%
Property And Rentals	25,460	2,050	9,500	350	(9,150)	-96.32%
Federal Revenues	375,918	491,092	564,210	567,000	2,790	0.49%
State Revenues	651,545	682,711	760,537	674,651	(85,886)	-11.29%
Local Revenues	1,653,100	1,720,882	1,977,376	2,109,617	132,241	6.69%
Fees And Charges	603,730	366,778	352,615	315,000	(37,615)	-10.67%
Interest Earnings	11,274	18,393	13,150	17,350	4,200	31.94%
<b>Total Revenue</b>	<b>3,471,089</b>	<b>3,365,388</b>	<b>3,763,388</b>	<b>3,689,968</b>	<b>(73,420)</b>	<b>-1.95%</b>
Fund Transfers	949,487	1,069,101	1,489,025	1,372,591	(116,434)	-7.82%
<b>TOTAL RESOURCES</b>	<b>4,420,576</b>	<b>4,434,489</b>	<b>5,252,413</b>	<b>5,062,559</b>	<b>(189,854)</b>	<b>-3.61%</b>
<b>EXPENDITURES:</b>						
Personnel Services	9,874,265	10,321,730	10,529,495	10,782,371	252,876	2.40%
Materials & Services	2,725,142	2,686,099	3,702,610	3,062,544	(640,066)	-17.29%
Capital Expenses	257,000	128,448	667,672	20,000	(647,672)	-97.00%
<b>TOTAL EXPENDITURES</b>	<b>12,856,406</b>	<b>13,136,277</b>	<b>14,899,777</b>	<b>13,864,915</b>	<b>(1,034,862)</b>	<b>-6.95%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>FUNDS</b>						
General Fund	11,000,584	11,366,270	11,611,653	11,766,758	155,105	1.34%
Special Revenue Fund	1,855,823	1,770,007	3,288,124	2,098,157	(1,189,967)	-36.19%
<b>TOTAL</b>	<b>12,856,406</b>	<b>13,136,277</b>	<b>14,899,777</b>	<b>13,864,915</b>	<b>(1,034,862)</b>	<b>-6.95%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>PROGRAMS</b>						
Civil Unit	371,501	356,163	480,546	553,610	73,064	15.20%
Contract Policing	2,513,284	2,676,220	3,222,206	3,022,817	(199,389)	-6.19%
Court Security/Prisoner Transport	1,460,491	1,507,555	1,360,664	1,356,000	(4,664)	-0.34%
Division Administration	617,745	611,274	690,933	756,335	65,402	9.47%
Investigations	1,294,127	1,187,606	2,139,338	1,313,314	(826,024)	-38.61%
Patrol	6,167,154	6,283,795	6,397,064	6,331,106	(65,958)	-1.03%
Search & Rescue	432,106	513,664	609,026	531,733	(77,293)	-12.69%
<b>TOTAL EXPENDITURES</b>	<b>12,856,406</b>	<b>13,136,277</b>	<b>14,899,777</b>	<b>13,864,915</b>	<b>(1,034,862)</b>	<b>-6.95%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>66.50</b>	<b>66.50</b>	<b>69.00</b>	<b>69.00</b>	<b>0.00</b>	<b>0.00%</b>

## Department of Public Safety: Police Services

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### **Division Overview**

The Lane County Sheriff's Office Police Services Division provides law enforcement services to the citizens and visitors of Lane County. The Sheriff's Office works to protect the lives and property of Lane County visitors and residents by reducing or preventing victimization and responding to emergencies involving life safety, and other calls for police service as allowed by the level of resources available. The Police Services Division provides critical, statutorily mandated services including: Court Security, Prisoner Transport, and Civil Process Service. The Police Services Division also provides:

- Contract law enforcement services for the cities of Creswell and Veneta; Oregon State Marine Board; the Bureau of Land Management (BLM) for public lands under their control; District Attorney's Office Domestic Violence Investigator; Lane County Public Works for Motor Carrier Enforcement (Weighmaster Function); and Oregon State Parks for patrol of sand dune recreation areas on the Oregon coast.
- Advanced skilled investigations from the detectives in the Criminal Investigations Section for crimes against children, homicide, and other serious persons' crimes.
- Tactical response and crisis negotiations for high risk calls from the Special Response Team and Crisis Negotiation Team.
- Search and Rescue response to lost, injured and missing persons.

### **Division Goals & Strategic Planning**

Providing adequate law enforcement services to our residents living in unincorporated Lane County continues to be far out of reach due to ongoing budget restraints. Covering over 4,600 square miles with three deputy sheriffs and a sergeant normally on duty continues a pattern of only being able to respond to the highest priority life safety calls for service.

- Currently, County Patrol is staffed with 25 deputy sheriffs, which allows enough staff to provide 24 hour response to emergency calls for service without dropping below minimum staffing levels (three deputies and a sergeant for dayshift and swing shift, and two deputies and a sergeant for graveyard). However, a 2013 study conducted by the Police Executive Research Forum (PERF), warned that staffing levels need to be increased to at least 30 patrol deputies (with an additional sergeant and detective) to maintain current service levels without risking high staff burnout and turnover rates. Restoring patrol to 30 deputies would bring patrol up to approximately 68% of the 2003 level and 31% of the 1979 level. An additional detective would restore the Criminal Investigation Section to 5 detectives, approximately 20% of the 1979 staffing level, but sufficient to investigate most child sexual assaults and other Measure 11 violent felonies in unincorporated Lane County. Restoring the Police Services Division of the Sheriff's Office to Phase 2 of the Lane County Public Safety Repair Plan will not measurably increase patrol or investigative service levels, but would allow the Sheriff's Office stability without risking high degrees of staff burnout and turnover rates that continue to occur as we lose staff to agencies with greater resources
- The Sheriff's Office is unable to be the primary investigating agency of fatal crashes on County roads where criminal prosecution is likely to occur due to lack of trained staff and necessary equipment. The Sheriff's Office has identified two deputies who have received crash investigation training; however, finding funding for the necessary equipment remains a challenge.
- Two additional deputy sheriffs (detectives) are needed in order to investigate the most egregious felony property crimes that occur in unincorporated Lane County.
- The volume of cases that include computer or phone forensic evidence has increased significantly. Case law changes that require trained personnel to handle the collection of this evidence has caused the Sheriff's Office to place a higher priority on funding a computer forensic investigator position in order to keep up with the incredible amount of digital evidence that is a part of almost every case the Sheriff's Office handles. The processing of digital evidence is often critical to prosecution of major crimes such as homicide, robbery, and sex abuse cases.

## **Department of Public Safety: Police Services**

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### **Major Accomplishments & Achievements in FY 19-20**

- Four deputy sheriffs completed a 32-40 week training process including police academy and field training, and are now able to work independent of a field training officer. There are three additional deputies in field training scheduled to be completed mid-July.
- The Criminal Investigation Section, with four detectives and a sergeant, continues to investigate a high volume of sex crimes, serious assaults, homicides and child abuse cases for our service population of 109,000 people. In comparison, the City of Eugene has 34 FTE and the City of Springfield has 15 FTE assigned to these types of cases. Additionally, these detectives routinely assist the cities of Cottage Grove, Oakridge, Florence and Junction City with serious felony cases occurring in their jurisdictions. Lane County Detectives investigated seven homicide cases and seven Officer Involved Shootings in 2019 in addition to their daily caseload.
- Lane County Search and Rescue (SAR) volunteers responded to over 135 calls for service in 2019 and participated in over 27,000 hours of training, meetings, and public events. The SAR 101 class was attended by 21 new volunteers who successfully completed the minimum Oregon State Sheriffs' Association SAR standards course of 110 hours. SAR currently has 217 mission ready volunteers.
- The Sheriff's Office continues to administer the Lane Regional Reserve Officer/Deputy Academy, providing each candidate with more than 300 training hours from various law enforcement agencies in the County.
- A traffic enforcement overtime grant in the amount of \$25,000 provided for deputies to conduct targeted driving under the influence of intoxicants (DUII) and seatbelt compliance enforcement during high visibility holidays and events. This participation aligns with the County's Transportation Safety Action Plan and the goal of "Toward Zero Deaths."

### **Anticipated Service & Budget Changes for FY 20-21**

- The contract with City of Creswell has asked for one (1) FTE deputy position to be added.
- Due to retirements and promotions within the next year, an additional four to six deputies will need to complete academy and field training to fill the anticipated vacancies.

### **Current & Future Service Challenges**

- The Police Services Criminal Investigation Section needs an additional position dedicated and trained in computer, cell phone and other mobile device forensic examinations. Due to the prolific use of these electronic devices, the examination of a device is frequently a key component in an investigation. The current staffing levels of the Criminal Investigation Section only allow for investigation of the most serious crimes (homicides, child abuse and sexual assault cases). Other crimes, including aggravated felony level property crimes and some significant person crimes are being handled at the patrol officer level, often times not receiving the appropriate level of follow-up necessary for successful prosecution.
- Lane County is experiencing record numbers of traffic fatalities and is currently number one in the state. Due to budget cuts in 2008 and 2012, the Lane County Sheriff's Office has seen an 88 percent reduction in the number of citations issued for dangerous driving behavior. Enforcement is one of the three key components (Education, Enforcement, and Engineering) in reducing traffic fatalities and other significant injury crashes. At our current staffing level, Lane County Sheriff's Office patrol deputies have very little, if any, time for proactive traffic enforcement due to handling emergency calls for service and other mandated patrol functions.
- Due to retirements, promotions, other staff moves and the length of time it takes a patrol deputy to attain solo status, keeping our allocated patrol positions filled has been a challenge. It takes almost a year for a patrol deputy to attend the DPSST Police Academy and complete FTEP (Field Training). We currently have five patrol deputies in various phases of training. Additionally, we have several more patrol deputies at or near retirement age. Due to these factors, we anticipate being in a training cycle for the next couple of years.

## Department of Public Safety: Police Services

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- Other local law enforcement agencies are actively recruiting our trained and certified deputies. These agencies are offering significant signing bonuses, providing enhanced levels of vacation and sick time bank hours and offering expedited hiring processes to minimize the stress and difficulty of testing for a new job.

### **Capital Projects – Planned and Known Needs**

- The Sheriff's Office is in need of a large storage building (approx. 60' X 140') and footprint to house emergency response vehicles and equipment from SAR, Marine Patrol and the Special Response Team. Absent the allocation of money from the Capital Improvement budget, there is no current funding source for this building. The Sheriff's Office currently pays Public Works over \$40,000 dollars annually in rent for covered and/or climate controlled storage areas, which are not large enough to meet our current needs. If an alternate space was located, a portion of the current rent could be re-allocated to meet these costs.
- Conference Room 175 does not have sufficient space to conduct trainings or to hold larger meetings. The remodel would add space that is currently not being used in an efficient manner.

## Department of Public Safety

DEPARTMENT RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Current Year Property Tax	9,335,080	14,103,896	16,907,000	17,540,000	633,000	3.74%
Prior Years Property Taxes	236,744	368,674	500,000	400,000	(100,000)	-20.00%
In Lieu Of Taxes	7,530	2,929	10,000	10,000	0	0.00%
<b>TAXES &amp; ASSESSMENTS</b>	<b>9,579,354</b>	<b>14,475,498</b>	<b>17,417,000</b>	<b>17,950,000</b>	<b>533,000</b>	<b>3.06%</b>
Concealed Weapon Permit	303,090	274,445	250,000	260,000	10,000	4.00%
Fireworks Display Permit	300	350	300	300	0	0.00%
<b>LICENSES &amp; PERMITS</b>	<b>303,390</b>	<b>274,795</b>	<b>250,300</b>	<b>260,300</b>	<b>10,000</b>	<b>4.00%</b>
Criminal Fine & Assessment	19,653	19,005	16,500	12,500	(4,000)	-24.24%
Forfeitures Other	165,001	83,783	86,000	6,000	(80,000)	-93.02%
<b>FINES, FORFEITURES, PENALTIES</b>	<b>184,654</b>	<b>102,788</b>	<b>102,500</b>	<b>18,500</b>	<b>(84,000)</b>	<b>-81.95%</b>
Sale Of Capital Assets	6,600	43,149	69,500	20,000	(49,500)	-71.22%
Scrap Metal Sales	238	6,767	5,000	0	(5,000)	-100.00%
Miscellaneous Sales	60,251	16,665	136,100	11,950	(124,150)	-91.22%
Miscellaneous Rent	53,740	52,365	56,000	58,000	2,000	3.57%
<b>PROPERTY AND RENTALS</b>	<b>120,830</b>	<b>118,946</b>	<b>266,600</b>	<b>89,950</b>	<b>(176,650)</b>	<b>-66.26%</b>
Civil Defense Grants	171,144	19,974	18,000	0	(18,000)	-100.00%
Corp Of Engineers	41,515	38,845	42,354	42,354	0	0.00%
Child Support Enforcement	24,903	13,092	10,000	10,000	0	0.00%
SAMHSA	155,301	195,958	295,400	100,000	(195,400)	-66.15%
Bureau of Land Management	204,837	212,064	250,610	252,851	2,241	0.89%
Department Of Justice	46,387	93,503	366,700	320,000	(46,700)	-12.74%
US Marshall	758,972	0	0	0	0	0.00%
Bureau of Prisons	836,551	755,782	869,000	769,000	(100,000)	-11.51%
Miscellaneous Federal	29,400	32,544	181,233	25,000	(156,233)	-86.21%
Federal Title III Reimbursements	151,489	250,555	334,660	307,000	(27,660)	-8.27%
<b>FEDERAL REVENUES</b>	<b>2,420,500</b>	<b>1,612,316</b>	<b>2,367,957</b>	<b>1,826,205</b>	<b>(541,752)</b>	<b>-22.88%</b>
ODOT	91,670	81,880	88,000	88,000	0	0.00%
Dept Of State Police	377	36,622	41,760	0	(41,760)	-100.00%
Miscellaneous State	310,363	432,993	300,000	325,000	25,000	8.33%
Accident Prevention	24,218	25,086	20,000	23,000	3,000	15.00%
Community Corrections	4,117,326	4,184,471	4,470,451	4,470,451	0	0.00%
M57 Supp Transition Funds	435,988	435,988	531,205	558,759	27,554	5.19%
Justice Reinvestment	145,314	113,294	138,500	109,000	(29,500)	-21.30%
Dept of Transportation	15,972	15,972	16,000	15,972	(28)	-0.18%
Local Staff	316,044	276,383	225,327	228,560	3,233	1.43%
Miscellaneous State Revenue	580,273	477,299	616,928	498,000	(118,928)	-19.28%
<b>STATE GRANT REVENUES</b>	<b>6,037,544</b>	<b>6,079,988</b>	<b>6,448,171</b>	<b>6,316,742</b>	<b>(131,429)</b>	<b>-2.04%</b>
Marine Board	470,684	471,127	437,609	467,651	30,042	6.87%
Timber Sales	62,770	138,147	100,000	150,000	50,000	50.00%
Court Fees	1,475	212	0	0	0	0.00%
Trans. Of Prisoners	6,637	6,544	6,000	6,000	0	0.00%
<b>OTHER STATE REVENUES</b>	<b>541,565</b>	<b>616,029</b>	<b>543,609</b>	<b>623,651</b>	<b>80,042</b>	<b>14.72%</b>
Serbu Endowment Fund	37,771	37,248	35,000	37,000	2,000	5.71%
<b>LOCAL GRANTS</b>	<b>37,771</b>	<b>37,248</b>	<b>35,000</b>	<b>37,000</b>	<b>2,000</b>	<b>5.71%</b>



## Department of Public Safety

DEPARTMENT RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Eugene	803,036	1,099,228	1,071,545	1,127,313	55,768	5.20%
Community Law Enforcement	1,638,257	1,698,689	1,950,376	1,972,617	22,241	1.14%
Springfield	32,000	7,500	5,000	8,000	3,000	60.00%
Counties	5,000	5,000	5,000	5,000	0	0.00%
Other Local	434,906	1,226,364	1,865,306	626,972	(1,238,334)	-66.39%
<b>LOCAL REVENUES</b>	<b>2,913,198</b>	<b>4,036,781</b>	<b>4,897,227</b>	<b>3,739,902</b>	<b>(1,157,325)</b>	<b>-23.63%</b>
Electronic Supervision Fees	237,365	288,268	250,000	260,000	10,000	4.00%
Fingerprinting Fees	47,392	42,694	40,000	35,000	(5,000)	-12.50%
OLCC Endorsements	4,585	4,320	4,000	4,000	0	0.00%
Vehicle Impound Fees	12,700	20,675	11,000	11,000	0	0.00%
Civil Process	291,019	258,822	275,000	250,000	(25,000)	-9.09%
Firearms Transfer Endorsements	95	25	0	0	0	0.00%
Witness Fees	378	392	200	0	(200)	-100.00%
Miscellaneous Svc Charges	1,134,844	1,158,034	1,168,675	1,239,624	70,949	6.07%
Report Fees	18,852	26,698	20,350	25,350	5,000	24.57%
Telephone Calls	94,930	82,972	75,000	75,000	0	0.00%
Laundry Fees	0	0	0	500	500	100.00%
Private Donations	66,910	40,843	6,000	5,000	(1,000)	-16.67%
Commissary & Vending Sales	84,725	83,064	75,500	75,500	0	0.00%
Discovery - Police Records	112	80	50	50	0	0.00%
Refunds & Reimbursements	265,187	109,059	80,363	63,350	(17,013)	-21.17%
Cash Over & Under	(523)	26	0	0	0	0.00%
Copier Services	3,360	3,340	3,340	2,640	(700)	-20.96%
Fleet Services	0	0	0	19,250	19,250	100.00%
<b>FEES AND CHARGES</b>	<b>2,261,931</b>	<b>2,119,312</b>	<b>2,009,478</b>	<b>2,066,264</b>	<b>56,786</b>	<b>2.83%</b>
Departmental Administration	9,000	9,000	14,000	10,250	(3,750)	-26.79%
Radio-Equipment Replacement	0	0	0	161,000	161,000	100.00%
<b>ADMINISTRATIVE CHARGES</b>	<b>9,000</b>	<b>9,000</b>	<b>14,000</b>	<b>171,250</b>	<b>157,250</b>	<b>1,123.21%</b>
Investment Earnings	443,356	572,342	537,020	646,570	109,550	20.40%
<b>INTEREST EARNINGS</b>	<b>443,356</b>	<b>572,342</b>	<b>537,020</b>	<b>646,570</b>	<b>109,550</b>	<b>20.40%</b>
Transfer Fr General Fund (100)	373,936	445,733	681,728	0	(681,728)	-100.00%
Transfer Fr General Fund ONGOING	0	0	0	182,385	182,385	100.00%
Transfer Fr Spec Rev Funds (200)	1,015,655	1,171,970	0	0	0	0.00%
Transfer Fr Spec Rev Funds ONGOING	0	0	1,472,178	1,478,307	6,129	0.42%
Transfer Fr Int Svc Fnds (600)	312,440	243,907	752,403	200,000	(552,403)	-73.42%
Intrafund Transfer	0	0	65,000	0	(65,000)	-100.00%
<b>FUND TRANSFERS</b>	<b>1,702,032</b>	<b>1,861,610</b>	<b>2,971,309</b>	<b>1,860,692</b>	<b>(1,110,617)</b>	<b>-37.38%</b>
<b>DEPARTMENT RESOURCES</b>	<b>26,555,126</b>	<b>31,916,653</b>	<b>37,860,171</b>	<b>35,607,026</b>	<b>(2,253,145)</b>	<b>-5.95%</b>

## Department of Public Safety

DEPARTMENT EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>EXPENDITURE ACCOUNTS</b>						
Regular Operating Wages	17,888,736	18,921,222	20,528,467	20,929,524	401,057	1.95%
Extra Help	292,704	265,485	263,508	233,292	(30,216)	-11.47%
Unclassified Temporary	58,080	0	0	0	0	0.00%
Overtime	2,482,587	2,370,849	2,507,026	2,559,084	52,058	2.08%
Reduction Unfunded Vac Liab	324,199	392,206	520,812	529,944	9,132	1.75%
Compensatory Time	76,513	112,552	115,080	114,528	(552)	-0.48%
Personal Time	224,536	199,730	230,892	264,660	33,768	14.63%
Risk Management Benefits	644,186	559,875	482,510	460,297	(22,213)	-4.60%
Social Security Expense	1,305,787	1,358,897	1,488,267	1,521,600	33,333	2.24%
Medicare Insurance Expense	307,044	319,463	348,634	355,826	7,192	2.06%
Unemployment Insurance (State)	29,279	30,685	35,381	36,942	1,561	4.41%
Workers Comp	62,471	64,231	72,038	73,853	1,815	2.52%
Disability Insurance - Long-term	99,467	122,126	168,611	172,542	3,931	2.33%
PERS - OPSRP Employer rate	3,307,948	3,489,647	4,074,755	4,119,205	44,450	1.09%
PERS Bond	1,478,559	1,637,490	1,714,616	1,827,346	112,730	6.57%
PERS - 6% Pickup	1,199,518	1,275,877	1,421,994	1,459,411	37,417	2.63%
Health Insurance	4,874,750	5,084,921	5,477,565	5,520,496	42,931	0.78%
Dental Insurance	370,152	388,613	407,497	384,589	(22,908)	-5.62%
EE Assistance Pgm	4,583	4,733	7,054	7,082	28	0.40%
Life Insurance	87,209	45,340	111,602	111,911	309	0.28%
Flexible Spending Admin	4,184	4,321	3,567	7,082	3,515	98.54%
Disability Insurance - Short Term	9,630	9,945	10,621	10,679	58	0.55%
Deferred Comp Employer Contrib	88,855	90,591	84,980	84,759	(221)	-0.26%
Retiree Medical	605,131	644,468	683,358	589,458	(93,900)	-13.74%
FMLA Administration	7,505	7,750	10,924	7,118	(3,806)	-34.84%
<b>PERSONNEL SERVICES</b>	<b>35,833,613</b>	<b>37,401,018</b>	<b>40,769,759</b>	<b>41,381,228</b>	<b>611,469</b>	<b>1.50%</b>
Professional & Consulting	5,283,893	5,441,573	5,774,138	6,413,925	639,787	11.08%
Public Safety Services	5,277	0	5,000	0	(5,000)	-100.00%
Intergovernmental Agreements	225,813	271,580	137,465	134,750	(2,715)	-1.98%
Agency Payments	731,321	704,500	1,279,491	933,000	(346,491)	-27.08%
Motor Fuel & Lubricants	23,292	27,818	27,200	26,700	(500)	-1.84%
Automotive Equipment Parts	7,792	25,275	50,064	19,430	(30,634)	-61.19%
Tires	2,056	6,191	2,000	5,000	3,000	150.00%
Machinery & Equipment Parts	22,247	17,621	21,900	22,250	350	1.60%
Helicopter Expense	17,204	32,576	255,148	50,000	(205,148)	-80.40%
Refuse & Garbage	29,494	33,443	34,500	35,350	850	2.46%
Spec Handling & Haz Waste Disp	136	0	0	0	0	0.00%
Light, Power & Water	495,440	478,950	546,950	546,440	(510)	-0.09%
Telephone Services	177,328	222,978	258,714	257,515	(1,199)	-0.46%
General Liability	543,286	492,625	530,246	403,522	(126,724)	-23.90%
Vehicle Preventive Maintenance	2,029	2,691	4,450	4,500	50	1.12%
Vehicle Repair	37,023	48,209	47,067	39,200	(7,867)	-16.71%
Maintenance of Equipment	73,315	41,492	83,800	68,050	(15,750)	-18.79%
Maintenance of Structures	31,300	43,973	103,800	115,700	11,900	11.46%
Maintenance of Grounds	13,532	1,985	18,400	4,000	(14,400)	-78.26%
Maintenance Agreements	612,210	652,344	832,532	846,240	13,708	1.65%
Operating Licenses & Permits	3,100	3,187	3,500	1,800	(1,700)	-48.57%
External Equipment Rental	14,740	17,391	17,760	17,860	100	0.56%
External Vehicle Rental	525	347	600	500	(100)	-16.67%
Real Estate & Space Rentals	307,404	244,957	340,095	350,461	10,366	3.05%
Fleet Services Rentals	973,140	954,900	1,046,361	1,004,860	(41,501)	-3.97%
Copier Charges	26,275	35,164	30,424	23,630	(6,794)	-22.33%

## Department of Public Safety

DEPARTMENT EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Mail Room Charges	23,717	24,909	25,200	20,200	(5,000)	-19.84%
License Replacement	0	0	82,815	82,962	147	0.18%
Indirect/Technology Serv	1,305,857	1,378,555	1,504,746	1,567,957	63,211	4.20%
Infrastructure Replacement	0	14,640	56,058	54,888	(1,170)	-2.09%
County Indirect Charges	3,195,527	3,243,929	3,005,435	3,072,748	67,313	2.24%
Direct/Technology Serv	377,735	303,883	193,772	121,993	(71,779)	-37.04%
Dept Support/Direct	9,000	9,000	14,000	10,250	(3,750)	-26.79%
PC Replacement Services	75,000	84,028	84,050	95,945	11,895	14.15%
Office Supplies & Expense	30,900	34,512	35,450	37,700	2,250	6.35%
Professional Licenses	8,510	8,468	9,200	5,850	(3,350)	-36.41%
Dues & Memberships	0	0	0	4,530	4,530	100.00%
Printing & Binding	23,136	31,539	27,350	28,700	1,350	4.94%
Advertising & Publicity	17,663	8,473	11,200	13,250	2,050	18.30%
Photo/Video Supplies & Svcs	49,274	29,421	27,350	117,700	90,350	330.35%
Postage	10,497	2,932	3,550	3,750	200	5.63%
Radio/Communic Supplies & Svcs	846,575	1,805,129	2,826,099	944,946	(1,881,153)	-66.56%
DP Supplies And Access	32,085	40,559	29,500	28,750	(750)	-2.54%
DP Equipment	11,087	4,136	298,402	55,250	(243,152)	-81.48%
Printer & Copier Expenses	16,293	17,042	21,500	22,000	500	2.33%
Small Tools & Equipment	197,935	170,681	456,644	278,350	(178,294)	-39.04%
Library - Serials & Conts	85,344	91,629	111,860	127,180	15,320	13.70%
Institutional Supplies	44,237	40,871	141,900	52,600	(89,300)	-62.93%
Food	81,883	77,861	109,528	105,800	(3,728)	-3.40%
Clothing	18,251	16,870	21,000	21,000	0	0.00%
Bedding & Linens	8,741	4,852	28,000	18,000	(10,000)	-35.71%
Kitchen & Dining Supplies	7,858	10,180	10,825	11,025	200	1.85%
Clothing & Personal Supplies	89,588	95,062	121,821	231,509	109,688	90.04%
Search & Rescue Supplies	3,120	15,147	8,400	8,500	100	1.19%
Safety Supplies	50,838	43,998	76,860	60,930	(15,930)	-20.73%
Janitorial Supplies	73,196	71,533	86,275	77,775	(8,500)	-9.85%
Agricultural Supplies	209	0	0	0	0	0.00%
Building Materials Supplies	16,579	15,691	27,850	14,000	(13,850)	-49.73%
Electrical Supplies	12,377	5,105	12,850	12,430	(420)	-3.27%
Medical Supplies	11,109	11,367	11,250	12,200	950	8.44%
Stores Inventory	18,478	13,871	12,000	11,000	(1,000)	-8.33%
Business Expense & Travel	11,450	8,586	17,950	19,650	1,700	9.47%
Awards & Recognition	11,058	22,576	107,324	101,675	(5,649)	-5.26%
Outside Education & Travel	184,580	171,999	355,397	337,080	(18,317)	-5.15%
County Training Classes	1,580	1,945	7,575	7,575	0	0.00%
Training Services & Materials	76,458	9,045	91,670	71,500	(20,170)	-22.00%
Tuition Reimbursement	32,573	23,436	20,000	20,000	0	0.00%
Miscellaneous Payments	38,040	162,886	969,877	46,690	(923,187)	-95.19%
Parking	10,940	10,726	18,600	18,940	340	1.83%
<b>MATERIALS &amp; SERVICES</b>	<b>16,778,449</b>	<b>17,938,838</b>	<b>22,532,738</b>	<b>19,279,461</b>	<b>(3,253,277)</b>	<b>-14.44%</b>
Vehicles	81,569	860,520	1,725,331	2,020,000	294,669	17.08%
Law Enforcement Equipment	302,000	27,074	282,341	0	(282,341)	-100.00%
Communications Equipment	0	0	3,189,603	865,000	(2,324,603)	-72.88%
Data Processing Equipment	0	47,899	448,442	250,000	(198,442)	-44.25%
Machinery & Equipment	177,631	0	0	80,000	80,000	100.00%
<b>CAPITAL OUTLAY</b>	<b>561,200</b>	<b>935,493</b>	<b>5,645,717</b>	<b>3,215,000</b>	<b>(2,430,717)</b>	<b>-43.05%</b>

## Department of Public Safety

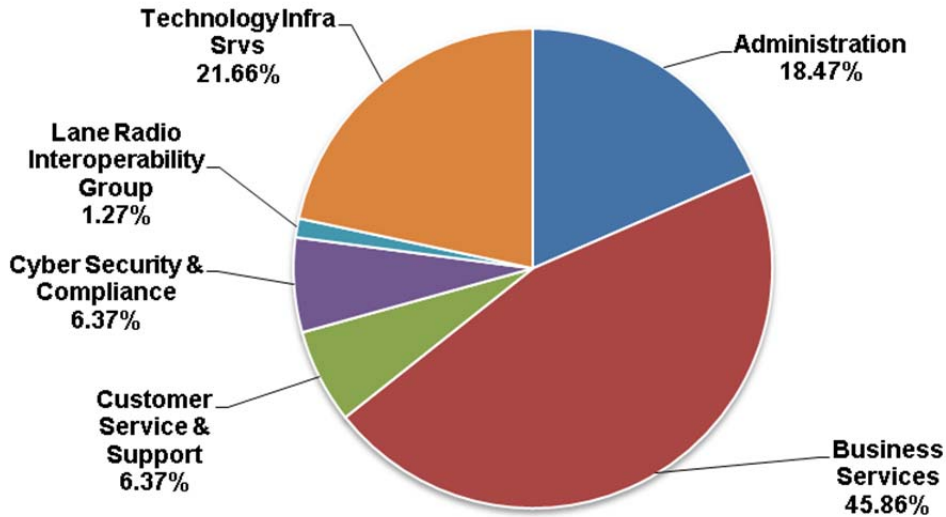
DEPARTMENT EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Construction Management	0	0	72,000	0	(72,000)	-100.00%
Improvements	13,478	4,873	0	0	0	0.00%
<b>CAPITAL PROJECTS</b>	<b>13,478</b>	<b>4,873</b>	<b>72,000</b>	<b>0</b>	<b>(72,000)</b>	<b>-100.00%</b>
<b>DEPARTMENT EXPENDITURES</b>	<b>53,186,741</b>	<b>56,280,224</b>	<b>69,020,214</b>	<b>63,875,689</b>	<b>(5,144,525)</b>	<b>-7.45%</b>

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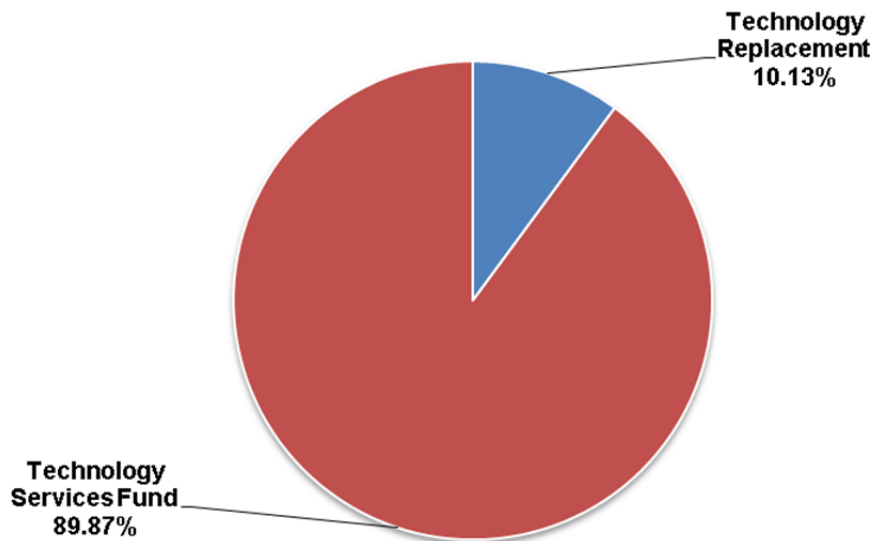
# Department of Technology Services

FY 20-21 Adopted Expenditures: \$15,787,971

## FY 20-21 Expenditures by Division



## FY 20-21 Expenditures by Fund



Michael Finch  
Technology Services Director  
541-682-4232

# Technology Services

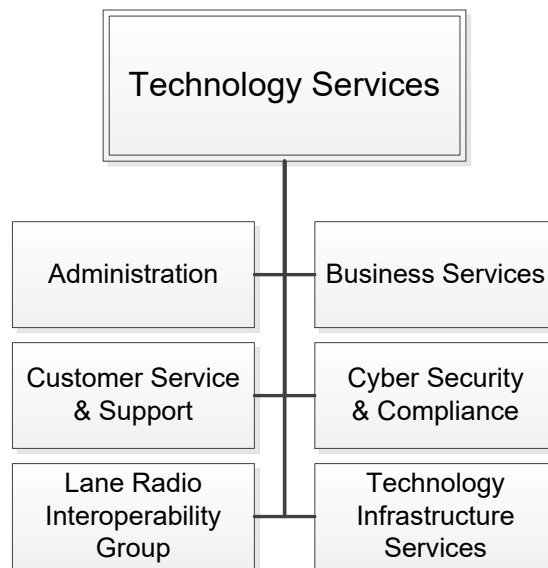
## Department Purpose & Overview

The Mission of the Technology Services (TS) Department is to leverage technology to improve lives. In addition to serving internal customers, TS hosts Regional Technology Infrastructure Services, serving local cities and other partners with shared datacenter, networking and application services. TS budgets within two Internal Service Funds: Technology Services Fund and the Technology Replacement Fund.

The Technology Services Fund is made up of six divisions:

- The Administration Division provides administrative support for the TS Department.
- The Business Services Division is made up of three dedicated teams that cohesively provide business analysis, project management, application and desktop support. The three teams will be structured by business area including Lane (Departments: CAO, CC, HR), Land (Departments: A&T, PW), and Law/Life (Departments: SO, DA, HHS) while still ensuring cross-team communities of practice are maintained.
- The Cyber Security and Compliance Division provides education on security and policy issues, ensures compliance with federal security mandates, and manages access to technology infrastructure.
- The Customer Service and Support Division provides the management of the Lane County and Regional Technology Service Desks, as well as assisting customers with procurement, setup and support of desktop computers, peripherals, mobile devices, print services, and related technology.
- The Lane Radio Interoperability Group Division manages a trunked radio system for a consortium of public safety, public works, and public utility agencies.
- The Technology Infrastructure Services Division maintains and administers Lane County's computer networks and systems including analysis, development and implementation of engineering-related projects.

The Technology Replacement Fund includes programs for Personal Computer (PC), Infrastructure, License Replacements, and Telecom, as well as the Lane County Copier Program.



# Technology Services

## Technology Services Goals & Strategic Planning

The TS Department is entering year 3 of its 3-year strategic plan. Our strategic priorities are Communication, Customer Service, Infrastructure and Innovation. Woven into these priorities are 4 themes this year which are:

- Office 365
- Data Analytics
- Security
- COVID-19 impacts & keeping up with increased needs

Our Security theme focusses on completion of Windows 10 upgrade, cyber security awareness training for users and standard privilege access on workstations. Office 365 efforts are focused on leveraging value provided by cloud and other services already part of our existing Office 365 subscription. Data analytics is our focus on growth in data integration and availability of analytics to front line staff. COVID-19 impacts will focus on rapidly changing needs of technology for Lane County services in response to needs from this serious worldwide incident.

<b>Strategic Priority:</b>	<b>Our People &amp; Partnerships</b>		
<b>Key Strategic Initiative:</b>	<b>Activity Area:</b>		
Fiscal Resilience & Operational Effectiveness	Reduce the amount of time it takes TS staff to close a service request from Lane County staff.		
<b>Inputs:</b> <i>To accomplish our goals, we may need the following resources:</i>			
Use of data from the software used to record and manage requests. Dedicated TS Desktop Support staff to work through the requests.			
<b>Outputs:</b> <i>Accomplishing these projects will result in the following evidence of progress:</i>			
Evidence of progress would be reduced time from when a request is submitted by staff to the time it takes TS to resolve the issue.			
<b>Intended Outcomes:</b>			
Increased Lane County staff productivity while serving our community. Reduced time spent waiting for TS to fix an issue. Increased staff satisfaction and partnership with TS.			
<b>Comments:</b>			
Data for this metric will begin being collected in FY 20-21.			
<b>Related Metric: Ticket time to resolve</b>			
<b>Year</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>
<b>Where are we now:</b>			
<b>Target:</b>			
<b>Notes:</b>			



## Technology Services

<b>Strategic Priority:</b>	<b>Our People &amp; Partnerships</b>		
<b>Key Strategic Initiative:</b>	<b>Activity Area:</b>		
Workplace Culture and Workforce Health	Complete staff evaluations in a timely manner		
<b>Inputs: <i>To accomplish our goals, we may need the following resources:</i></b>			
Dedicated focus for Managers to complete their staff evaluations on time.			
<b>Outputs: <i>Accomplishing these projects will result in the following evidence of progress:</i></b>			
TS employees will be more aware of the performance expectations for their job duties. A record will be on file for all employees and their performance.			
<b>Intended Outcomes:</b>			
Clear communication of performance and expectations.			
<b>Comments:</b>			
<b>Related Metric: Average Months Overdue by TS Department</b>			
Year	18-19	19-20	20-21
<b>Where are we now:</b>		14 Months	Data being collected
<b>Target:</b>		0 Months	0 Months
<b>Notes:</b>	Did not capture that		

<b>Strategic Priority:</b>	<b>Our People &amp; Partnerships</b>		
<b>Key Strategic Initiative:</b>	<b>Activity Area:</b>		
Fiscal Resilience & Operational Effectiveness	Get caught up and stay current with the workstation replacement timeline of 5 years.		
<b>Inputs: <i>To accomplish our goals, we may need the following resources:</i></b>			
To accomplish this goal we may need to add additional staff members to the team responsible for rolling out new workstations.			
<b>Outputs: <i>Accomplishing these projects will result in the following evidence of progress:</i></b>			
Evidence of progress in accomplishing this initiative would be a reduced number of workstations that are due for replacement and still being used throughout the county.			
<b>Intended Outcomes:</b>			
More productivity for workstation users throughout the county which would result in a better setting to provide community members with the services they seek from Lane County.			
<b>Comments:</b>			
<b>Related Metric: PC's Due for Replacement as of July 1st of each Fiscal Year</b>			
Year	18-19	19-20	20-21
<b>Where are we now:</b>		484	Data being collected
<b>Target:</b>		0	0
<b>Notes:</b>	Did not capture that data		

## Technology Services

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### Partnerships

TS hosts a regional technology partnership with the City of Eugene, City of Springfield, and Lane Council of Governments (LCOG). This partnership dates back to 1966 when these organizations shared a mainframe. While technology has transformed significantly over the decades, these partnerships continue to benefit each organization with shared server hosting, datacenter, network, and other technology infrastructure services. Lane County receives over \$1.1 million dollars in regional revenue that, due to economies of scale, directly offset the amount the County would have to pay for the same levels of service. TS also provides a System Manager for the Lane Radio Interoperability Group (LRIG). While the revenue from this service only covers the cost of the system manager directly, Lane County benefits from this position being hosted in Lane County as the Sheriff's Office and Public Works Departments are members of the LRIG consortium.

Other partnerships include:

- University of Oregon 3PM – Open Data Study
- Technology Association of Oregon (TAO) – Lunch and Learn
- Eastern Counties – Taxation software support
- The Oregon Association of Government Information Technology Management
- LCOG Cooperative Project Agreement
- Regional PeopleSoft group
- Public Agency Network
- Regional Fiber Consortium

## Technology Services

DEPARTMENT FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Property And Rentals	2,773	1,160	0	0	0	0.00%
Federal Revenues	26,579	1,430	0	0	0	0.00%
Local Revenues	1,859,488	1,803,786	1,753,284	1,483,376	(269,908)	-15.39%
Fees And Charges	10,861,880	11,302,647	13,225,478	13,157,532	(67,946)	-0.51%
Administrative Charges	743,281	811,644	949,228	1,069,417	120,189	12.66%
Interest Earnings	56,876	85,899	14,229	21,960	7,731	54.33%
<b>Total Revenue</b>	<b>13,550,878</b>	<b>14,006,566</b>	<b>15,942,219</b>	<b>15,732,285</b>	<b>(209,934)</b>	<b>-1.32%</b>
Interfund Loans	700,000	640,000	0	0	0	0.00%
Fund Transfers	10,682	0	0	0	0	0.00%
<b>TOTAL RESOURCES</b>	<b>14,261,561</b>	<b>14,646,566</b>	<b>15,942,219</b>	<b>15,732,285</b>	<b>(209,934)</b>	<b>-1.32%</b>
<b>EXPENDITURES:</b>						
Personnel Services	8,559,544	8,640,751	9,449,390	9,683,383	233,993	2.48%
Materials & Services	4,521,422	4,465,958	4,779,196	5,223,107	443,911	9.29%
Capital Expenses	1,111,055	1,348,051	1,251,371	881,481	(369,890)	-29.56%
<b>TOTAL EXPENDITURES</b>	<b>14,192,021</b>	<b>14,454,760</b>	<b>15,479,957</b>	<b>15,787,971</b>	<b>308,014</b>	<b>1.99%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Technology Replacement	1,044,915	1,822,196	2,206,452	1,564,439	(642,013)	-29.10%
Technology Services Fund	13,147,106	12,632,564	13,273,505	14,223,532	950,027	7.16%
<b>TOTAL</b>	<b>14,192,021</b>	<b>14,454,760</b>	<b>15,479,957</b>	<b>15,787,971</b>	<b>308,014</b>	<b>1.99%</b>

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Administration	2,174,460	2,845,267	3,155,680	2,933,856	(221,824)	-7.03%
Business Services	5,867,255	5,673,463	7,129,763	7,238,002	108,239	1.52%
Customer Service & Support	1,715,522	1,831,539	723,188	1,002,027	278,839	38.56%
Cyber Security & Compliance	629,130	720,859	915,354	972,197	56,843	6.21%
Lane Radio Interoperability Group	171,844	187,443	202,736	211,848	9,112	4.49%
Technology Infra Svcs	3,633,810	3,196,189	3,353,236	3,430,041	76,805	2.29%
<b>TOTAL EXPENDITURES</b>	<b>14,192,021</b>	<b>14,454,760</b>	<b>15,479,957</b>	<b>15,787,971</b>	<b>308,014</b>	<b>1.99%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>69.75</b>	<b>66.25</b>	<b>67.25</b>	<b>69.25</b>	<b>2.00</b>	<b>2.97%</b>

# Technology Services

## DEPARTMENT POSITION LISTING

**Administration**

- 1.00 Accounting Clerk 2
- 1.00 Administrative Support Spec
- 1.00 Dept Director (TS, HR, OPs)
- 1.00 Management Analyst
- 1.00 Manager
- 1.00 Office Assistant 2
- 1.00 Office Assistant, Sr

**7.00 Division FTE Total**

**Business Services**

- 1.00 Database Administrator
- 2.00 Database Administrator, Sr
- 2.00 Engineering Analyst
- 2.00 Info Services Project Manager
- 5.00 Info Technology Specialist 2
- 2.00 IS Project Manager, Sr
- 3.00 Manager
- 4.00 Programmer Analyst 2
- 9.00 Sr Programmer & System Analyst
- 0.50 Sr Programmer & System Analyst - TEMP
- 1.00 Sr. Manager
- 4.00 Sr. System Administrator
- 1.00 Technical Specialist

**36.50 Division FTE Total**

**Customer Service & Support**

- 2.00 Info Technology Specialist 1
- 4.00 Info Technology Specialist 2
- 1.00 Sr. System Administrator

**7.00 Division FTE Total**

**Cyber Security & Compliance**

- 1.75 Info Technology Specialist 2
- 1.00 Manager
- 2.00 Sr. System Administrator

**4.75 Division FTE Total**

**Lane Radio Interoperability Gro**

- 1.00 Manager

**1.00 Division FTE Total**

**Technology Infrastructure Services**

- 3.00 Info Technology Specialist 2
- 1.00 Manager
- 8.00 Sr. System Administrator
- 1.00 System Network/Architect

**13.00 Division FTE Total**

**69.25 Department FTE Total**

# Technology Services: Administration

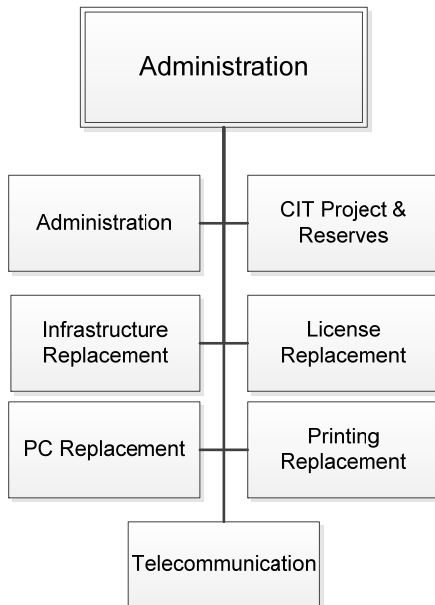
## Division Purpose Statement

*The Administration Division supports Technology Services Department staff and the operation of the Department.*

## Division Locator

### **Technology Services**

*Administration ◀  
Business Services  
Customer Service & Support  
Cyber Security & Compliance  
Lane Radio Interoperability Group  
Technology Infrastructure Services*



## Technology Services: Administration

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Local Revenues	13,500	7,125	10,000	0	(10,000)	-100.00%
Fees And Charges	1,317,532	1,312,489	2,754,324	1,786,793	(967,531)	-35.13%
Administrative Charges	743,281	811,644	949,228	1,069,417	120,189	12.66%
Interest Earnings	56,876	85,899	14,229	21,960	7,731	54.33%
<b>Total Revenue</b>	<b>2,131,189</b>	<b>2,217,157</b>	<b>3,727,781</b>	<b>2,878,170</b>	<b>(849,611)</b>	<b>-22.79%</b>
Interfund Loans	700,000	640,000	0	0	0	0.00%
Fund Transfers	10,682	0	0	0	0	0.00%
<b>TOTAL RESOURCES</b>	<b>2,841,872</b>	<b>2,857,157</b>	<b>3,727,781</b>	<b>2,878,170</b>	<b>(849,611)</b>	<b>-22.79%</b>
<b>EXPENDITURES:</b>						
Personnel Services	696,301	706,105	766,352	879,420	113,068	14.75%
Materials & Services	705,178	894,193	1,216,042	1,172,955	(43,087)	-3.54%
Capital Expenses	772,981	1,244,970	1,173,286	881,481	(291,805)	-24.87%
<b>TOTAL EXPENDITURES</b>	<b>2,174,460</b>	<b>2,845,267</b>	<b>3,155,680</b>	<b>2,933,856</b>	<b>(221,824)</b>	<b>-7.03%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Technology Replacement	1,044,915	1,822,196	2,206,452	1,564,439	(642,013)	-29.10%
Technology Services Fund	1,129,545	1,023,071	949,228	1,369,417	420,189	44.27%
<b>TOTAL</b>	<b>2,174,460</b>	<b>2,845,267</b>	<b>3,155,680</b>	<b>2,933,856</b>	<b>(221,824)</b>	<b>-7.03%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Administration	799,217	800,169	949,228	1,069,417	120,189	12.66%
CIT Projects & Reserves	330,328	222,902	0	300,000	300,000	100.00%
Infrastructure Replacement	5,280	201,686	393,576	405,383	11,807	3.00%
License Replacement	357	308,442	490,987	420,196	(70,791)	-14.42%
PC Replacement	237,737	453,260	370,429	388,860	18,431	4.98%
Printing Replacement	112,939	225,324	439,031	350,000	(89,031)	-20.28%
Telecom Replacement	688,603	633,485	512,429	0	(512,429)	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>2,174,460</b>	<b>2,845,267</b>	<b>3,155,680</b>	<b>2,933,856</b>	<b>(221,824)</b>	<b>-7.03%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>1.00</b>	<b>16.67%</b>

# **Technology Services: Administration**

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## **Division Overview**

The Administration Division's mission is to provide exceptional support to TS. The Division performs tasks and completes processes associated with budget, accounts receivable, accounts payable, payroll, purchasing, inventory as well as program administration and reporting for the Lane County PC replacement, infrastructure replacement, license replacement, telecommunication and printing replacement programs. The Division communicates and coordinates both internally with TS Department staff, and externally with County and Regional customers and vendors.

## **Division Goals & Strategic Planning**

The Division's goals align with the TS Strategic Plan supporting the Lane County Strategic Plan. A key goal is capitalizing on recent TS' budget model process improvements to enhance clarity of costs and equity in value delivery to departments and customers of Technology Services. TS Administration focuses on an inclusive work environment that has a deep commitment to delivering value and service to the residents of Lane County, including Lane County employees.

## **Major Accomplishments & Achievements in FY 19-20**

- Continued collaboration with the Lane County Budget Office and Lane County Central Finance to develop a Service-Level Budget and reconciliation process.
- The Administration division now includes an executive assistant to the director. This position will assist the director on tasks including email box maintenance, communication, organization, committee work and added support for the admin team.
- The TS budget staff are reallocating duties and prioritizing budget and reconciliation tasks in order to shore up processes for budget and actuals recording.

## **Anticipated Service & Budget Changes for FY 20-21**

- Administration costs increased due to the new Executive Assistant position. These costs are allocated to the other TS divisions based on FTE counts.
- The Technology Replacement Fund now includes the Telecom Replacement program.
- The PC Replacement Fund reserves will be used to pay back the Telecom implementation.

## **Current & Future Service Challenges**

The biggest challenge for the Administration Division is to shore up process improvements and develop business relationships with the county departments. The new budget model and reconciliation processes have been implemented through the FY 19-20 Lane County budget cycle. The TS budget staff will now work diligently on refining those processes to move into a maintenance mode.

## **Capital Projects – Planned and Known Needs**

### TS Remodel

- The TS Department has not been remodeled in over 16 years and it is important that our teams are more centrally located. The Technology Services Fund currently has \$300,000 in reserves for the aspects of the remodel that will be the responsibility of TS such as cubicles, desks, conference room needs and other department specific costs related to a remodel. More information can be found on the Public Service Building Technology Services Remodel in the Lane County Capital Improvement Plan.

# Technology Services: Business Services

## Division Purpose Statement

*The Business Services Division provides management, application and desktop support for Lane County departments*

## Division Locator

### **Technology Services**

*Administration*

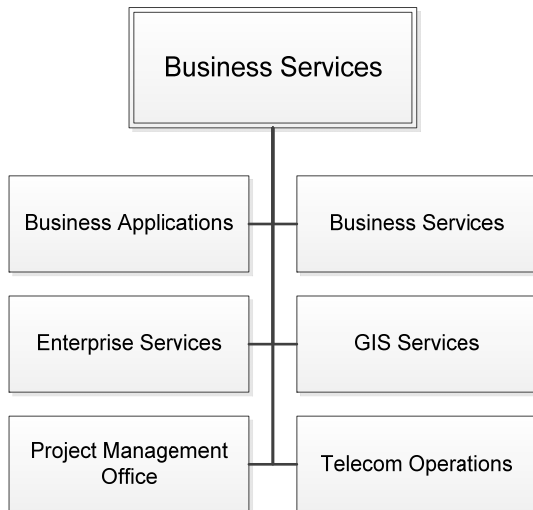
*Business Services ◀*

*Customer Service & Support*

*Cyber Security & Compliance*

*Lane Radio Interoperability Group*

*Technology Infrastructure Services*





## Technology Services: Business Services

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Property And Rentals	2,773	1,160	0	0	0	0.00%
Federal Revenues	5,960	0	0	0	0	0.00%
Local Revenues	411,160	263,736	342,531	174,528	(168,003)	-49.05%
Fees And Charges	5,144,514	5,299,362	6,677,393	7,063,474	386,081	5.78%
Total Revenue	5,564,408	5,564,258	7,019,924	7,238,002	218,078	3.11%
<b>TOTAL RESOURCES</b>	<b>5,564,408</b>	<b>5,564,258</b>	<b>7,019,924</b>	<b>7,238,002</b>	<b>218,078</b>	<b>3.11%</b>
<b>EXPENDITURES:</b>						
Personnel Services	3,867,303	3,856,846	5,271,664	5,148,888	(122,776)	-2.33%
Materials & Services	1,880,583	1,795,062	1,780,014	2,089,114	309,100	17.37%
Capital Expenses	119,369	21,555	78,085	0	(78,085)	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>5,867,255</b>	<b>5,673,463</b>	<b>7,129,763</b>	<b>7,238,002</b>	<b>108,239</b>	<b>1.52%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Technology Services Fund	5,867,255	5,673,463	7,129,763	7,238,002	108,239	1.52%
<b>TOTAL</b>	<b>5,867,255</b>	<b>5,673,463</b>	<b>7,129,763</b>	<b>7,238,002</b>	<b>108,239</b>	<b>1.52%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Business Applications	1,835,235	1,713,030	0	0	0	0.00%
Business Services	0	0	7,052,297	6,841,324	(210,973)	-2.99%
Enterprise Applications	2,181,443	2,184,101	0	0	0	0.00%
GIS Services	1,072,232	905,304	0	0	0	0.00%
Project Management Office	778,345	871,028	0	0	0	0.00%
Telecom Operations	0	0	77,466	396,678	319,212	412.07%
<b>TOTAL EXPENDITURES</b>	<b>5,867,255</b>	<b>5,673,463</b>	<b>7,129,763</b>	<b>7,238,002</b>	<b>108,239</b>	<b>1.52%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	32.00	29.50	37.50	36.50	(1.00)	-2.67%

# Technology Services: Business Services

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## **Division Overview**

The Business Services Division provides support for Lane County and its Departments:

- Lane Team: Supports Countywide and Central Services, including Telecommunications.
- Land Team: Supports Public Works and Assessment & Taxation for Lane County. Provides GIS and Business Intelligence/Data Analytics Services. Also supports GIS Services to partner cities in Oregon.
- Law/Life Team: Supports the Sheriff's Office, District Attorney's Office and Health and Human Services.

## **Division Goals & Strategic Planning**

The mission of the Business Services Teams is to more closely align our services with our customers. This includes the incorporation of Business Analysis to better understand and remain connected to our customer's and their technology needs and priorities.

### Goals

- Establish Business Analyst relationships & methodologies with our department customers.
- Partner with our customers to:
  - Innovate & support technology use in their businesses that delivers the best value.
  - Prioritize within and across departments to maximize the use of limited resources.
- Expand adoption of data driven decision making across Lane County through Business Intelligence and dashboards.
- Complete the rollout of Windows 10 and eliminate Windows 7 from environment.
- Deploy Office 365 as the County's standard Office productivity tools.
- Complete the rollout of our Avaya telecom system including features like web conferencing, and internal and external support for soft client which enables users to make and receive phone calls from their PC.
- Adapt to the changing business needs of our workforce as a result of COVID-19.

## **Major Accomplishments & Achievements in FY 19-20**

- PeopleSoft Finance system upgrade by end of FY 19-20
- Implemented a new VoIP Telecommunications system and established needed resources for administering this new service to Lane County.
- Rolled out E911 & music on hold services countywide.
- Upgraded phone system to improve disaster recovery resilience.
- Increased capacity of phone system by 40%.
- Assisted HR in rolling out NeoGOV electronic onboarding solution.

## **Anticipated Service & Budget Changes for FY 20-21**

There is a reduction of 1.0 FTE (offset by the increase of 1.0 FTE in the Administration Division) of a Cartographer as a result of reduced regional GIS services and also a reduction of 1.0 FTE of an ITS2 for software administration that moved to Desktop Support Services. In FY 20-21 there is the addition of 1.0 FTE for an Info Tech Specialist 2 (ITS2) for increased field services work and the shifting of operational tasks from other divisions. There is also a reduction in External (Counties) revenue due to a decrease in Manatron support services and GIS support services. There is an increase in maintenance agreements, specifically, the addition of the NEOGOV Onboarding module by HR and centralizing available countywide Tableau licenses. Once a Tableau license is assigned to an individual their perspective department pays for the annual maintenance.

## **Technology Services: Business Services**

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Telecommunications is a new service in TS starting in FY 19-20 and 1.0 FTE was added as primary support of the new phone system. This position reports to the Lane team Business Services Division manager and is funded through the collection of county telephone charges.

### **Current & Future Service Challenges**

Business Services struggles to keep pace with the technology demands of our environment. In particular, the need to protect our assets from escalated cybersecurity threats has resulted in an increased frequency and priority of critical activities such as Windows upgrades, application upgrades, software patching, antivirus and malware responses. In FY 19-20 the Business Services Team took on many of the operational activities formerly done by the Cyber Security & Compliance division as well as burst workload and backup resources for the administration of our new Avaya phone system. These have had a direct and noticeable impact on our ability to meet customer needs and improve satisfaction.

Services such as virus and malware detection, software deployment, PC encryption, video cameras and security scanning have expanded without added FTE. The additional ITS2 has been requested in FY 20-21 to focus on responding to service requests from customers freeing up Senior System Administrators to keep these critical systems serviced, patched and up to date.

Near term security activities include working to come up with a plan to rollout out Standard Privilege across the county and evaluate how Office 365 will bring the best technology experience to Lane County's workforce.

New features of the phone system will be implemented in FY 20-21 and it is yet to be determined if the single FTE is sufficient to maintain acceptable service levels. Additional licensing and hardware costs may be required for additional features.

### **Capital Projects – Planned and Known Needs**

InsideLane Replacement (Pre-Planning)

- InsideLane is Lane County's intranet and portal and is approaching 17 years in age. As technology continues to evolve, InsideLane becomes less compatible, more vulnerable to threats and more difficult to support. The technology industry has made many advances in the area of intranets and portals and there is a better understanding of how to maximize the value of internal information and content.
  - The cost of this effort is likely to exceed \$100,000 with the potential for increased on-going maintenance costs. This cost will be passed on to the Lane County departments as an addition to their current TS charges.

# Technology Services: Customer Service & Support

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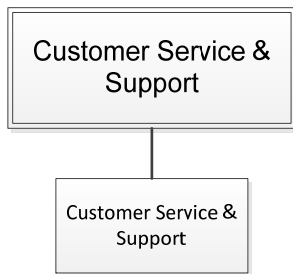
## Division Purpose Statement

*Customer Services and Support manages the service desks for Lane County and Regional customers and assists customers with procurement, desktop computers, print services, mobile devices and peripherals*

## Division Locator

### **Technology Services**

*Administration  
Business Services  
Customer Service & Support ◀  
Cyber Security & Compliance  
Lane Radio Interoperability Group  
Technology Infrastructure Services*



## Technology Services: Customer Service & Support

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Local Revenues	73,169	81,612	55,387	48,403	(6,984)	-12.61%
Fees And Charges	1,731,001	1,760,531	667,801	953,624	285,823	42.80%
Total Revenue	1,804,170	1,842,143	723,188	1,002,027	278,839	38.56%
<b>TOTAL RESOURCES</b>	<b>1,804,170</b>	<b>1,842,143</b>	<b>723,188</b>	<b>1,002,027</b>	<b>278,839</b>	<b>38.56%</b>
<b>EXPENDITURES:</b>						
Personnel Services	1,448,672	1,457,230	590,600	809,996	219,396	37.15%
Materials & Services	266,850	374,309	132,588	192,031	59,443	44.83%
<b>TOTAL EXPENDITURES</b>	<b>1,715,522</b>	<b>1,831,539</b>	<b>723,188</b>	<b>1,002,027</b>	<b>278,839</b>	<b>38.56%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Technology Services Fund	1,715,522	1,831,539	723,188	1,002,027	278,839	38.56%
<b>TOTAL</b>	<b>1,715,522</b>	<b>1,831,539</b>	<b>723,188</b>	<b>1,002,027</b>	<b>278,839</b>	<b>38.56%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Customer Service & Support	1,715,522	1,831,539	723,188	1,002,027	278,839	38.56%
<b>TOTAL EXPENDITURES</b>	<b>1,715,522</b>	<b>1,831,539</b>	<b>723,188</b>	<b>1,002,027</b>	<b>278,839</b>	<b>38.56%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	11.75	11.75	5.00	7.00	2.00	40.00%

# **Technology Services: Customer Service & Support**

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## **Division Overview**

The Customer Service and Support (CSS) Division provides the management of the Lane County and Regional Technology Service Desks, as well as assisting customers with procurement, setup and support of desktop computers, peripherals, mobile devices, print services, and related technology.

## **Division Goals & Strategic Planning**

The CSS Division's main focus is to provide Service Desk and Technology Replacement services for TS customers in Lane County, the Region and also within the TS Divisions. CSS goals are an integral part of the TS Strategic Plan and include:

- Setting standards for the IT services we provide that meet or exceed our customer's expectations.
- Aggregate common issues and trends that may lead to larger underlying issues that can be addressed with TS staff and leadership.
- Be the friendly and helpful voice on the phone when County employees are in need of technical support while they provide valuable services to our community.
- Innovate and communicate with our customers and fellow TS staff to enhance TS customer experience and effectiveness of Lane County as a whole.

## **Major Accomplishments & Achievements in FY 19-20**

- The CSS division experienced significant attrition this year and is now fully staffed.
- CSS improved customer communications and emails with a focus on non-technical, customer friendly approaches.
- Developed a training program and documentation to train new hires more efficiently
- CSS now has a dedicated Software Administrator to track and process technology license and maintenance renewals.
- The Lane County Copier Program processes have been streamlined.

## **Anticipated Service & Budget Changes for FY 20-21**

The Division has a total increase of 2.0 FTE. One FTE is an ITS2 that was moved from the Business Services Division to the CSS Division for Software Administration duties. The other 1.0 additional FTE is addition in the FY 20-21 budget process to increase resources for the PC Replacement cycle and Service Desk duties.

## **Current & Future Service Challenges**

The County FTE count has been increasing and the need for support services in DSS increases with that trend. Additionally, security operations have been transitioned from Cyber Security & Compliance to the DSS division to address growing cybersecurity needs. Due to these factors, we are experiencing longer wait times at the Service Desk, delays in entering tickets in the system and higher ticket resolution times. To help keep up with these needs, resources are being pulled away from PC replacement duties causing growing wait times for PC replacements and impacting Windows 10 upgrades. The intended result from this additional resource would include: reducing the number of unanswered Service Desk calls, restoring resources to PC replacement to bring timelines back in line, higher first contact resolution providing for better customer service from the Desktop Support Team.

Our customer satisfaction has been declining and the comments often reference wait times and not hearing back. Customer satisfaction is the biggest area of focus for TS and this division plays an integral role in delivering an excellent interface with our customers and the community. Time and dedicated efforts will be spent toward training and cultivating a new culture of customer satisfaction.

## **Technology Services: Customer Service & Support**

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### **Capital Projects – Planned and Known Needs**

IT Service Management System (ITSM) – IT Help Desk Ticketing System (Pre-Planning)

- An ITSM system will facilitate optimizing service delivery by unifying many areas of TS under one management system, including providing a single point of tracking for all services, including Help Desk issues, technology orders, projects, user access requests, applications support, change management and configuration management.
  - Estimate of \$100,000 for system acquisition and implementation. This project would require additional funding from County Departments. The decision to proceed with the project would be made utilizing IT governance in Lane County such as the Information Technology Advisory and Governance group and the TS Steering Committee.

# Technology Services: Cyber Security & Compliance

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## **Division Purpose Statement**

*To implement and provide security measures and processes that support Lane County and Regional customers in complying with security regulations and best practice guidelines.*

## **Division Locator**

### **Technology Services**

*Administration*

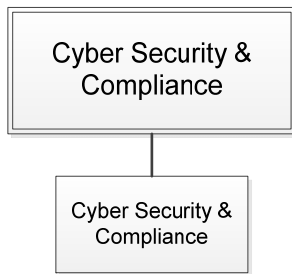
*Business Services*

*Customer Service & Support*

*Cyber Security & Compliance* ◀

*Lane Radio Interoperability Group*

*Technology Infrastructure Services*





## Technology Services: Cyber Security & Compliance

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Local Revenues	39,241	54,265	60,163	70,936	10,773	17.91%
Fees And Charges	578,346	616,415	855,191	901,261	46,070	5.39%
Total Revenue	617,588	670,680	915,354	972,197	56,843	6.21%
<b>TOTAL RESOURCES</b>	<b>617,588</b>	<b>670,680</b>	<b>915,354</b>	<b>972,197</b>	<b>56,843</b>	<b>6.21%</b>
<b>EXPENDITURES:</b>						
Personnel Services	514,312	556,818	695,356	704,401	9,045	1.30%
Materials & Services	114,817	164,040	219,998	267,796	47,798	21.73%
<b>TOTAL EXPENDITURES</b>	<b>629,130</b>	<b>720,859</b>	<b>915,354</b>	<b>972,197</b>	<b>56,843</b>	<b>6.21%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Technology Services Fund	629,130	720,859	915,354	972,197	56,843	6.21%
<b>TOTAL</b>	<b>629,130</b>	<b>720,859</b>	<b>915,354</b>	<b>972,197</b>	<b>56,843</b>	<b>6.21%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Cyber Security & Compliance	629,130	720,859	915,354	972,197	56,843	6.21%
<b>TOTAL EXPENDITURES</b>	<b>629,130</b>	<b>720,859</b>	<b>915,354</b>	<b>972,197</b>	<b>56,843</b>	<b>6.21%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>4.00</b>	<b>4.00</b>	<b>4.75</b>	<b>4.75</b>	<b>0.00</b>	<b>0.00%</b>

# **Technology Services: Cyber Security & Compliance**

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## **Division Overview**

The Cyber Security & Compliance Division addresses cyber security issues facing Lane County, Regional customers and all Lane County citizens. The Division provides physical access control management services to the County facilities, core cyber security administration for Lane County network and application access, compliance and regulatory program support to multiple departments, and it also handles critical legal holds, public records requests and other security related investigation requests.

## **Division Goals & Strategic Planning**

The mission of the Cyber Security & Compliance Division is to create an information security program that can be implemented in a standard and programmatic way across Lane County. Supporting this mission are three pillars: an appropriate governance and policy structure; robust and scalable security architecture solutions; and an expansive and continuous security awareness program.

The pillars align with the TS Strategic Plan supporting the 2018-2021 Lane County Strategic Plan. They focus on initiatives tied to the protection of data, regulatory compliance, and proactively auditing technology to mitigate risks to allow other Lane County departments to focus on solutions for services to our community.

## **Major Accomplishments & Achievements in FY 19-20**

- Successfully transitioned traditional operational roles to other TS Divisions to provide more time to focus on proactive Cyber Security programmatic roles (auditing, compliance, preventative measures, risk assessments, etc.).
- Completed a thorough Cyber Security Assessment. Building a Corrective Action Plan to address gaps and address cyber security risks.
- Facilitating the Lane County Data Governance Committee to foster streamlined processes, remove bottlenecks and create a rich culture of data sharing within Lane County that will add value to our organization and promote data-driven decision making.
- Addressed Regulatory Compliance requirements for various areas to ensure that they are managed and adhered to in a consistent manner; development of security policies specifically for Health Insurance Portability and Accountability Act, Criminal Justice Information Services, Payment Card Industry, Elections, etc.
- Completed a CJIS Audit with the District Attorney's Office and the Sheriff's Office.
- Increased partnership with Department of Homeland Security to leverage 'free' tools and the expertise from the Cybersecurity and Infrastructure Security Agency (CISA). We have also built relationships with our Protective Security Advisor and the Cyber Security Advisor in the Oregon District.
- Partnered across all TS Divisions to develop an implementation strategy for a "Standard Access/Least Privilege" system for use by the employees of Lane County, implementation in FY 20-21.
- Published policies for managing Removable Media (USB's and CD's) and participated in updating the Privacy and Payment Card Industry policies.
- Participated in Windows 10 project planning and implementation; specifically, Group Policy Management.
- Participating in O365 readiness and Security and Compliance management for proper deployment in coming years.

## **Anticipated Service & Budget Changes for FY 20-21**

There is an increase for an on-line training and education tool for the organization. This tool will provide annual computer use testing, training, short videos, compliance topics, and other resources to protect Lane County and our users from malware and threats. There is also an increase in maintenance agreements for the addition of OKTA licenses. These licenses are used for Lane County employees working remotely or off-campus

## **Technology Services: Cyber Security & Compliance**

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Service levels will shift to a programmatic level for the majority of work, while continuing to support physical access control, identity management and cyber security support & education for Lane County and regional partners.

### **Current & Future Service Challenges**

The Cyber Security and Compliance Division continues to focus on working to reduce risks and threats for Lane County. With the continued growth in outside threats and successful breaches nation-wide, the Cyber Security & Compliance Division sought an outside professional organization to provide a thorough risk assessment for Lane County. Cyber Security and Compliance has shifted focus from day-to-day operations to a more strategic and programmatic approach to reducing organizational risks in FY 19-20. In FY 20-21 we will continue to bridge gaps, increase end-user and organizational awareness, and utilize services and software to track the movement of Lane County Data, unusual behavior and to ensure the security of our data and network. Cyber Security and Compliance continues to partner with local and national agencies to increase proactive and preventative cyber security initiatives. This division assists departments countywide in maintaining compliance with HIPAA, CJIS, PCI, PII, Elections and more. As the industry continues to move ahead, challenges include being able to be proactive and agile rather than reactive to attacks and issues in the industry. Our small team size provides some constraints; however, Cyber Security and Compliance will do our best to focus energy in the highest risk or largest areas with gaps recognized and leverage automated tools where able.

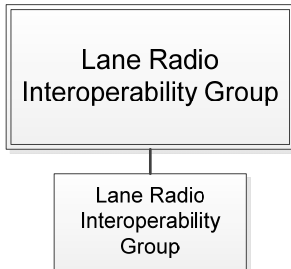
### **Capital Projects – Planned and Known Needs**

Security Information & Event Management System (Pre-Planning)

- The system will aggregate relevant data from multiple sources, identify deviations from the norm and take appropriate actions. This will enable Lane County to focus on targeted cyber-attacks and breach detection through the incorporation of threat intelligence, analytics, profiling, anomaly detection and end point and network monitoring activity. This information provides data needed to have a more proactive, rather than reactive, management of security threats. This will help demonstrate our security posture for data loss prevention and regulatory requirements for network protection.
- Planning for this project was deferred in FY 19-20 and now will begin in FY 20-21 with implementation is anticipated for FY 21-22.
- General Component Costs: Hardware (~\$75,000); Infrastructure (Servers, Storage, Switches ~\$20,000); Software (~\$60,000)= ~\$155,000 Plus Support (@~20%= \$31,000)= TOTAL ~\$185,000

# Technology Services: Lane Radio Interoperability Group

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## Division Purpose Statement

*Manages and supports interoperable radio communications for over 1,900 radios from 24 subscribing local, state and federal agencies.*

## Division Locator

### **Technology Services**

*Administration*

*Business Services*

*Customer Service & Support*

*Cyber Security & Compliance*

*Lane Radio Interoperability Group* ◀

*Technology Infrastructure Services*

## Technology Services: Lane Radio Interoperability Group

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Local Revenues	171,722	183,678	202,736	211,848	9,112	4.49%
Total Revenue	171,722	183,678	202,736	211,848	9,112	4.49%
<b>TOTAL RESOURCES</b>	<b>171,722</b>	<b>183,678</b>	<b>202,736</b>	<b>211,848</b>	<b>9,112</b>	<b>4.49%</b>
<b>EXPENDITURES:</b>						
Personnel Services	148,503	165,381	176,218	184,414	8,196	4.65%
Materials & Services	23,342	22,062	26,518	27,434	916	3.45%
<b>TOTAL EXPENDITURES</b>	<b>171,844</b>	<b>187,443</b>	<b>202,736</b>	<b>211,848</b>	<b>9,112</b>	<b>4.49%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Technology Services Fund	171,844	187,443	202,736	211,848	9,112	4.49%
<b>TOTAL</b>	<b>171,844</b>	<b>187,443</b>	<b>202,736</b>	<b>211,848</b>	<b>9,112</b>	<b>4.49%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
LRIG System Management	171,844	187,443	202,736	211,848	9,112	4.49%
<b>TOTAL EXPENDITURES</b>	<b>171,844</b>	<b>187,443</b>	<b>202,736</b>	<b>211,848</b>	<b>9,112</b>	<b>4.49%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	1.00	1.00	1.00	1.00	0.00	0.00%

# **Technology Services: Lane Radio Interoperability Group**

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## **Division Overview**

The Lane Radio Interoperability Group (LRIG) Division manages a trunked radio system for a consortium of public safety, public works, and public utility agencies. The wide-area LRIG system connects seven stand-alone radio sites across Lane County to a three-site simulcast subsystem covering the Eugene-Springfield Metro area. LRIG supports interoperable radio communications for over 2000 radios from 26 subscribing local, state, and federal agencies.

## **Division Goals & Strategic Planning**

The LRIG Division will continue to support the management and development of a countywide radio system with sufficient capacity and reliability to provide support for public safety and other public sector radio users within Lane County.

## **Major Accomplishments & Achievements in FY 19-20**

- Completion of a major hardware upgrade for the original radio sites on the system. This is a \$1.5 million upgrade to the original sites on the LRIG system, and has been in the works for nearly 2 years.
- Completion of an upgrade of the Master Site and 3-County system to version 7.18. This upgrade is part of the ongoing System Upgrade Agreement between the Southwest 7 Consortium and Motorola signed in 2014. Last remaining system upgrade under that agreement is scheduled for 2022.
- Partial completion of a backup power upgrade to the Bear Mountain radio site. This is a planned project in response to issues identified during the February/March 2019 snowstorm event.

## **Anticipated Service & Budget Changes for FY 20-21**

No significant service level or budget changes are expected for FY 20-21

## **Current & Future Service Challenges**

- Customer Alignment
  - Develop and implement a long range capital plan to support both sustainability of the existing system and growth into underserved geographical areas.
  - Maintain critical partnerships and explore new opportunities to support critical infrastructure.

## **Capital Projects – Planned and Known Needs**

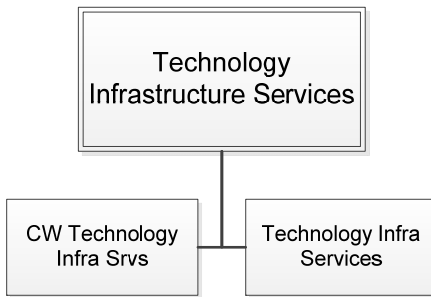
None at this time.

# Technology Services: Technology Infrastructure Services

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## Division Purpose Statement

*Provides server, networking, data storage and backup services to Lane County while collaborating with our regional partners where appropriate to achieve low cost, high quality technology services for the community.*



## Division Locator

### **Technology Services**

*Administration*

*Business Services*

*Customer Service & Support*

*Cyber Security & Compliance*

*Lane Radio Interoperability Group*

*Technology Infrastructure Services* ◀

## Technology Services: Technology Infrastructure Services

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Federal Revenues	20,619	1,430	0	0	0	0.00%
Local Revenues	1,150,695	1,213,370	1,082,467	977,661	(104,806)	-9.68%
Fees And Charges	2,090,486	2,313,850	2,270,769	2,452,380	181,611	8.00%
Total Revenue	3,261,801	3,528,650	3,353,236	3,430,041	76,805	2.29%
<b>TOTAL RESOURCES</b>	<b>3,261,801</b>	<b>3,528,650</b>	<b>3,353,236</b>	<b>3,430,041</b>	<b>76,805</b>	<b>2.29%</b>
<b>EXPENDITURES:</b>						
Personnel Services	1,884,454	1,898,371	1,949,200	1,956,264	7,064	0.36%
Materials & Services	1,530,652	1,216,293	1,404,036	1,473,777	69,741	4.97%
Capital Expenses	218,705	81,526	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>3,633,810</b>	<b>3,196,189</b>	<b>3,353,236</b>	<b>3,430,041</b>	<b>76,805</b>	<b>2.29%</b>

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Technology Services Fund	3,633,810	3,196,189	3,353,236	3,430,041	76,805	2.29%
<b>TOTAL</b>	<b>3,633,810</b>	<b>3,196,189</b>	<b>3,353,236</b>	<b>3,430,041</b>	<b>76,805</b>	<b>2.29%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
CW Technology Infra Srvs	751,466	687,091	676,968	722,189	45,221	6.68%
Technology Infra Srvs	2,882,344	2,509,098	2,676,268	2,707,852	31,584	1.18%
<b>TOTAL EXPENDITURES</b>	<b>3,633,810</b>	<b>3,196,189</b>	<b>3,353,236</b>	<b>3,430,041</b>	<b>76,805</b>	<b>2.29%</b>

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	15.00	14.00	13.00	13.00	0.00	0.00%



# **Technology Services: Technology Infrastructure Services**

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## **Division Overview**

Infrastructure services at Lane County began in 1966 when Eugene and other agencies contracted with Lane County for shared mainframe and other infrastructure services. The Technology Infrastructure Services (TIS) Division exists to provide network cabling, datacenter, server, networking connectivity, internet connectivity, data storage, backup, and back office infrastructure services (Exchange Mail Server and Active Directory/GPOs) to Lane County. TIS collaborates for economies of scale with our regional partners where appropriate to achieve low cost, high quality technology services for the community.

## **Division Goals & Strategic Planning**

TIS aligns with the TS Strategic Plan in support of the 2018 – 2021 Lane County Strategic Plan, and in particular the Infrastructure priority of both. TIS' focus is on strategic technical infrastructure maintenance and investments which provide the best possible functionality for all county computer application operations, and disaster recovery capabilities for critical services that our limited resources allow.

### Customer Service / Alignment

- Workforce and succession plan for Division personnel to ensure continued quality of services.
- Formalize development operations policy and procedure in the Technology Services Department.
- Disaster Recovery detailed procedure documentation.
- Out of region cloud storage of backup data.
- Deploy O365 Hybrid Exchange Email.
- Contract Professional Implementation Services for O365.

### Infrastructure/Data Recovery

- Azure infrastructure services in support of cloud servers and storage.
- Replace edge firewalls before end of life and end of support.

## **Major Accomplishments & Achievements in FY 19-20**

### Customer Alignment

- Participated in new departmental process for resolving service tickets.
- TIS Manager completed incident command training (ICS 100 and ICS 200).
- Updated Technology Infrastructure Services customer facing and internal service catalog.

### Proactive Process

- Implemented second phase of enhanced, in region, disaster recovery option for critical services.
- Replaced two data back-up system servers and system data storage.
- Replaced datacenter core router and end of life network gear.

### Service Optimization

- Completed network deliverables for Lane County VoIP telephone system deployment.
- Researched O365 enhanced mobility and security platform.
- Formed development operations team and review meeting.

## **Anticipated Service & Budget Changes for FY 20-21**

Technology Infrastructure Services division budget has increased to account for planned replacement of the virtual server hosting hardware, network switches, and uninterrupted power supply units in networking closets, in annual increments as opposed to large capital requirements every 5 to 7 years.

## **Technology Services: Technology Infrastructure Services**

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The O365 initiative for Lane County is a large project and will provide additional services, security, compliance, and mobile convenience for Lane County staff. The impact of this technology shift will be significant, and TIS plans to methodically plan and purchase professional services to help Lane County scope, implement, train and build out the O365 infrastructure so that TIS does so in a secure and compliant manner. A communication plan and training will also be early, often, and ongoing in order to help with this culture shift and technology improvement.

Continued reduction in regional partner's consumption of datacenter services impacted revenue from regional services and thus expense offsets to TIS division budget.

### **Current & Future Service Challenges**

The Technology Infrastructure Services division provides essential services including the Lane County datacenter, network and other technology infrastructure. Lane County has grown accustomed to sharing these services and benefiting from other agencies utilizing the technology services the county must have, now that those services are no longer being shared yet remain necessary, it results in an increased cost to Lane County.

Investments in the replacement of the County datacenter Uninterrupted Power Supply (UPS) and the tape data backup system will be significant costs in upcoming budget cycles FY21-22 and FY22-23.

Disaster Recovery remains a major focus of this division. The Capital Improvement Plans for TS are heavily used in this division.

Workforce succession planning will be a significant factor and will need to be addressed over the next few years.

### **Capital Projects – Planned and Known Needs**

Data Center Uninterrupted Power Supply (Pre-Planning)

- The data center requires an uninterrupted power supply (UPS) to ensure continuous power and protection to critical computer and networking equipment in the event of a power outage or surge. The UPS keeps critical components running until the generator comes online or the components can be turned off to avoid damage.
  - Total: \$150,000

## Technology Services

DEPARTMENT RESOURCE DETAIL						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Map Sales	2,773	1,160	0	0	0	0.00%
<b>PROPERTY AND RENTALS</b>	<b>2,773</b>	<b>1,160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
Reimbursements	26,579	1,430	0	0	0	0.00%
<b>FEDERAL REVENUES</b>	<b>26,579</b>	<b>1,430</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
Miscellaneous Cities	1,043,487	1,113,997	1,123,711	1,125,568	1,857	0.17%
Counties	270,208	216,850	250,132	62,110	(188,022)	-75.17%
Other Local	545,743	472,059	379,441	295,698	(83,743)	-22.07%
Community Contracts	50	880	0	0	0	0.00%
<b>LOCAL REVENUES</b>	<b>1,859,488</b>	<b>1,803,786</b>	<b>1,753,284</b>	<b>1,483,376</b>	<b>(269,908)</b>	<b>-15.39%</b>
Refunds & Reimbursements	0	22	0	0	0	0.00%
Copier Services	260,156	302,645	303,000	228,000	(75,000)	-24.75%
Telephone Services	317,325	325,800	1,609,755	827,370	(782,385)	-48.60%
Data Processing Services	9,988,566	9,990,158	10,393,688	10,974,061	580,373	5.58%
Technology Replacement	295,833	684,022	919,035	1,128,101	209,066	22.75%
<b>FEES AND CHARGES</b>	<b>10,861,880</b>	<b>11,302,647</b>	<b>13,225,478</b>	<b>13,157,532</b>	<b>(67,946)</b>	<b>-0.51%</b>
Departmental Administration	743,281	811,644	949,228	1,069,417	120,189	12.66%
<b>ADMINISTRATIVE CHARGES</b>	<b>743,281</b>	<b>811,644</b>	<b>949,228</b>	<b>1,069,417</b>	<b>120,189</b>	<b>12.66%</b>
Investment Earnings	56,876	85,899	14,229	21,960	7,731	54.33%
<b>INTEREST EARNINGS</b>	<b>56,876</b>	<b>85,899</b>	<b>14,229</b>	<b>21,960</b>	<b>7,731</b>	<b>54.33%</b>
Interfund Loan Received	700,000	640,000	0	0	0	0.00%
<b>INTERFUND LOANS</b>	<b>700,000</b>	<b>640,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
Transfer Fr Int Svc Fnds (600)	10,682	0	0	0	0	0.00%
<b>FUND TRANSFERS</b>	<b>10,682</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>DEPARTMENT RESOURCES</b>	<b>14,261,561</b>	<b>14,646,566</b>	<b>15,942,219</b>	<b>15,732,285</b>	<b>(209,934)</b>	<b>-1.32%</b>

## Technology Services

DEPARTMENT EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>EXPENDITURE ACCOUNTS</b>						
Regular Operating Wages	5,082,336	5,240,481	5,522,911	5,682,226	159,315	2.88%
Extra Help	26,226	14,929	27,996	27,996	0	0.00%
Overtime	975	59	5,184	5,184	0	0.00%
Reduction Unfunded Vac Liab	110,574	61,523	98,265	91,770	(6,495)	-6.61%
Compensatory Time	19,934	38,915	17,856	17,856	0	0.00%
Personal Time	29	414	0	0	0	0.00%
Risk Management Benefits	8,718	7,701	6,834	6,688	(146)	-2.14%
Social Security Expense	318,404	323,666	351,426	360,933	9,507	2.71%
Medicare Insurance Expense	74,665	75,971	82,184	84,395	2,211	2.69%
Unemployment Insurance (State)	6,406	6,464	6,908	7,350	442	6.40%
Workers Comp	16,808	17,076	16,960	17,406	446	2.63%
Disability Insurance - Long-term	23,343	30,936	40,035	41,109	1,074	2.68%
PERS - OPSRP Employer rate	720,321	725,487	996,141	1,006,980	10,839	1.09%
PERS Bond	384,018	395,510	410,918	436,623	25,705	6.26%
PERS - 6% Pickup	305,531	308,958	339,996	349,217	9,221	2.71%
Health Insurance	1,171,181	1,111,769	1,218,483	1,263,669	45,186	3.71%
Dental Insurance	86,611	83,455	88,632	88,487	(145)	-0.16%
EE Assistance Pgm	1,055	1,032	1,586	1,583	(3)	-0.19%
Life Insurance	14,775	7,321	14,325	14,945	620	4.33%
Flexible Spending Admin	963	943	811	1,583	772	95.19%
Disability Insurance - Short Term	2,217	2,169	2,337	2,423	86	3.68%
Deferred Comp Employer Contrib	27,806	27,160	31,356	30,993	(363)	-1.16%
Retiree Medical	154,919	157,119	165,789	142,312	(23,477)	-14.16%
FMLA Administration	1,728	1,691	2,457	1,655	(802)	-32.64%
<b>PERSONNEL SERVICES</b>	<b>8,559,544</b>	<b>8,640,751</b>	<b>9,449,390</b>	<b>9,683,383</b>	<b>233,993</b>	<b>2.48%</b>
Professional & Consulting	156,036	60,093	10,000	173,900	163,900	1,639.00%
Data Processing Services	88,878	64,087	66,000	90,192	24,192	36.65%
Intergovernmental Agreements	127,142	158,676	134,885	138,737	3,852	2.86%
Telephone Services	134,442	99,659	71,227	214,735	143,508	201.48%
General Liability	29,772	29,911	31,614	47,694	16,080	50.86%
Maintenance Agreements	1,441,827	1,448,558	1,637,469	1,689,966	52,497	3.21%
External Equipment Rental	0	6	0	0	0	0.00%
Real Estate & Space Rentals	18,648	18,698	18,648	18,648	0	0.00%
Fleet Services Rentals	7,255	7,846	5,838	6,363	525	8.99%
Copier Charges	18	0	0	0	0	0.00%
Mail Room Charges	2,958	118	500	500	0	0.00%
Interdept Services Misc	89	0	0	0	0	0.00%
County Indirect Charges	978,595	1,004,954	963,019	912,956	(50,063)	-5.20%
Direct/Technology Serv	42,240	0	0	0	0	0.00%
Dept Support/Direct	741,731	810,969	949,229	1,069,638	120,409	12.68%
PC Replacement Services	17,500	16,750	17,000	17,500	500	2.94%
Dept Support/Indirect	12,222	10,458	10,406	10,458	52	0.50%
Office Supplies & Expense	24,562	20,208	25,000	25,000	0	0.00%
Professional Licenses	32,961	51,359	8,530	9,210	680	7.97%
Dues & Memberships	0	0	35,000	39,268	4,268	12.19%
Printing & Binding	0	29	500	500	0	0.00%
Advertising & Publicity	1,038	120	2,000	300	(1,700)	-85.00%
Postage	1,130	104	2,000	500	(1,500)	-75.00%
Radio/Communic Supplies & Svcs	3	3	0	0	0	0.00%
DP Supplies And Access	422,421	492,263	561,098	531,059	(30,039)	-5.35%
Printer & Copier Expenses	67,728	92,080	105,000	105,000	0	0.00%
Small Tools & Equipment	12,043	4,085	3,363	3,463	100	2.97%

## Technology Services

DEPARTMENT EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Small Office Furniture	0	674	0	0	0	0.00%
Food	161	15	0	0	0	0.00%
Business Expense & Travel	972	2,159	6,625	6,925	300	4.53%
Awards & Recognition	262	88	0	0	0	0.00%
Outside Education & Travel	63,900	66,400	100,438	101,938	1,500	1.49%
County Training Classes	1,115	955	1,682	1,732	50	2.97%
Training Services & Materials	7,790	2,482	6,725	6,925	200	2.97%
Reimbursable Expenses	85,981	2,152	5,400	0	(5,400)	-100.00%
<b>MATERIALS &amp; SERVICES</b>	<b>4,521,422</b>	<b>4,465,958</b>	<b>4,779,196</b>	<b>5,223,107</b>	<b>443,911</b>	<b>9.29%</b>
Data Processing Equipment	389,328	714,566	738,942	881,481	142,539	19.29%
<b>CAPITAL OUTLAY</b>	<b>389,328</b>	<b>714,566</b>	<b>738,942</b>	<b>881,481</b>	<b>142,539</b>	<b>19.29%</b>
Professional Services	33,124	0	0	0	0	0.00%
Other Professional Services	688,603	633,485	512,429	0	(512,429)	-100.00%
<b>CAPITAL PROJECTS</b>	<b>721,727</b>	<b>633,485</b>	<b>512,429</b>	<b>0</b>	<b>(512,429)</b>	<b>-100.00%</b>
<b>DEPARTMENT EXPENDITURES</b>	<b>14,192,020</b>	<b>14,454,760</b>	<b>15,479,957</b>	<b>15,787,971</b>	<b>308,014</b>	<b>1.99%</b>

# Appendix

## Net Operating Budget

Oregon Local Budget Law requires inter-fund activity be recorded in more than one fund. As a result, the County's total operating budget is less than the total budget. The budget also includes non-county funds, contingencies and unappropriated reserves (non-budgeted and therefore not spendable); as well as debt service and capital expenditures which are not part of the County's 'operating' budget.

Adjustments	Budgeted Amount	Explanation of Elimination
<b>FY 20-21 Adopted Budget</b>	<b>\$ 772,914,183</b>	
<i>STEP #1 - Removal of interfund activity (same expense occurs in more than one fund)</i>		
<b><u>Inter-Fund Activity</u></b>		
	(887,000)	Title III Grant Reimbursements to departments
	(2,885,474)	Video Lottery Awards to departments
	(47,650)	Training reimbursement (Depts to HR)
	(2,889,984)	Retiree Medical benefits assessed to departments
	(2,830,874)	Charges assessed to departments for self-insurance pool
	(43,217,401)	Charges assessed to departments for employee benefits
	(35,417,039)	PERS charges assessed to departments
	(7,492,439)	County Fleet vehicle use, maintenance, and fuel
	(391,000)	Mailroom and copier services paid by departments
	(463,420)	Charges assessed to departments for computers
	(11,891,675)	Technology Services charges paid by departments
	(51,773,714)	Inter & Intra fund transfers - between funds & subfunds
	(17,537,935)	Central services paid by direct service depts
	(7,207,540)	Intradepartment direct/indirect charges
Subtotal	(184,933,145)	
<b>NET BUDGET</b>	<b><u>\$ 587,981,038</u></b>	
<i>Step #2 - Removal of non-county Funds, debt service, capital and contingencies/unappropriated reserves</i>		
<b><u>Non-County Funds</u></b>		
	(1,577,574)	Collected for and paid to Lane Education Service District.
	(536,370)	Collected for and paid to OSU Extension Service
	(1,040,000)	Collected for and paid to State Court Security Fund
Subtotal	(3,153,944)	
<b><u>Debt Service Payments</u></b>		
	(14,482,271)	Bond principal & interest payments
Subtotal	(14,482,271)	
<b><u>Capital Expenditures</u></b>		
	(61,963,453)	Capital outlay and expenditures
Subtotal	(61,963,453)	
<b><u>Contingencies &amp; Unappropriated Reserves</u></b>		
	(213,272,164)	Contingencies & Unappropriated reserves
Subtotal	(213,272,164)	
<b>NET OPERATING BUDGET</b>	<b><u>\$ 295,109,206</u></b>	

# Appendix

## 2018-2019 RATE AND VALUE INFORMATION FOR OREGON COUNTIES Sorted by Tax Comparable Rate (Including O&C Revenue)

Current Year	Rank	County	2019 Est. POPULATION <sup>1</sup>	2017 MEDIAN HOUSEHOLD INCOME <sup>2</sup>	2019 Net Assessed Value - NAV (In Thousands) <sup>3</sup>	O&C Revenue (less Title III) <sup>4</sup>	OTHER FUNDING		PERM. RATE	LOCAL OPTION*	PERM. RT. OTHER (Vector, Library, Transit) **	PERM. RATE EXT **	PERM. RATE LAW ENF. **	LOCAL OPTION LAW ENF. *	TOTAL RATE	EQUIV O&C OTHER RATE	TOTAL COMP RATE
							ie. Income, Business, Prop.	Tnsfr Taxes									
1	1	WHEELER	1,440	33,563	145,858	-	8,5266	1.0084	0.5584	10.0934						10.0934	
2	2	SHERMAN	1,770	42,074	460,887	-	8.7141	0.4780		9.1921						9.1921	
3	3	MULTNOMAH	821,730	60,369	74,381,084	369,640	4.3434	1.2000		5.5934	1.3427					6.9361	
4	4	LAKE	8,080	32,769	977,658	-	3.7619	2.4857	0.2392	6.4868						6.4868	
5	5	HARNEY	7,360	39,504	584,546	-	4.5016	1.9314		6.4330						6.4330	
6	6	MORROW	12,680	54,386	2,248,143	-	4.1347	0.7949		5.4196						5.4196	
7	7	JEFFERSON	23,840	48,464	1,736,899	-	3.5662	0.4349		5.2411						5.2411	
8	8	WASCO	27,240	48,510	2,349,008	-	4.2523	0.6800	0.2500	5.1823						5.1823	
9	9	BAKER	16,820	43,765	1,644,417	-	3.7286	0.4642		5.0685						5.0685	
10	11	CROOK	23,440	41,777	2,194,167	-	3.8702	0.0600	0.1207	4.9407						4.9407	
11	10	HOOD RIVER	25,480	57,269	2,425,204	-	1.4171	0.4221	0.5644	2.4036						4.6896	
12	14	LINN	126,550	49,515	9,750,508	1,250,257	1.2736	0.0700		4.3636	0.1282					4.4918	
13	12	WALLOWA	7,150	44,877	821,012	-	2.7266	0.4872	0.1625	4.4827						4.4827	
14	13	CLACKAMAS (RURAL)	423,420	72,408	48,860,032	1,838,494	2.9766	0.0250	0.0500	4.4233						4.4609	
15	15	WASHINGTON	613,410	74,033	64,111,921	207,289	2.2484	0.6400		4.2049						4.3124	
16	18	BENTON	94,360	54,682	8,659,164	1,151,002	2.2052	0.9000	0.4747	3.5799						3.9347	
17	16	GRANT	7,360	44,826	595,928	-	2.8819	0.7484	0.2598	3.8901						3.8901	
18	19	CLACKAMAS (CITY)	423,420	72,408	48,860,032	1,838,494	2.4042	0.0250	0.0500	3.8509						3.8885	
19	17	MALHEUR	32,030	37,112	2,117,295	-	2.5823	1.2934		3.8757						3.8757	
20	20	GILLIAM	1,990	39,831	786,060	-	3.8450			3.8450						3.8450	
21	21	UMATILLA	94,360	54,682	8,659,164	-	2.8487	0.8502		3.6989						3.6989	
22	23	CLATSOP (RURAL)	39,330	49,828	6,147,037	-	1.5388	0.0500	0.1938	3.5505						3.5505	
23	22	DESCHUTES (RURAL)	193,000	59,152	24,215,312	-	1.2183	0.5500	0.0224	3.4925						3.4925	
24	24	UNION	26,840	46,228	1,962,964	-	2.9668	0.2800	0.0739	3.4326						3.4326	
25	25	LINCOLN	48,260	43,291	7,607,268	163,659	2.8202	0.0900	0.0451	3.4092						3.4092	
26	27	COOS	63,290	40,848	5,301,316	2,652,459	1.0799	0.7289	0.0888	1.8976						3.3426	
27	26	DESCHUTES (CITY)	193,000	59,152	24,215,312	-	1.2183	0.5500	0.0224	3.2325						3.2325	
28	28	MARION	347,760	53,828	24,602,310	661,044	3.0252		0.0500	3.0752						3.0752	
29	29	JACKSON	221,290	48,688	20,603,678	6,612,686	2.0099	0.5629	0.0410	2.6138						3.0064	
30	32	COLUMBIA	52,750	57,449	5,007,024	897,060	1.3956	0.5797	0.0571	2.7057						2.8849	
31	31	KLAMATH	68,190	42,531	5,835,949	1,154,386	1.7326	0.0500	0.1541	2.6367						2.8845	
32	30	CLATSOP (CITY)	39,330	49,828	6,147,037	-	1.5338	0.0500	0.0534	2.8310						2.8310	
33	33	TILLAMOOK	26,500	45,061	4,994,868	267,886	1.4986	0.7000	0.2690	2.6559						2.7095	
34	34	YAMHILL	108,060	58,392	8,989,246	323,879	2.5775		0.0449	2.6224						2.6584	
35	38	DOUGLAS	112,250	44,023	9,221,099	12,320,055	0.5867	1.0100	0.0600	1.1724						2.5085	
36	36	JOSEPHINE	86,750	40,705	7,764,297	5,890,985	0.5867	1.0100	0.0459	1.6426						2.4013	
37	35	POLK	82,940	56,032	5,968,982	1,016,447	1.7160	0.3303	0.0750	2.1213						2.2916	
38	37	LANE	378,880	47,710	33,605,780	6,535,126	1.2793			1.8093			0.5300			2.0038	
39	39	CURRY	23,000	42,519	3,048,727	1,642,966	0.5996	0.7425	0.1021	1.4442						1.9831	

<sup>1</sup> Population is a 2019 Population Estimate - Source: Portland State University Research

<sup>2</sup> Median Household Income is from American Communities Survey and Census sur Tax Rates (Perm - Local Op Law Enf) 2017.

Median income figure is based on Metro area within that county, i.e. Lane County: Eug-Springfield; Multnomah, Washington, Yamhill, Clackamas, Columbia = Portland-Vancouver, Beaverton; Deschutes = Bend.

<sup>3</sup> Net Assessed Value (NAV) includes nonprofit housing, state fish & wildlife value, but excludes urban renewal excess value. Average countywide rate for local governments including special levies and GO bonds outside Measure 5 limit. - Source: www.oregon.gov/odv - Property Tax Statistics 2018

<sup>4</sup> Title I revenues are 2019, others are from 2018 data, which were the only amounts currently available.

\*\* Source: www.oregon.gov/odv - Property Tax Statistics 2018-2019 Report - Stat Reports - The information in this publication is presented primarily by county or district type. Property values reported within this publication are based upon a January 1 assessment date prior to the fiscal year reported.

\*\* Source: www.oregon.gov/odv - Property Tax Statistics 2018-2019 Report - 2018-19 SUPPLEMENTAL REPORT - The information in this publication is presented primarily by county or district type.

Note: three counties have a separate rate within incorporated city limits.

NOTE: Multnomah enacted a personal income tax of 1.25 percent of OR taxable income less an exemption. Also has a Business Income tax. Washington County has enacted a Real Property Transfer Tax.

Hood River owns and manages 30,000 acres of forestland. Coos County has County Owned timber revenue. Jackson County is White City Enhanced Law Enf. Benton County is landfill surcharge (funds used in general fund).

## Appendix

### Comparative Summary of Full Time Equivalent Employees

Below is a general explanation of the different types of FTE as well as when FTE is counted and when it is not.

- Limited to the following hours in our FY: Extra Help = 520 hours, Temp = 1040 hours, Regular = budgeted hours
- **Extra Help** do not have to apply, there can be one Extra Help position number filled by many working individuals, the departments apply the appropriate wage into the budget based on the work being done (minimum wage – the sky (we have physician that are extra help for example)), no FTE is counted.
- **Temporary Positions** or 1040's are generally put into a classification that the individual applied for in a job posting. The temp position is subject to the contract agreement for their classification and salary plan, the individual is put into a step, there may be benefits included in the contract (i.e. PTO), temp positions are also subject to salary plan changes upon contract negotiations (i.e. COLA's), there is FTE (board approved positions/FTE) that is counted.
- **Regular status** – Full Time/Permanent FTE is counted.

### By Department/Division and Service - All Funds Combined

For FY 20-21 Adopted Budget, there will be a total of 1,736.08 FTE, an increase of 3.35 FTE which is .19% change from FY 20-21 Proposed Budget.

When examining personnel by service category, the greatest number of FTE, 634.88, is within Public Health & Welfare this is also where we saw the largest increase, increasing 5.35 FTE, which was mostly in the Human Services Division.

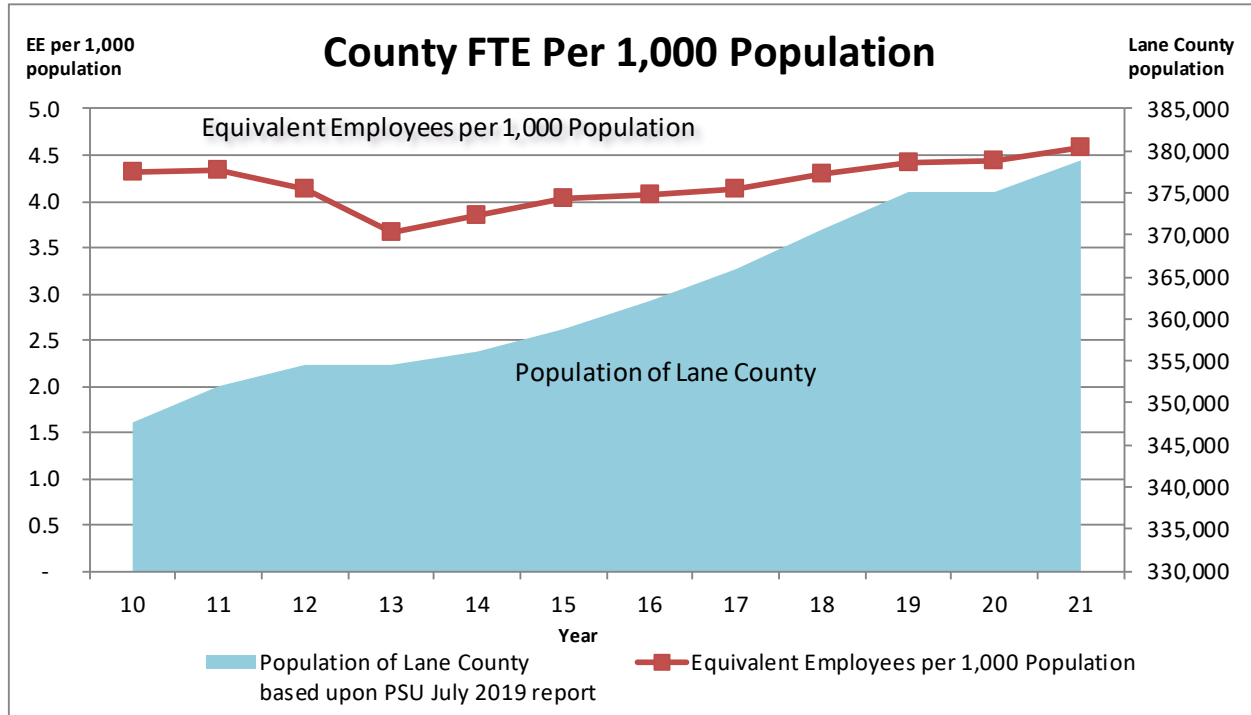
Summary of FTE by Service Category						
	FY 18-19 Final Bdgt	FY 19-20 Curr Bdgt	FY 20-21 Proposed	FY 20-21 Adopted	Change Fr Curr	% Change Fr Curr
<b>Service Category:</b>						
Culture and Recreation	31.30	33.30	35.30	33.30	(2.00)	-5.67%
Community Development	38.50	38.50	38.50	38.50	0.00	0.00%
General Government	240.50	248.00	258.25	258.25	0.00	0.00%
Public Safety Services	510.55	518.55	516.55	516.55	0.00	0.00%
Public Health & Welfare	585.94	629.63	629.53	634.88	5.35	0.85%
Public Roads & Infrastructure	254.32	253.60	254.60	254.60	0.00	0.00%
<b>Total FTE</b>	<b>1,661.11</b>	<b>1,721.58</b>	<b>1,732.73</b>	<b>1,736.08</b>	<b>3.35</b>	<b>0.19%</b>



# Appendix

## Historical Changes in Full Time Equivalent Employees

Reductions in discretionary revenues, especially loss of timber receipts, have resulted in a decrease in the FTE positions per 1,000 populations in Lane County. This reflects that there are an increased number of people that receive services from the County, with fewer employees to meet those needs.



## Appendix

COMPARISON OF RESOURCES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>GENERAL FUND</b>						
124: General Fund	102,032,614	112,942,482	120,227,026	116,716,329	(3,510,697)	-2.92%
<b>Total</b>	<b>102,032,614</b>	<b>112,942,482</b>	<b>120,227,026</b>	<b>116,716,329</b>	<b>(3,510,697)</b>	<b>-2.92%</b>
<b>SPECIAL REVENUE FUNDS</b>						
216: Parks & Open Spaces Fund	4,879,051	5,291,487	5,249,820	4,990,596	(259,224)	-4.94%
222: Law Library Fund	548,191	674,034	745,808	731,653	(14,155)	-1.90%
225: Road Fund	65,069,528	80,494,354	87,568,008	86,989,761	(578,247)	-0.66%
231: Liquor Law Enforcement Fund	71,299	76,770	74,673	64,500	(10,173)	-13.62%
240: Public Land Corners Pres Fund	1,318,177	1,343,085	1,311,278	1,367,564	56,286	4.29%
241: County School Fund	2,892,991	3,695,603	3,399,402	1,577,574	(1,821,828)	-53.59%
242: Extension Services Fund	478,085	500,274	521,082	536,370	15,288	2.93%
244: County Clerk Records Fund	420,569	389,155	380,592	396,722	16,130	4.24%
250: Title III Projects Fund	3,740,273	4,490,651	5,091,809	5,737,017	645,208	12.67%
260: Special Revenue Fund	36,796,276	39,246,840	43,784,008	41,842,499	(1,941,509)	-4.43%
275: Industrial Revolving Fund	0	9,250	11,775	11,775	0	0.00%
283: Animal Services Fund	797,261	790,460	873,463	868,473	(4,990)	-0.57%
285: Intergov. Human Svcs Fund	17,971,505	19,689,307	22,931,858	23,839,307	907,449	3.96%
286: Health and Human Services Fund	108,472,588	120,065,911	128,217,254	122,627,064	(5,590,190)	-4.36%
287: LaneCare Fund	24,219,093	28,020,817	30,592,045	24,320,691	(6,271,354)	-20.50%
290: Local Option Tax Levy Fund	37,571,657	41,288,510	43,981,577	44,044,631	63,054	0.14%
<b>Total</b>	<b>305,246,541</b>	<b>346,066,509</b>	<b>374,734,452</b>	<b>359,946,197</b>	<b>(14,788,255)</b>	<b>-3.95%</b>
<b>DEBT SERVICE FUNDS</b>						
323: Lane Events Ctr Dbt Service Fund	789,431	789,714	788,536	688,850	(99,686)	-12.64%
333: Special Oblg Bond Ret Fund	8,409,177	7,586,409	6,740,326	5,888,069	(852,257)	-12.64%
341: Notes Payable Debt Service Fund	150,100	148,319	194,132	189,913	(4,219)	-2.17%
<b>Total</b>	<b>9,348,708</b>	<b>8,524,442</b>	<b>7,722,994</b>	<b>6,766,832</b>	<b>(956,162)</b>	<b>-12.38%</b>
<b>CAPITAL PROJECT FUNDS</b>						
435: Capital Improvement Fund	10,816,871	15,168,541	16,062,453	28,792,176	12,729,723	79.25%
<b>Total</b>	<b>10,816,871</b>	<b>15,168,541</b>	<b>16,062,453</b>	<b>28,792,176</b>	<b>12,729,723</b>	<b>79.25%</b>
<b>ENTERPRISE FUNDS</b>						
521: Lane Events Center Fund	7,848,134	8,901,997	9,045,126	7,802,151	(1,242,975)	-13.74%
530: Solid Waste Disposal Fund	41,294,741	50,390,405	52,239,340	59,275,416	7,036,076	13.47%
539: Corrections Commissary Fund	704,550	742,665	843,431	885,000	41,569	4.93%
570: Land Management Fund	11,456,475	12,902,761	14,251,466	13,711,809	(539,657)	-3.79%
<b>Total</b>	<b>61,303,900</b>	<b>72,937,828</b>	<b>76,379,363</b>	<b>81,674,376</b>	<b>5,295,013</b>	<b>6.93%</b>
<b>INTERNAL SERVICE FUNDS</b>						
612: Self Insurance Fund	11,720,725	12,833,802	9,810,104	9,854,671	44,567	0.45%
614: Employee Benefit Fund	73,190,385	84,977,089	89,349,483	83,275,807	(6,073,676)	-6.80%
615: Pension Bond Fund	10,723,809	11,484,755	12,267,798	13,539,753	1,271,955	10.37%
619: Motor & Equipment Pool Fund	42,481,832	43,099,534	42,478,558	39,729,731	(2,748,827)	-6.47%
627: Intergovernmental Services Fund	760,958	872,015	859,287	782,437	(76,850)	-8.94%
653: Technology Replacement	4,591,313	5,251,902	5,868,847	3,849,353	(2,019,494)	-34.41%
654: Technology Services Fund	14,043,238	13,519,869	14,050,971	14,723,532	672,561	4.79%
<b>Total</b>	<b>157,512,261</b>	<b>172,038,966</b>	<b>174,685,048</b>	<b>165,755,284</b>	<b>(8,929,764)</b>	<b>-5.11%</b>
<b>FIDUCIARY FUNDS</b>						
714: Retiree Benefit Trust Fund	13,998,584	13,820,557	14,019,294	13,262,989	(756,305)	-5.39%
<b>Total</b>	<b>13,998,584</b>	<b>13,820,557</b>	<b>14,019,294</b>	<b>13,262,989</b>	<b>(756,305)</b>	<b>-5.39%</b>
<b>TOTAL RESOURCES ALL FUNDS</b>	<b>660,259,477</b>	<b>741,499,325</b>	<b>783,830,630</b>	<b>772,914,183</b>	<b>(10,916,447)</b>	<b>-1.39%</b>

## Appendix

COMPARISON OF REQUIREMENTS BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>GENERAL FUND</b>						
124: General Fund	77,408,264	79,112,237	120,227,026	116,716,329	(3,510,697)	-2.92%
<b>Total</b>	<b>77,408,264</b>	<b>79,112,237</b>	<b>120,227,026</b>	<b>116,716,329</b>	<b>(3,510,697)</b>	<b>-2.92%</b>
<b>SPECIAL REVENUE FUNDS</b>						
216: Parks & Open Spaces Fund	3,531,198	3,633,027	5,249,820	4,990,596	(259,224)	-4.94%
222: Law Library Fund	185,673	243,822	745,808	731,653	(14,155)	-1.90%
225: Road Fund	32,325,362	34,710,891	87,568,008	86,989,761	(578,247)	-0.66%
231: Liquor Law Enforcement Fund	5,759	9,097	74,673	64,500	(10,173)	-13.62%
240: Public Land Corners Pres Fund	444,521	459,082	1,311,278	1,367,564	56,286	4.29%
241: County School Fund	2,685,958	3,278,451	3,399,402	1,577,574	(1,821,828)	-53.59%
242: Extension Services Fund	475,050	498,113	521,082	536,370	15,288	2.93%
244: County Clerk Records Fund	138,608	122,563	380,592	396,722	16,130	4.24%
250: Title III Projects Fund	217,093	321,322	5,091,809	5,737,017	645,208	12.67%
260: Special Revenue Fund	24,514,938	24,360,543	43,784,008	41,842,499	(1,941,509)	-4.43%
275: Industrial Revolving Fund	0	0	11,775	11,775	0	0.00%
283: Animal Services Fund	699,652	627,481	873,463	868,473	(4,990)	-0.57%
285: Intergov. Human Svcs Fund	16,160,084	17,958,060	22,931,858	23,839,307	907,449	3.96%
286: Health and Human Services Fund	87,718,206	93,352,058	128,217,254	122,627,064	(5,590,190)	-4.36%
287: LaneCare Fund	5,103,109	5,704,508	30,592,045	24,320,691	(6,271,354)	-20.50%
290: Local Option Tax Levy Fund	14,213,214	17,272,099	43,981,577	44,044,631	63,054	0.14%
<b>Total</b>	<b>188,418,423</b>	<b>202,551,117</b>	<b>374,734,452</b>	<b>359,946,197</b>	<b>(14,788,255)</b>	<b>-3.95%</b>
<b>DEBT SERVICE FUNDS</b>						
323: Lane Events Ctr Dbt Service Fund	686,718	688,178	788,536	688,850	(99,686)	-12.64%
333: Special Oblg Bond Ret Fund	2,895,255	2,919,448	6,740,326	5,888,069	(852,257)	-12.64%
341: Notes Payable Debt Service Fund	150,100	148,319	194,132	189,913	(4,219)	-2.17%
<b>Total</b>	<b>3,732,072</b>	<b>3,755,944</b>	<b>7,722,994</b>	<b>6,766,832</b>	<b>(956,162)</b>	<b>-12.38%</b>
<b>CAPITAL PROJECT FUNDS</b>						
435: Capital Improvement Fund	1,983,518	8,232,816	16,062,453	28,792,176	12,729,723	79.25%
<b>Total</b>	<b>1,983,518</b>	<b>8,232,816</b>	<b>16,062,453</b>	<b>28,792,176</b>	<b>12,729,723</b>	<b>79.25%</b>
<b>ENTERPRISE FUNDS</b>						
521: Lane Events Center Fund	4,272,422	4,395,030	9,045,126	7,802,151	(1,242,975)	-13.74%
530: Solid Waste Disposal Fund	16,865,252	21,344,627	52,239,340	59,275,416	7,036,076	13.47%
539: Corrections Commissary Fund	138,786	112,445	843,431	885,000	41,569	4.93%
570: Land Management Fund	5,081,640	5,524,150	14,251,466	13,711,809	(539,657)	-3.79%
<b>Total</b>	<b>26,358,100</b>	<b>31,376,252</b>	<b>76,379,363</b>	<b>81,674,376</b>	<b>5,295,013</b>	<b>6.93%</b>
<b>INTERNAL SERVICE FUNDS</b>						
612: Self Insurance Fund	1,959,499	5,977,254	9,810,104	9,854,671	44,567	0.45%
614: Employee Benefit Fund	57,907,765	64,185,987	89,349,483	83,275,807	(6,073,676)	-6.80%
615: Pension Bond Fund	7,042,550	7,379,333	12,267,798	13,539,753	1,271,955	10.37%
619: Motor & Equipment Pool Fund	8,899,030	10,670,552	42,478,558	39,729,731	(2,748,827)	-6.47%
627: Intergovernmental Services Fund	528,412	586,116	859,287	782,437	(76,850)	-8.94%
653: Technology Replacement	1,362,240	2,161,609	5,868,847	3,849,353	(2,019,494)	-34.41%
654: Technology Services Fund	13,147,106	12,632,564	14,050,971	14,723,532	672,561	4.79%
<b>Total</b>	<b>90,846,601</b>	<b>103,593,416</b>	<b>174,685,048</b>	<b>165,755,284</b>	<b>(8,929,764)</b>	<b>-5.11%</b>
<b>FIDUCIARY FUNDS</b>						
714: Retiree Benefit Trust Fund	3,326,781	3,226,397	14,019,294	13,262,989	(756,305)	-5.39%
<b>Total</b>	<b>3,326,781</b>	<b>3,226,397</b>	<b>14,019,294</b>	<b>13,262,989</b>	<b>(756,305)</b>	<b>-5.39%</b>
<b>TOTAL REQUIREMENTS ALL FUNDS</b>	<b>392,073,759</b>	<b>431,848,178</b>	<b>783,830,630</b>	<b>772,914,183</b>	<b>(10,916,447)</b>	<b>-1.39%</b>

## Appendix

GENERAL FUND RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Payments In-Lieu Of Taxes	2,242,245	2,167,517	0	0	0	0.00%
Current Year Property Tax	39,468,969	41,084,247	42,484,645	44,223,340	1,738,695	4.09%
Prior Years Property Taxes	754,485	1,831,855	750,000	750,000	0	0.00%
In Lieu Of Taxes	442,299	625,817	457,931	600,000	142,069	31.02%
Severance Tax	27,163	42,696	30,000	30,000	0	0.00%
Transient Room Tax	3,074	3,229	2,900	3,265	365	12.59%
Car Rental Tax	1,775,928	1,844,940	1,787,707	1,787,707	0	0.00%
County Marijuana Tax	20,668	57,520	55,000	100,000	45,000	81.82%
Miscellaneous Taxes	5,966	7,049	7,000	7,000	0	0.00%
Tax Penalties	311,545	371,056	325,000	330,000	5,000	1.54%
<b>TAXES &amp; ASSESSMENTS</b>	<b>45,052,342</b>	<b>48,035,925</b>	<b>45,900,183</b>	<b>47,831,312</b>	<b>1,931,129</b>	<b>4.21%</b>
Marriage	57,854	59,737	64,000	64,000	0	0.00%
Domestic Partnership Fee	385	225	0	0	0	0.00%
Metro Cable Franchise	466,961	468,790	426,500	417,970	(8,530)	-2.00%
Rural Cable Franchise	153,377	185,338	185,000	219,345	34,345	18.56%
Concealed Weapon Permit	303,090	274,445	250,000	260,000	10,000	4.00%
Fireworks Display Permit	300	350	300	300	0	0.00%
<b>LICENSES &amp; PERMITS</b>	<b>981,967</b>	<b>988,885</b>	<b>925,800</b>	<b>961,615</b>	<b>35,815</b>	<b>3.87%</b>
Circuit Court Fines	211,984	206,063	205,000	205,000	0	0.00%
Court Fines	213,977	201,024	226,000	215,000	(11,000)	-4.87%
Collection Agency Receipts	182,216	138,598	140,000	135,000	(5,000)	-3.57%
Drivers License Suspension	10,355	8,823	10,000	9,000	(1,000)	-10.00%
Criminal Fine & Assessment	144,203	140,236	16,500	12,500	(4,000)	-24.24%
Fines From Other Courts	48,765	31,967	37,000	32,000	(5,000)	-13.51%
County Infractions Forfeitures	35,000	40,000	30,000	0	(30,000)	-100.00%
Forfeitures Other	5,063	5,063	2,000	2,000	0	0.00%
Foreclosure Penalty	67,101	70,662	63,000	69,000	6,000	9.52%
Late Filing Penalties	21,460	13,528	25,000	25,000	0	0.00%
<b>FINES, FORFEITURES, PENALTIES</b>	<b>940,124</b>	<b>855,963</b>	<b>754,500</b>	<b>704,500</b>	<b>(50,000)</b>	<b>-6.63%</b>
Sale Of Capital Assets	1,500	347	9,500	0	(9,500)	-100.00%
Land Sales	0	1	0	0	0	0.00%
Scrap Metal Sales	1,565	6	0	0	0	0.00%
Miscellaneous Sales	55,258	33,563	20,160	18,110	(2,050)	-10.17%
Real Property	0	2,000	0	2,000	2,000	100.00%
Parking	396,633	303,989	215,000	294,000	79,000	36.74%
Rent - Other Properties	58,465	61,775	0	6,000	6,000	100.00%
<b>PROPERTY AND RENTALS</b>	<b>513,421</b>	<b>401,681</b>	<b>244,660</b>	<b>320,110</b>	<b>75,450</b>	<b>30.84%</b>
Civil Defense Grants	171,150	151,500	170,700	167,144	(3,556)	-2.08%
Corp Of Engineers	2,355	2,355	2,354	2,354	0	0.00%
Child Support Enforcement	1,618,356	1,600,810	1,562,809	1,542,115	(20,694)	-1.32%
O & C Timber Sales	4,485,864	3,546,128	3,480,619	3,306,588	(174,031)	-5.00%
Bureau of Land Management	203,947	211,174	250,610	252,851	2,241	0.89%
Taylor Grazing Act	59	11	0	0	0	0.00%
Department Of Justice	0	80,781	67,969	20,000	(47,969)	-70.57%
US Marshall	758,972	0	0	0	0	0.00%
Bureau of Prisons	28,810	0	0	0	0	0.00%
Miscellaneous Federal	29,400	32,544	87,800	25,000	(62,800)	-71.53%

## Appendix

GENERAL FUND RESOURCE DETAIL						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Federal Title III Reimbursements	121,489	188,684	228,760	240,000	11,240	4.91%
Reimbursements	0	60	0	0	0	0.00%
<b>FEDERAL REVENUES</b>	<b>7,420,403</b>	<b>5,814,047</b>	<b>5,851,621</b>	<b>5,556,052</b>	<b>(295,569)</b>	<b>-5.05%</b>
ODOT	0	141,527	98,629	74,326	(24,303)	-24.64%
Dept Of State Police	377	8,255	0	0	0	0.00%
Miscellaneous State	527,162	852,626	798,500	981,797	183,297	22.96%
Accident Prevention	24,218	25,086	20,000	23,000	3,000	15.00%
Community Corrections	3,484,325	3,484,326	3,717,296	3,717,296	0	0.00%
M57 Supp Transition Funds	287,559	287,559	226,300	208,229	(18,071)	-7.99%
Justice Reinvestment	570,985	636,135	233,866	0	(233,866)	-100.00%
Victim - Witness Program	205,921	205,921	206,000	205,921	(79)	-0.04%
Witness	0	30	0	0	0	0.00%
Dept of Transportation	15,972	15,972	16,000	15,972	(28)	-0.18%
Local Staff	316,044	276,383	225,327	228,560	3,233	1.43%
Miscellaneous State Revenue	433,221	321,028	484,854	345,433	(139,421)	-28.76%
<b>STATE GRANT REVENUES</b>	<b>5,865,785</b>	<b>6,254,847</b>	<b>6,026,772</b>	<b>5,800,534</b>	<b>(226,238)</b>	<b>-3.75%</b>
Marine Board	470,684	471,127	437,609	467,651	30,042	6.87%
Timber Sales	566,886	1,058,035	502,036	267,221	(234,815)	-46.77%
Motor Voter Funds	33,347	32,031	32,000	32,000	0	0.00%
Department of Revenue	773,939	1,391,478	1,008,558	993,660	(14,898)	-1.48%
Liquor Tax	2,023,615	2,135,525	2,228,850	2,228,850	0	0.00%
Amusement Device Tax	81,819	82,265	82,500	82,500	0	0.00%
Cigarette Tax	313,636	295,460	304,226	300,000	(4,226)	-1.39%
Marijuana Tax	1,660,787	1,294,177	1,300,000	1,200,000	(100,000)	-7.69%
Trans. Of Prisoners	6,637	6,544	6,000	6,000	0	0.00%
<b>OTHER STATE REVENUES</b>	<b>5,931,350</b>	<b>6,766,641</b>	<b>5,901,779</b>	<b>5,577,882</b>	<b>(323,897)</b>	<b>-5.49%</b>
Eugene	0	0	0	86,104	86,104	100.00%
<b>LOCAL GRANTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>86,104</b>	<b>86,104</b>	<b>100.00%</b>
Eugene	633,386	882,408	918,649	888,313	(30,336)	-3.30%
Community Law Enforcement	22,191	41,541	45,000	41,950	(3,050)	-6.78%
Springfield	27,000	2,500	0	3,000	3,000	100.00%
Other Local	176,939	217,481	219,606	315,772	96,166	43.79%
Special Elections	645,628	156,401	500,000	50,000	(450,000)	-90.00%
INET Drug Court Revenue	95,100	0	0	0	0	0.00%
<b>LOCAL REVENUES</b>	<b>1,600,245</b>	<b>1,300,331</b>	<b>1,683,255</b>	<b>1,299,035</b>	<b>(384,220)</b>	<b>-22.83%</b>
Fingerprinting Fees	47,392	42,694	40,000	35,000	(5,000)	-12.50%
OLCC Endorsements	4,585	4,320	4,000	4,000	0	0.00%
Vehicle Impound Fees	12,700	20,675	11,000	11,000	0	0.00%
Civil Process	291,019	258,822	275,000	250,000	(25,000)	-9.09%
Firearms Transfer Endorsements	95	25	0	0	0	0.00%
Justice Court Fees	15,210	23,799	15,000	24,000	9,000	60.00%
Witness Fees	278	385	200	0	(200)	-100.00%
Elections Fees	27,454	12,979	5,000	5,000	0	0.00%
Recording Fees	1,691,210	1,509,631	1,575,000	1,625,000	50,000	3.17%
Marriage Ceremonies	45,662	44,987	40,000	40,000	0	0.00%
State Processing Fee	30,710	27,467	28,000	28,000	0	0.00%
BOPTA Filing Fee	12,425	10,885	11,000	12,000	1,000	9.09%

## Appendix

GENERAL FUND RESOURCE DETAIL						
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Curr Bgt	FY 20-21 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Maintenance Reimbursement	20,846	2,819	233	0	(233)	-100.00%
A&T Application Fee	20,010	15,100	12,000	10,000	(2,000)	-16.67%
Miscellaneous Fees/Reimbursement	372	0	0	0	0	0.00%
Miscellaneous Svc Charges	222,619	269,500	213,000	207,500	(5,500)	-2.58%
Report Fees	18,917	26,738	20,350	25,350	5,000	24.57%
Private Donations	0	325	0	0	0	0.00%
Discovery - Police Records	355,379	357,282	301,050	303,050	2,000	0.66%
Refunds & Reimbursements	368,011	48,409	30,163	12,150	(18,013)	-59.72%
Cash Over & Under	27	31	0	0	0	0.00%
Legal Services	4,060	165	0	0	0	0.00%
Training Revenues	30,736	26,461	57,000	47,650	(9,350)	-16.40%
Miscellaneous Internal Services	(22)	(176)	110,000	110,000	0	0.00%
Facilities Services	5,425	6,891	0	0	0	0.00%
<b>FEES AND CHARGES</b>	<b>3,225,120</b>	<b>2,710,213</b>	<b>2,747,996</b>	<b>2,749,700</b>	<b>1,704</b>	<b>0.06%</b>
County Indirect Revenue	12,163,593	12,665,910	13,341,010	13,987,214	646,204	4.84%
Departmental Administration	9,220	9,188	14,250	753,417	739,167	5,187.14%
<b>ADMINISTRATIVE CHARGES</b>	<b>12,172,813</b>	<b>12,675,098</b>	<b>13,355,260</b>	<b>14,740,631</b>	<b>1,385,371</b>	<b>10.37%</b>
Investment Earnings	415,015	637,049	500,000	500,000	0	0.00%
<b>INTEREST EARNINGS</b>	<b>415,015</b>	<b>637,049</b>	<b>500,000</b>	<b>500,000</b>	<b>0</b>	<b>0.00%</b>
Fund Balance	16,489,538	24,572,349	33,589,383	27,779,045	(5,810,338)	-17.30%
Non Discretionary	95,035	52,000	240,862	0	(240,862)	-100.00%
<b>RESOURCE CARRYOVER</b>	<b>16,584,573</b>	<b>24,624,349</b>	<b>33,830,245</b>	<b>27,779,045</b>	<b>(6,051,200)</b>	<b>-17.89%</b>
Transfer Fr General Fund (100)	0	0	10,146	0	(10,146)	-100.00%
Transfer Fr Spec Rev Funds (200)	1,128,497	1,275,080	36,010	0	(36,010)	-100.00%
Transfer Fr Spec Rev Funds ONGOING	0	0	1,580,092	1,591,770	11,678	0.74%
Transfer Fr Capital Fund (400)	200,958	247,943	86,205	0	(86,205)	-100.00%
Transfer Fr Capital Fund ONGOING	0	0	447,852	678,439	230,587	51.49%
Transfer Fr Int Svc Fnds (600)	0	0	56,250	212,622	156,372	277.99%
Intrafund Transfer	0	354,430	288,400	326,978	38,578	13.38%
<b>FUND TRANSFERS</b>	<b>1,329,456</b>	<b>1,877,453</b>	<b>2,504,955</b>	<b>2,809,809</b>	<b>304,854</b>	<b>12.17%</b>
<b>TOTAL RESOURCES</b>	<b>102,032,614</b>	<b>112,942,482</b>	<b>120,227,026</b>	<b>116,716,329</b>	<b>(3,510,697)</b>	<b>-2.92%</b>

## Appendix

GENERAL FUND REQUIREMENTS DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>REQUIREMENT ACCOUNTS</b>						
Regular Operating Wages	25,559,836	26,378,470	28,095,735	29,272,767	1,177,032	4.19%
Extra Help	503,805	531,962	599,980	645,312	45,332	7.56%
Unclassified Temporary	105,490	17,852	48,960	61,020	12,060	24.63%
Overtime	1,734,922	1,541,190	1,671,083	1,738,332	67,249	4.02%
Reduction Unfunded Vac Liab	561,065	565,846	593,253	579,699	(13,554)	-2.28%
Compensatory Time	69,007	76,412	92,733	98,472	5,739	6.19%
Personal Time	165,291	155,920	163,632	204,852	41,220	25.19%
Risk Management Benefits	783,800	674,921	521,510	451,382	(70,128)	-13.45%
Social Security Expense	1,729,203	1,750,254	1,929,537	2,012,035	82,498	4.28%
Medicare Insurance Expense	410,772	416,110	451,528	470,878	19,350	4.29%
Unemployment Insurance (State)	41,197	42,190	45,928	48,884	2,956	6.44%
Workers Comp	90,673	91,602	93,511	97,655	4,144	4.43%
Disability Insurance - Long-term	136,467	167,037	215,581	225,636	10,055	4.66%
PERS - OPSRP Employer rate	4,066,117	4,176,045	5,237,166	5,399,813	162,647	3.11%
PERS Bond	2,007,374	2,095,193	2,205,528	2,397,691	192,163	8.71%
PERS - 6% Pickup	1,621,642	1,677,574	1,815,494	1,909,646	94,152	5.19%
Optional ER IAP	116,982	111,105	131,729	130,366	(1,363)	-1.03%
Health Insurance	6,876,435	6,935,672	7,362,007	7,548,669	186,662	2.54%
Dental Insurance	524,819	527,384	548,482	524,841	(23,641)	-4.31%
EE Assistance Pgm	6,517	6,528	9,645	9,806	161	1.67%
Life Insurance	104,026	54,968	123,072	127,084	4,012	3.26%
Flexible Spending Admin	5,935	5,943	4,876	9,806	4,930	101.11%
Disability Insurance - Short Term	13,696	13,718	14,413	16,096	1,683	11.68%
Deferred Comp Employer Contrib	205,278	207,913	222,704	219,419	(3,285)	-1.48%
Retiree Medical	821,617	848,928	883,290	776,175	(107,115)	-12.13%
FMLA Administration	10,672	10,689	14,849	9,947	(4,902)	-33.01%
Salary Offset	(31,294)	17,178	0	0	0	0.00%
<b>PERSONNEL SERVICES</b>	<b>48,241,344</b>	<b>49,098,607</b>	<b>53,096,226</b>	<b>54,986,283</b>	<b>1,890,057</b>	<b>3.56%</b>
Professional & Consulting	2,251,943	1,904,637	2,106,601	2,241,298	134,697	6.39%
Court Related Personal Service	30,352	36,478	90,400	86,400	(4,000)	-4.42%
Construction Services	132	2,158	0	0	0	0.00%
Road Work Services	0	0	0	1,500	1,500	100.00%
Relief & Assistance	13,525	17,373	24,000	44,000	20,000	83.33%
Support Services	0	0	30,000	0	(30,000)	-100.00%
Subscriptions	1,267	2,448	2,975	9,375	6,400	215.13%
Intergovernmental Agreements	115,865	102,004	59,475	184,291	124,816	209.86%
Agency Payments	211,838	295,430	2,637,406	2,321,780	(315,626)	-11.97%
Motor Fuel & Lubricants	16,877	23,395	18,300	18,400	100	0.55%
Automotive Equipment Parts	4,775	21,277	20,100	11,330	(8,770)	-43.63%
Tires	1,995	3,001	2,000	2,000	0	0.00%
Machinery & Equipment Parts	19,421	21,076	47,450	47,750	300	0.63%
Helicopter Expense	140	0	0	0	0	0.00%
Refuse & Garbage	38,469	41,474	35,758	44,265	8,507	23.79%
Spec Handling & Haz Waste Disp	30	4,607	1,000	500	(500)	-50.00%
Light, Power & Water	777,311	713,131	850,993	1,076,329	225,336	26.48%
Telephone Services	357,846	384,886	355,669	361,119	5,450	1.53%
General Liability	685,464	602,365	686,207	579,545	(106,662)	-15.54%
SAIF Assessments	0	0	1,335	1,335	0	0.00%
Insurance Premiums	2,670	3,519	3,500	4,375	875	25.00%
Claims	5,751	500	0	0	0	0.00%

## Appendix

GENERAL FUND REQUIREMENTS DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Vehicle Preventive Maintenance	1,724	1,710	2,550	2,600	50	1.96%
Vehicle Repair	23,292	17,693	21,000	20,700	(300)	-1.43%
Maintenance of Equipment	214,342	133,951	177,225	192,500	15,275	8.62%
Maintenance of Structures	151,526	150,335	147,619	206,131	58,512	39.64%
Maintenance of Grounds	35,403	26,640	16,500	14,500	(2,000)	-12.12%
Maintenance Agreements	226,835	262,601	731,841	796,654	64,813	8.86%
Operating Licenses & Permits	3,520	8,739	5,250	3,500	(1,750)	-33.33%
External Equipment Rental	4,883	5,161	9,011	9,115	104	1.15%
External Vehicle Rental	525	347	600	500	(100)	-16.67%
Real Estate & Space Rentals	278,707	246,086	316,923	314,250	(2,673)	-0.84%
Metro Cable Commission	100,863	98,643	102,731	105,813	3,082	3.00%
Fleet Services Rentals	894,255	871,932	950,496	899,833	(50,663)	-5.33%
Copier Charges	69,394	70,484	62,090	60,520	(1,570)	-2.53%
Mail Room Charges	68,391	69,906	82,602	73,710	(8,892)	-10.76%
License Replacement	0	0	123,591	126,918	3,327	2.69%
Indirect/Technology Serv	2,507,660	2,458,959	2,660,711	2,932,635	271,924	10.22%
Infrastructure Replacement	0	27,186	109,191	108,077	(1,114)	-1.02%
County Indirect Charges	4,232,874	4,222,967	4,021,018	4,109,257	88,239	2.19%
Direct/Technology Serv	1,061,376	1,084,029	564,064	351,429	(212,635)	-37.70%
Dept Support/Direct	98,265	123,034	60,682	0	(60,682)	-100.00%
PC Replacement Services	124,650	138,200	140,170	155,045	14,875	10.61%
Dept Support/Indirect	17,055	192,128	204,690	184,377	(20,313)	-9.92%
Office Supplies & Expense	155,796	147,763	184,733	187,014	2,281	1.23%
Educational Materials	727	791	800	800	0	0.00%
Professional Licenses	62,121	51,727	68,108	55,225	(12,883)	-18.92%
Dues & Memberships	0	0	0	152,100	152,100	100.00%
Printing & Binding	384,673	448,222	305,853	367,080	61,227	20.02%
Advertising & Publicity	23,438	23,304	37,710	49,808	12,098	32.08%
Microfilm Imaging Services	2,332	4,238	178,880	4,300	(174,580)	-97.60%
Photo/Video Supplies & Svcs	11,871	12,850	13,950	14,300	350	2.51%
Postage	172,771	151,100	219,050	217,500	(1,550)	-0.71%
Radio/Communic Supplies & Svcs	255,318	426,706	272,695	371,277	98,582	36.15%
DP Supplies And Access	62,771	88,164	135,750	67,523	(68,227)	-50.26%
DP Equipment	8,042	6,171	30,900	45,450	14,550	47.09%
Printer & Copier Expenses	35,392	38,161	37,050	39,825	2,775	7.49%
Small Tools & Equipment	113,896	102,875	135,369	163,703	28,334	20.93%
Small Office Furniture	31,493	30,191	28,200	19,950	(8,250)	-29.26%
Library - Serials & Concs	62,711	108,820	120,410	91,380	(29,030)	-24.11%
Institutional Supplies	9,899	10,565	14,600	14,600	0	0.00%
Food	22,647	24,934	28,750	28,740	(10)	-0.03%
Clothing	6,319	4,713	9,700	9,700	0	0.00%
Bedding & Linens	2,947	1,067	3,000	3,000	0	0.00%
Kitchen & Dining Supplies	4,999	5,035	6,150	5,750	(400)	-6.50%
Miscellaneous Supplies	278	188	500	500	0	0.00%
Special Supplies	140,008	129,683	160,151	163,025	2,874	1.79%
Clothing & Personal Supplies	51,812	47,631	64,050	115,000	50,950	79.55%
Search & Rescue Supplies	3,120	15,147	8,400	8,500	100	1.19%
Safety Supplies	32,361	22,648	45,620	34,480	(11,140)	-24.42%
Campsite Supplies	0	223	0	0	0	0.00%
Janitorial Supplies	114,928	111,426	159,150	141,879	(17,271)	-10.85%
Agricultural Supplies	125	0	0	500	500	100.00%
Building Materials Supplies	44,792	30,273	31,250	25,800	(5,450)	-17.44%



## Appendix

GENERAL FUND REQUIREMENTS DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Electrical Supplies	31,921	21,033	23,350	25,730	2,380	10.19%
Low Voltage System Supplies	0	92	0	5,000	5,000	100.00%
HVAC Supplies	0	2,722	0	20,000	20,000	100.00%
Plumbing/Pipefitting Supplies	0	2,027	0	20,000	20,000	100.00%
Medical Supplies	19,164	21,280	18,800	19,950	1,150	6.12%
Stores Inventory	18,478	13,871	12,000	11,000	(1,000)	-8.33%
Business Expense & Travel	91,950	81,078	113,177	133,498	20,321	17.96%
Committee Stipends & Expense	5,391	4,769	6,500	6,725	225	3.46%
Awards & Recognition	14,252	15,522	36,200	29,675	(6,525)	-18.02%
Outside Education & Travel	284,756	238,439	358,536	362,671	4,135	1.15%
County Training Classes	16,382	11,871	22,405	29,390	6,985	31.18%
Training Services & Materials	86,790	25,624	86,020	84,870	(1,150)	-1.34%
Tuition Reimbursement	0	23,436	20,000	20,000	0	0.00%
Miscellaneous Payments	37,320	167,553	6,705	8,200	1,495	22.30%
Parking	11,620	10,550	17,500	15,246	(2,254)	-12.88%
<b>MATERIALS &amp; SERVICES</b>	<b>17,086,823</b>	<b>17,074,971</b>	<b>20,505,696</b>	<b>20,894,320</b>	<b>388,624</b>	<b>1.90%</b>
Vehicles	20,421	115,095	226,928	0	(226,928)	-100.00%
Office Machines	0	8,134	0	0	0	0.00%
Law Enforcement Equipment	157,500	27,074	0	0	0	0.00%
Communications Equipment	0	0	50,000	0	(50,000)	-100.00%
Data Processing Equipment	0	15,986	0	0	0	0.00%
Machinery & Equipment	95,241	0	0	32,000	32,000	100.00%
<b>CAPITAL OUTLAY</b>	<b>273,162</b>	<b>166,289</b>	<b>276,928</b>	<b>32,000</b>	<b>(244,928)</b>	<b>-88.44%</b>
Professional Services	0	0	1,375	0	(1,375)	-100.00%
Architectural Services	0	357	0	0	0	0.00%
Construction Management	0	0	68,977	0	(68,977)	-100.00%
Land Acquisition	0	0	357,392	0	(357,392)	-100.00%
Acquisition & Construction	0	0	1,442,608	0	(1,442,608)	-100.00%
Improvements	74,042	95,768	0	0	0	0.00%
<b>CAPITAL PROJECTS</b>	<b>74,042</b>	<b>96,125</b>	<b>1,870,352</b>	<b>0</b>	<b>(1,870,352)</b>	<b>-100.00%</b>
Transfer To Special Rev Fd (200)	10,707,981	11,192,872	1,478,177	866,800	(611,377)	-41.36%
Transfer To Special Rev Fd ONGOING	0	0	12,029,388	12,681,138	651,750	5.42%
Transfer To Debt Svc Fd (300)	854,910	858,944	858,320	862,945	4,625	0.54%
Transfer To Capital Fund (400)	0	0	5,461,111	3,227,040	(2,234,071)	-40.91%
Transfer To Enterprise Fd (500)	0	0	0	10,000	10,000	100.00%
Transfer To Int Svc Fnds (600)	170,000	270,000	261,049	0	(261,049)	-100.00%
Intrafund Transfer	0	354,430	288,400	326,978	38,578	13.38%
<b>FUND TRANSFERS</b>	<b>11,732,891</b>	<b>12,676,246</b>	<b>20,376,445</b>	<b>17,974,901</b>	<b>(2,401,544)</b>	<b>-11.79%</b>
Operational Contingency	0	0	849,440	770,000	(79,440)	-9.35%
Operational Reserves	0	0	14,354,602	15,200,925	846,323	5.90%
Service Stabilization	0	0	681,790	2,352,106	1,670,316	244.99%
Reserves - Future Projects	0	0	8,215,547	4,000,000	(4,215,547)	-51.31%
Reserve for Comp Benefits	0	0	0	505,794	505,794	100.00%
<b>TOTAL RESERVES &amp; CONTINGENCIES</b>	<b>0</b>	<b>0</b>	<b>24,101,379</b>	<b>22,828,825</b>	<b>(1,272,554)</b>	<b>-5.28%</b>
<b>TOTAL REQUIREMENTS</b>	<b>77,408,264</b>	<b>79,112,237</b>	<b>120,227,026</b>	<b>116,716,329</b>	<b>(3,510,697)</b>	<b>-2.92%</b>

## Appendix

ALL FUNDS RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Payments In-Lieu Of Taxes	2,242,245	2,167,517	0	0	0	0.00%
Current Year Property Tax	51,761,644	58,267,084	61,589,840	64,041,985	2,452,145	3.98%
Prior Years Property Taxes	1,037,119	2,261,616	1,291,221	1,187,500	(103,721)	-8.03%
In Lieu Of Taxes	657,828	936,724	779,183	920,500	141,317	18.14%
Severance Tax	27,163	42,696	30,000	30,000	0	0.00%
Transient Room Tax	7,073,044	7,134,210	6,503,037	6,665,935	162,898	2.50%
Car Rental Tax	2,029,633	2,108,503	2,033,705	2,085,585	51,880	2.55%
County Marijuana Tax	20,668	57,520	55,000	100,000	45,000	81.82%
Miscellaneous Taxes	16,875	14,585	18,000	18,000	0	0.00%
Road Assessments	17,246	2,310	4,000	4,000	0	0.00%
Other Assessment	115,115	101,687	111,000	111,000	0	0.00%
Tax Penalties	311,545	371,056	325,000	330,000	5,000	1.54%
<b>TAXES &amp; ASSESSMENTS</b>	<b>65,310,124</b>	<b>73,465,508</b>	<b>72,739,986</b>	<b>75,494,505</b>	<b>2,754,519</b>	<b>3.79%</b>
Marriage	79,494	81,687	86,000	86,000	0	0.00%
Domestic Partnership Fee	385	225	0	0	0	0.00%
Lane County Licenses	231,360	239,879	223,655	218,500	(5,155)	-2.30%
Spay Neuter	0	0	0	11,500	11,500	100.00%
Kennel Licenses	7,723	6,960	6,700	8,000	1,300	19.40%
Temporary Restaurant Licenses	42,545	54,362	77,713	101,206	23,493	30.23%
Mobile Unit Licenses	60,708	75,670	81,307	82,815	1,508	1.85%
Swimming Pool Licenses	94,926	92,814	121,616	122,291	675	0.56%
Restaurant Licenses	656,078	673,948	858,274	865,062	6,788	0.79%
Recreation Park Licenses	24,902	23,390	30,188	30,400	212	0.70%
Motel/Hotel Licenses	39,192	36,046	39,700	37,687	(2,013)	-5.07%
Tobacco Retailer License Fee	9,675	14,675	14,000	15,100	1,100	7.86%
Metro Cable Franchise	466,961	468,790	426,500	417,970	(8,530)	-2.00%
Rural Cable Franchise	153,377	185,338	185,000	219,345	34,345	18.56%
Structural	609,346	647,891	617,711	247,711	(370,000)	-59.90%
Mechanical Permit	223,647	225,984	246,029	246,029	0	0.00%
Plumbing Permits	111,483	131,900	121,958	111,958	(10,000)	-8.20%
Electrical Permit	336,799	350,044	359,962	389,962	30,000	8.33%
Mobile Home Permits	42,980	37,026	42,237	42,237	0	0.00%
Mobile Home Electrical Permit	120	0	0	0	0	0.00%
Zoning Permits	618,270	696,586	561,500	383,500	(178,000)	-31.70%
Public Works Permits	43,085	38,948	30,000	35,000	5,000	16.67%
COVP Continuous OP Permit	70,797	71,275	65,000	45,000	(20,000)	-30.77%
Facility Access Permits	56,156	48,314	60,000	38,000	(22,000)	-36.67%
Concealed Weapon Permit	303,090	274,445	250,000	260,000	10,000	4.00%
Fireworks Display Permit	300	350	300	300	0	0.00%
State Construction Surtax Coll	231,704	233,721	220,000	225,000	5,000	2.27%
Mobile Home State Qtrly Srchrg	90	242	0	0	0	0.00%
<b>LICENSES &amp; PERMITS</b>	<b>4,515,193</b>	<b>4,710,510</b>	<b>4,725,350</b>	<b>4,240,573</b>	<b>(484,777)</b>	<b>-10.26%</b>
Circuit Court Fines	211,984	206,063	205,000	205,000	0	0.00%
State Court Facility & Security	123,865	120,858	125,000	125,000	0	0.00%
Local Fines	35,015	68,038	48,100	45,100	(3,000)	-6.24%
Court Fines	221,267	212,254	233,400	221,400	(12,000)	-5.14%
Collection Agency Receipts	182,216	138,598	140,000	135,000	(5,000)	-3.57%
Drivers License Suspension	10,355	8,823	10,000	9,000	(1,000)	-10.00%
Criminal Fine & Assessment	259,203	255,279	338,157	334,157	(4,000)	-1.18%

## Appendix

ALL FUNDS RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Fines From Other Courts	48,765	31,967	37,000	32,000	(5,000)	-13.51%
County Infractions Forfeitures	35,000	40,000	30,000	0	(30,000)	-100.00%
Forfeitures Other	178,356	86,961	94,852	8,000	(86,852)	-91.57%
Foreclosure Penalty	61,369	64,785	59,000	65,000	6,000	10.17%
Late Filing Penalties	26,409	16,870	30,000	35,000	5,000	16.67%
<b>FINES, FORFEITURES, PENALTIES</b>	<b>1,393,804</b>	<b>1,250,496</b>	<b>1,350,509</b>	<b>1,214,657</b>	<b>(135,852)</b>	<b>-10.06%</b>
Sale Of Capital Assets	352,519	189,939	379,500	335,000	(44,500)	-11.73%
Land Sales	279,126	2,700,551	204,709	254,709	50,000	24.42%
Recycled Materials	411,040	422,881	300,000	300,000	0	0.00%
Scrap Metal Sales	370,529	367,281	310,150	494,008	183,858	59.28%
Timber Sales	638	0	76,083	0	(76,083)	-100.00%
Royalties	36,677	33,873	34,000	34,000	0	0.00%
Map Sales	2,773	1,160	0	0	0	0.00%
Commemorative Art Sales	0	234	0	0	0	0.00%
Covered Bridge Memorabilia	0	720	0	0	0	0.00%
Miscellaneous Sales	189,729	135,448	212,058	55,608	(156,450)	-73.78%
Bond Sales	0	0	0	5,000,000	5,000,000	100.00%
Season Passes	219,442	317,605	185,750	190,000	4,250	2.29%
Admissions	680,657	681,280	637,000	320,000	(317,000)	-49.76%
Concessions	143,160	118,648	125,000	66,500	(58,500)	-46.80%
Fair Food Booths	136,152	147,858	148,000	0	(148,000)	-100.00%
Catering	105,431	102,590	110,285	108,285	(2,000)	-1.81%
Amusements	78,805	85,605	0	0	0	0.00%
Fair Concert Tickets	108,142	122,019	112,000	0	(112,000)	-100.00%
Fair Concert Merchdse Comm	2,349	3,343	3,000	0	(3,000)	-100.00%
Fair Carnival Receipts	407,074	400,171	400,000	0	(400,000)	-100.00%
Attraction Commission	2,400	1,800	1,600	0	(1,600)	-100.00%
Fair Entry Fees	5,399	5,114	3,300	0	(3,300)	-100.00%
Real Property	15,600	695,861	101,741	92,000	(9,741)	-9.57%
Parking	673,206	610,720	503,208	563,000	59,792	11.88%
Equipment Rental	157,184	141,849	94,500	154,000	59,500	62.96%
Moorage	178,297	183,592	180,000	177,500	(2,500)	-1.39%
Picnic Reservations	53,170	55,574	55,000	55,000	0	0.00%
Camp Lane Reservations	70,191	59,808	50,000	60,000	10,000	20.00%
Camping	926,344	1,053,974	996,489	1,130,989	134,500	13.50%
Misc. Camping Revenue	66,496	44,977	60,000	50,000	(10,000)	-16.67%
Rent - Other Properties	574,212	630,108	482,859	608,585	125,726	26.04%
Fair Booth Space Rental	103,290	99,270	101,500	0	(101,500)	-100.00%
Convention Center Rental	583,106	662,115	450,000	577,000	127,000	28.22%
Livestock Arena/Stalls Rental	30,990	34,555	13,000	23,000	10,000	76.92%
Wheeler Pavilion Rental	15,960	28,396	17,000	17,000	0	0.00%
Auditorium Rental	26,859	46,614	29,000	29,000	0	0.00%
Expo Halls Rental	56,469	55,150	44,000	64,000	20,000	45.45%
Parking Lot Rental	51,550	59,095	48,000	48,000	0	0.00%
Miscellaneous Rent	119,747	118,372	100,328	110,000	9,672	9.64%
<b>PROPERTY AND RENTALS</b>	<b>7,234,711</b>	<b>10,418,148</b>	<b>6,569,060</b>	<b>10,917,184</b>	<b>4,348,124</b>	<b>66.19%</b>
National Forest Timber Sales	7,967,682	7,328,422	6,989,277	5,315,250	(1,674,027)	-23.95%
Willamette National Forest	0	0	0	750	750	100.00%
Umpqua National Forest	0	35,760	0	0	0	0.00%
Civil Defense Grants	171,144	151,500	170,700	167,144	(3,556)	-2.08%

## Appendix

ALL FUNDS RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Corp Of Engineers	41,515	38,845	42,354	42,354	0	0.00%
Department Of Energy	574,878	771,939	735,303	747,929	12,626	1.72%
FEMA	403,216	682,898	1,299,756	0	(1,299,756)	-100.00%
Health & Human Services	6,372,630	6,163,040	6,744,594	7,008,818	264,224	3.92%
DMAP Open Card	1,537,070	1,743,027	1,226,135	1,310,928	84,793	6.92%
Medicaid Wrap	18,090,878	24,740,243	23,365,414	24,402,507	1,037,093	4.44%
Title XIX Babies First	413,575	157,265	1,562,240	1,802,843	240,603	15.40%
Child Support Enforcement	1,618,356	1,600,810	1,562,809	1,542,115	(20,694)	-1.32%
FPEP Expansion Project	7,955	12,604	8,914	32,914	24,000	269.24%
Title IV-E	105,250	62,997	60,000	60,000	0	0.00%
Justice Department	66,443	15,875	0	0	0	0.00%
SAMHSA	245,589	519,410	807,794	510,899	(296,895)	-36.75%
Housing & Comm Development	2,080,278	2,240,776	2,865,794	3,346,371	480,577	16.77%
HUD SB Rcpt Grnt	4,200	0	0	0	0	0.00%
O & C Timber Sales	4,485,864	3,546,128	3,480,619	3,306,588	(174,031)	-5.00%
Flood Control Leases	3,128	0	750	0	(750)	-100.00%
Bureau of Land Management	268,838	212,064	250,610	252,851	2,241	0.89%
Taylor Grazing Act	59	11	0	0	0	0.00%
Department Of Justice	214,716	308,364	514,459	467,759	(46,700)	-9.08%
US Marshall	758,972	0	0	0	0	0.00%
Bureau of Prisons	836,551	755,782	869,000	769,000	(100,000)	-11.51%
Federal Highway Admin	193,993	3,067	1,797,092	1,325,000	(472,092)	-26.27%
Federal Title III Projects	779,329	895,551	859,980	816,981	(42,999)	-5.00%
Miscellaneous Federal	1,629,654	1,317,629	1,491,249	1,715,016	223,767	15.01%
Federal Title II Reimbursements	149,233	113,971	106,600	106,600	0	0.00%
Federal Title III Reimbursements	169,633	272,467	959,660	887,000	(72,660)	-7.57%
Reimbursements	26,743	1,919	500	500	0	0.00%
<b>FEDERAL REVENUES</b>	<b>49,217,374</b>	<b>53,692,364</b>	<b>57,771,603</b>	<b>55,938,117</b>	<b>(1,833,486)</b>	<b>-3.17%</b>
Bio-Terrorism	154,474	163,911	371,358	159,088	(212,270)	-57.16%
Title V Flexible Funds	96,277	96,247	138,155	138,155	0	0.00%
Juvenile Justice Del. Prev.	7,457	0	0	0	0	0.00%
Mosquito Surveillance	21,399	7,076	6,000	5,000	(1,000)	-16.67%
ODOT Funds Exchange	932,244	683,946	980,961	958,339	(22,622)	-2.31%
ODOT	447,268	3,215,652	1,717,999	3,638,416	1,920,417	111.78%
Community Services Block Grant	509,425	476,589	615,792	710,861	95,069	15.44%
Cacoon OR Health Sciences	52,736	70,165	67,423	42,189	(25,234)	-37.43%
Dept Of State Police	377	36,622	41,760	0	(41,760)	-100.00%
Family Planning	63,133	19,007	41,735	86,867	45,132	108.14%
HIV Block Grant Prevent-Federal	109,855	112,957	110,564	110,564	0	0.00%
DHS Immunization	78,100	77,947	79,056	78,100	(956)	-1.21%
Mental Health Division	20,574,946	21,003,854	22,769,953	22,688,111	(81,842)	-0.36%
Child & Adolescent Health	65,489	54,140	24,228	24,228	0	0.00%
WIC Program	1,357,248	1,365,119	1,350,085	1,335,035	(15,050)	-1.11%
Title XIX	552,831	393,819	519,822	547,000	27,178	5.23%
Oregon Mothers Care	25,994	18,081	19,189	19,189	0	0.00%
Coordinated Care Org-CCO	11,598,396	13,606,239	10,301,297	8,211,655	(2,089,642)	-20.29%
Miscellaneous State	3,367,574	3,854,449	4,696,693	4,409,438	(287,255)	-6.12%
Prior Year Revenues	174,241	201,591	0	0	0	0.00%
Managed Care/Carve Out	27,496	0	0	0	0	0.00%
Homeless Shelters	1,990,480	3,277,190	3,736,916	3,071,482	(665,434)	-17.81%
Childrens Services Division	295,802	280,541	355,666	357,356	1,690	0.48%

## Appendix

ALL FUNDS RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
H I V Community Outreach	86,103	316,366	563,095	514,945	(48,150)	-8.55%
OHD State Support	438,203	436,844	816,976	873,985	57,009	6.98%
Immune Action & Babies 1st	41,348	41,194	41,268	41,268	0	0.00%
Perinatal	12,913	24,188	12,913	12,913	0	0.00%
School Based Clinic	498,129	536,399	130,000	123,000	(7,000)	-5.38%
TB Case Management	16,128	10,274	0	16,128	16,128	100.00%
Tobacco Prevention	214,134	213,158	214,134	266,566	52,432	24.49%
Accident Prevention	24,218	25,086	20,000	23,000	3,000	15.00%
Community Corrections	12,707,900	12,709,673	12,822,007	13,364,309	542,302	4.23%
M57 Supp Transition Funds	497,238	497,238	672,205	683,092	10,887	1.62%
Justice Reinvestment	2,781,010	2,846,160	2,526,611	2,100,772	(425,839)	-16.85%
Release Subsidy Funds	34,730	34,730	37,072	37,072	0	0.00%
Victim - Witness Program	205,921	205,921	206,000	205,921	(79)	-0.04%
Witness	0	30	0	0	0	0.00%
Healthy Start	684,796	758,711	697,058	732,587	35,529	5.10%
Youth Involvement	2,085	0	0	0	0	0.00%
Campground Grant	53,384	0	0	0	0	0.00%
Dept of Transportation	15,972	15,972	16,000	15,972	(28)	-0.18%
Veterans Affairs	249,437	257,246	274,085	274,085	0	0.00%
Local Staff	396,547	389,130	423,964	366,291	(57,673)	-13.60%
Miscellaneous State Revenue	3,143,629	4,028,839	3,978,226	3,628,163	(350,063)	-8.80%
Prior Year Revenues	0	57,915	0	0	0	0.00%
<b>STATE GRANT REVENUES</b>	<b>64,607,067</b>	<b>72,420,214</b>	<b>71,396,266</b>	<b>69,871,142</b>	<b>(1,525,124)</b>	<b>-2.14%</b>
Marine Board	480,684	480,727	437,609	467,651	30,042	6.87%
Drinking Water Program	139,794	139,793	139,793	139,794	1	0.00%
Oregon Dept of Transportation	0	5,000,000	0	0	0	0.00%
Timber Sales	1,322,769	2,535,894	1,525,361	1,340,221	(185,140)	-12.14%
Motor Voter Funds	33,347	32,031	32,000	32,000	0	0.00%
Department of Revenue	782,500	1,405,509	1,051,637	1,036,739	(14,898)	-1.42%
DCBS Fee Revenue	74,340	59,665	50,000	40,000	(10,000)	-20.00%
DCBS Misc Revenue	215	200	200	200	0	0.00%
Video Lottery Revenue	1,617,595	1,571,244	1,738,431	1,796,573	58,142	3.34%
Video Lottery Grant	1,699,973	1,751,330	1,703,406	2,885,474	1,182,068	69.39%
Liquor Tax - Local Programs	323,888	362,859	288,300	288,300	0	0.00%
Liquor Tax	2,023,615	2,135,525	2,228,850	2,228,850	0	0.00%
Highway Funds/Gas Tax	22,093,718	25,563,431	24,024,000	25,439,541	1,415,541	5.89%
OTIA III Maint & Preservation	1,041,179	1,198,279	1,010,000	1,200,000	190,000	18.81%
Court Fees	685,830	684,567	698,116	691,360	(6,756)	-0.97%
Gasoline Tax Refund	71,342	67,837	71,775	70,775	(1,000)	-1.39%
Amusement Device Tax	81,819	82,265	82,500	82,500	0	0.00%
Cigarette Tax	313,636	295,460	304,226	300,000	(4,226)	-1.39%
Marijuana Tax	2,571,164	1,294,177	1,300,000	1,200,000	(100,000)	-7.69%
State ODA Funds	53,167	53,167	53,332	53,332	0	0.00%
Recreational Vehicle Fee	538,748	529,606	443,000	525,000	82,000	18.51%
Trans. Of Prisoners	6,637	6,544	6,000	6,000	0	0.00%
<b>OTHER STATE REVENUES</b>	<b>35,955,961</b>	<b>45,250,109</b>	<b>37,188,536</b>	<b>39,824,310</b>	<b>2,635,774</b>	<b>7.09%</b>
Eugene	1,425,505	1,723,812	2,172,590	2,344,432	171,842	7.91%
Springfield	233,187	254,454	252,658	278,215	25,557	10.12%
Serbu Endowment Fund	168,864	216,248	217,950	217,999	49	0.02%
<b>LOCAL GRANTS</b>	<b>1,827,556</b>	<b>2,194,514</b>	<b>2,643,198</b>	<b>2,840,646</b>	<b>197,448</b>	<b>7.47%</b>

## Appendix

ALL FUNDS RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Eugene	803,036	1,330,724	1,675,815	1,435,479	(240,336)	-14.34%
Community Law Enforcement	1,638,257	1,698,689	1,950,376	1,972,617	22,241	1.14%
Springfield	32,000	7,500	5,000	53,000	48,000	960.00%
Miscellaneous Cities	1,043,487	1,113,997	1,123,711	1,125,568	1,857	0.17%
Counties	275,208	229,350	255,132	67,110	(188,022)	-73.70%
Other Local	1,323,777	1,946,420	2,274,179	936,502	(1,337,677)	-58.82%
Special Elections	645,628	156,401	500,000	50,000	(450,000)	-90.00%
Community Contracts	31,942	24,136	17,000	32,000	15,000	88.24%
INET Drug Court Revenue	95,100	0	0	0	0	0.00%
<b>LOCAL REVENUES</b>	<b>5,888,435</b>	<b>6,507,217</b>	<b>7,801,213</b>	<b>5,672,276</b>	<b>(2,128,937)</b>	<b>-27.29%</b>
Site Reviews	0	0	100	100	0	0.00%
Site Inspections	82,312	81,514	95,033	83,033	(12,000)	-12.63%
Waste System Inspections	381,570	356,688	348,453	323,453	(25,000)	-7.17%
Daycare Inspection Fees	32,994	25,684	35,000	34,010	(990)	-2.83%
School Inspections	36,792	39,984	38,000	41,420	3,420	9.00%
Frat/Sor/Coops	3,528	3,864	6,300	4,600	(1,700)	-26.98%
Food Handlers Fees	1,045,908	1,041,486	990,446	939,960	(50,486)	-5.10%
Clinic Fees	183,056	174,502	251,126	269,102	17,976	7.16%
Plan Contributions	202,334	1,439,901	800,000	800,000	0	0.00%
Birth Certificate Fees	64,269	64,283	60,000	60,000	0	0.00%
Childrens Trust Fund	2,776	2,912	2,500	2,500	0	0.00%
Mental Health Clinic Fees	76,645	94,723	83,500	118,331	34,831	41.71%
Death Certificate Fees	381,155	369,360	250,328	250,328	0	0.00%
Influenza Immunization	18,407	18,192	16,500	16,500	0	0.00%
Immunization Fees	30,081	32,580	20,000	20,000	0	0.00%
Tuberculin Test Fees	4,628	4,783	6,500	4,500	(2,000)	-30.77%
Supervised Parent Visits	11,050	9,528	10,000	10,000	0	0.00%
Parent Education	104,339	108,240	100,000	100,000	0	0.00%
Supervised Probationer Fees	412,248	480,250	475,000	450,000	(25,000)	-5.26%
DOR - Probationer Fees	81,300	161,214	125,000	125,000	0	0.00%
Electronic Supervision Fees	237,365	288,268	250,000	260,000	10,000	4.00%
Fingerprinting Fees	47,392	42,694	40,000	35,000	(5,000)	-12.50%
OLCC Endorsements	4,585	4,320	4,000	4,000	0	0.00%
Vehicle Impound Fees	12,700	20,675	11,000	11,000	0	0.00%
Civil Process	291,019	258,822	275,000	250,000	(25,000)	-9.09%
Firearms Transfer Endorsements	95	25	0	0	0	0.00%
Justice Court Fees	15,210	23,799	15,000	24,000	9,000	60.00%
Witness Fees	584	492	250	50	(200)	-80.00%
Elections Fees	27,454	12,979	5,000	5,000	0	0.00%
Recording Fees	1,695,742	1,519,089	1,582,500	1,630,500	48,000	3.03%
Public Land Corner Preservatn	501,391	449,398	410,000	450,000	40,000	9.76%
Marriage Ceremonies	45,662	44,987	40,000	40,000	0	0.00%
State Processing Fee	30,710	27,467	28,000	28,000	0	0.00%
BOPTA Filing Fee	12,425	10,885	11,000	12,000	1,000	9.09%
Domestic Partner Fees	660	1,000	0	0	0	0.00%
Other Clerk Fees	8,000	1,027	0	0	0	0.00%
Zoning Certification Fee	217,847	197,673	190,065	182,065	(8,000)	-4.21%
Restaurant Plan Reviews	21,492	26,951	30,600	48,925	18,325	59.89%
Technology Assessment	58,784	60,125	60,187	60,187	0	0.00%
LMD Permit Admin Fee	462,749	495,258	462,492	485,000	22,508	4.87%

## Appendix

ALL FUNDS RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Long-Range Planning Surcharge	399,022	428,630	414,447	414,447	0	0.00%
Subdivision Fees	107,700	113,830	115,000	105,000	(10,000)	-8.70%
Boundary Fees	14,279	4,256	6,336	2,336	(4,000)	-63.13%
Rural Addressing Fees	31,060	30,560	26,926	49,926	23,000	85.42%
Plan Check Fees	447,504	623,019	528,800	532,000	3,200	0.61%
Land Vacation Fees	952	16,978	10,000	10,000	0	0.00%
Land Survey Fees	36,438	36,558	30,000	35,000	5,000	16.67%
Partition Plat Check Fees	44,506	37,410	35,000	35,000	0	0.00%
Engineering	132,715	66,170	260,000	75,000	(185,000)	-71.15%
Field Engineering	85,222	48,763	80,000	25,000	(55,000)	-68.75%
Materials Testing	302,038	288,200	250,000	310,000	60,000	24.00%
Surveying	11,164	5,040	0	0	0	0.00%
Striping	77,793	69,714	65,000	70,000	5,000	7.69%
Signage & Graphics	26,317	36,292	12,000	35,000	23,000	191.67%
Electricians	19,027	15,320	10,000	10,000	0	0.00%
Road Maintenance	501,304	316,256	82,000	97,000	15,000	18.29%
Construction Reimbursement	176,480	547,017	0	0	0	0.00%
Maintenance Reimbursement	20,846	2,819	150,233	0	(150,233)	-100.00%
Miscellaneous PW	3,617	4,045	2,000	1,000	(1,000)	-50.00%
Cnst Excise Tax Collection Fee	0	0	8,500	8,500	0	0.00%
Cnst Excise Tax Admin Fee	10,129	7,949	10,000	8,000	(2,000)	-20.00%
Medicare	1,927,942	1,709,986	2,110,548	2,090,138	(20,410)	-0.97%
Trillium/OHP FEES	6,301,437	6,563,562	8,297,230	5,236,033	(3,061,197)	-36.89%
PacificSource/OHP Fees	0	0	40,444	6,762,621	6,722,177	16,620.95%
Other Third Party Fees	501,739	555,390	522,022	680,612	158,590	30.38%
System Development Charge	57,277	46,864	40,000	40,000	0	0.00%
Sports-Recreation Revenue	73,390	46,535	25,000	55,000	30,000	120.00%
Electrical Revenue	92,655	98,305	76,750	94,500	17,750	23.13%
Garbage Fees	7,114,161	7,306,017	7,638,757	7,618,009	(20,748)	-0.27%
Special Waste Fees	373,505	408,017	383,675	383,675	0	0.00%
Industrial Waste Fees	490,819	1,703,155	500,000	500,000	0	0.00%
Other Solid Waste Fees	1,373,596	1,444,003	1,459,262	1,386,262	(73,000)	-5.00%
A&T Application Fee	20,010	15,100	12,000	10,000	(2,000)	-16.67%
Nuisance Abatement	(7,056)	(7,436)	(3,740)	(3,740)	0	0.00%
Community Cleanup	(7,209)	(5,959)	(30,500)	(30,500)	0	0.00%
System Benefit Fee	11,301,135	11,989,876	10,913,520	10,913,520	0	0.00%
Discounts and Rebates	296,449	424,557	569,450	213,800	(355,650)	-62.46%
Miscellaneous Fees/Reimbursement	189,135	181,424	177,944	225,871	47,927	26.93%
Bad Debt Contract Rev	(7,464)	(13,258)	0	0	0	0.00%
Miscellaneous Svc Charges	1,943,464	1,728,380	1,651,401	1,522,268	(129,133)	-7.82%
Advertising	7,820	7,800	5,000	5,000	0	0.00%
Special Projects	1,946,775	3,491,138	3,241,279	3,416,333	175,054	5.40%
Report Fees	18,917	26,738	20,350	25,350	5,000	24.57%
Telephone Calls	94,930	82,972	75,000	75,000	0	0.00%
Laundry Fees	0	0	0	500	500	100.00%
Private Donations	100,530	54,480	7,124	202,329	195,205	2,740.10%
Fair Sponsorship Income	69,834	73,200	70,000	0	(70,000)	-100.00%
Fair Donor Income	1,767	935	800	0	(800)	-100.00%
Contracted Maint Services	31,700	31,700	31,700	34,361	2,661	8.39%
Real Property Services	61,157	46,629	25,000	85,000	60,000	240.00%
Commissary & Vending Sales	84,725	83,064	75,500	75,500	0	0.00%
Discovery - Police Records	355,379	357,282	301,050	303,050	2,000	0.66%

## Appendix

ALL FUNDS RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Refunds & Reimbursements	764,585	522,116	423,255	171,274	(251,981)	-59.53%
Deferred Comp Admin Fee	69,233	0	47,500	10,000	(37,500)	-78.95%
Cash Over & Under	11,803	7,872	500	0	(500)	-100.00%
Legal Services	4,060	165	0	0	0	0.00%
Benefits	50,772,972	25,169,647	27,622,493	28,789,158	1,166,665	4.22%
Benefits HDHP Plan	0	7,194,256	6,341,900	9,002,541	2,660,641	41.95%
Benefits Plus Plan	0	1,865,460	2,095,000	2,904,045	809,045	38.62%
Benefits CoPay Plan	0	18,433,286	18,863,100	17,133,869	(1,729,231)	-9.17%
Employer PERS	12,682,651	13,520,123	18,650,196	19,321,853	671,657	3.60%
Employer OPSRP	0	0	137,972	130,366	(7,606)	-5.51%
Employee PERS	5,484,987	5,933,643	6,651,768	7,076,567	424,799	6.39%
Training Revenues	30,736	26,461	57,000	47,650	(9,350)	-16.40%
Mailroom Services	170,049	170,107	180,000	160,000	(20,000)	-11.11%
Copier Services	263,516	305,985	306,340	230,640	(75,700)	-24.71%
Telephone Services	317,325	325,800	1,609,755	827,370	(782,385)	-48.60%
Fleet Services	0	0	0	19,250	19,250	100.00%
Replacement Prog Equipmt	7,412,462	7,295,567	7,226,604	7,378,496	151,892	2.10%
Non-Replacement Prog Eqmt	453,496	507,386	372,000	449,309	77,309	20.78%
Pool Equipment	103,013	134,235	100,000	120,000	20,000	20.00%
Data Processing Services	9,988,566	9,990,158	10,393,688	10,974,061	580,373	5.58%
Technology Replacement	295,833	684,022	919,035	1,128,101	209,066	22.75%
Miscellaneous Internal Services	371,091	2,366,335	2,879,667	2,890,731	11,064	0.38%
Facilities Services	22,056	21,806	18,288	0	(18,288)	-100.00%
<b>FEES AND CHARGES</b>	<b>133,322,321</b>	<b>143,619,333</b>	<b>152,357,749</b>	<b>159,687,546</b>	<b>7,329,797</b>	<b>4.81%</b>
County Indirect Revenue	15,091,039	15,524,058	16,644,195	17,537,935	893,740	5.37%
Departmental Administration	4,146,410	3,849,206	4,197,996	4,681,274	483,278	11.51%
Admin Charges Clerical	23,958	21,715	21,000	21,000	0	0.00%
Radio-Equipment Replacement	0	0	0	161,000	161,000	100.00%
<b>ADMINISTRATIVE CHARGES</b>	<b>19,261,407</b>	<b>19,394,978</b>	<b>20,863,191</b>	<b>22,401,209</b>	<b>1,538,018</b>	<b>7.37%</b>
Investment Earnings	3,586,442	5,662,998	4,237,820	4,128,169	(109,651)	-2.59%
Interest On Assessments	9,292	5,783	7,500	6,000	(1,500)	-20.00%
Miscellaneous Interest	271	411	100	100	0	0.00%
Int Recd Interfund Loan	3,817	5,725	25,828	0	(25,828)	-100.00%
<b>INTEREST EARNINGS</b>	<b>3,599,823</b>	<b>5,674,917</b>	<b>4,271,248</b>	<b>4,134,269</b>	<b>(136,979)</b>	<b>-3.21%</b>
Fund Balance	243,503,560	268,133,718	309,410,284	268,904,035	(40,506,249)	-13.09%
Non Discretionary	95,035	52,000	240,862	0	(240,862)	-100.00%
<b>RESOURCE CARRYOVER</b>	<b>243,598,595</b>	<b>268,185,718</b>	<b>309,651,146</b>	<b>268,904,035</b>	<b>(40,747,111)</b>	<b>-13.16%</b>
Interfund Loan Received	700,000	640,000	0	0	0	0.00%
Prin Recd Interfund Loan	313,508	333,688	1,001,461	0	(1,001,461)	-100.00%
<b>INTERFUND LOANS</b>	<b>1,013,508</b>	<b>973,688</b>	<b>1,001,461</b>	<b>0</b>	<b>(1,001,461)</b>	<b>-100.00%</b>
Transfer Fr General Fund (100)	11,732,891	12,321,816	19,573,721	4,966,785	(14,606,936)	-74.63%
Transfer Fr General Fund ONGOING	0	0	524,470	12,681,138	12,156,668	2,317.90%
Transfer Fr Spec Rev Funds (200)	4,334,787	3,249,338	1,867,230	16,521,588	14,654,358	784.82%
Transfer Fr Spec Rev Funds ONGOING	0	0	1,580,092	2,384,919	804,827	50.94%
Transfer Fr Capital Fund (400)	800,441	846,155	737,957	640,189	(97,768)	-13.25%
Transfer Fr Capital Fund ONGOING	0	0	447,852	678,439	230,587	51.49%
Transfer Fr Enterprise Fd (500)	110,113	107,513	104,913	107,313	2,400	2.29%



## Appendix

ALL FUNDS RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Transfer Fr Int Svc Fnds (600)	323,122	8,497,145	808,653	412,622	(396,031)	-48.97%
Intrafund Transfer	6,212,243	8,719,643	7,855,226	13,380,721	5,525,495	70.34%
<b>FUND TRANSFERS</b>	<b>23,513,599</b>	<b>33,741,610</b>	<b>33,500,114</b>	<b>51,773,714</b>	<b>18,273,600</b>	<b>54.55%</b>
<b>TOTAL RESOURCES</b>	<b>660,259,477</b>	<b>741,499,325</b>	<b>783,830,630</b>	<b>772,914,183</b>	<b>(10,916,447)</b>	<b>-1.39%</b>

## Appendix

ALL FUNDS REQUIREMENTS DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>REQUIREMENT ACCOUNTS</b>						
Regular Operating Wages	89,547,710	96,869,494	107,990,945	112,903,347	4,912,402	4.55%
Extra Help	2,209,343	2,066,758	2,647,621	2,614,359	(33,262)	-1.26%
Unclassified Temporary	154,061	50,444	1,437,759	1,695,476	257,717	17.92%
Overtime	3,340,469	3,369,968	3,417,630	3,494,370	76,740	2.25%
Reduction Unfunded Vac Liab	1,512,663	1,418,656	1,561,570	1,493,091	(68,479)	-4.39%
Compensatory Time	387,151	454,402	326,421	304,968	(21,453)	-6.57%
Personal Time	284,362	267,333	291,888	325,656	33,768	11.57%
Risk Management Benefits	1,478,786	1,344,122	1,137,874	1,083,004	(54,870)	-4.82%
Social Security Expense	5,867,058	6,264,495	7,279,505	7,598,382	318,877	4.38%
Medicare Insurance Expense	1,396,109	1,493,034	1,702,882	1,775,565	72,683	4.27%
Unemployment Insurance (State)	151,092	161,994	181,678	190,766	9,088	5.00%
Workers Comp	326,268	345,576	352,188	368,361	16,173	4.59%
Disability Insurance - Long-term	482,435	612,970	798,421	834,025	35,604	4.46%
PERS - OPSRP Employer rate	12,682,651	13,534,555	18,922,834	19,328,091	405,257	2.14%
PERS Bond	6,789,721	7,721,052	8,231,414	8,895,286	663,872	8.07%
PERS - 6% Pickup	5,368,138	5,805,576	6,780,785	7,082,202	301,417	4.45%
Optional ER IAP	116,982	111,105	134,252	130,366	(3,886)	-2.89%
Health Insurance	24,686,532	26,094,970	30,121,198	30,664,046	542,848	1.80%
Dental Insurance	1,885,505	2,004,846	2,244,957	2,160,204	(84,753)	-3.78%
EE Assistance Pgm	23,312	24,714	39,118	39,473	355	0.91%
Life Insurance	295,776	159,303	407,032	428,485	21,453	5.27%
Flexible Spending Admin	21,270	22,550	19,798	39,379	19,581	98.90%
Disability Insurance - Short Term	48,989	51,935	58,343	64,898	6,555	11.24%
Deferred Comp Employer Contrib	796,101	854,037	969,944	1,029,258	59,314	6.12%
Retiree Medical	2,721,955	2,942,471	3,326,268	2,889,984	(436,284)	-13.12%
FMLA Administration	38,123	40,444	58,928	40,315	(18,613)	-31.59%
<b>PERSONNEL SERVICES</b>	<b>162,612,561</b>	<b>174,086,805</b>	<b>200,441,253</b>	<b>207,473,357</b>	<b>7,032,104</b>	<b>3.51%</b>
Professional & Consulting	19,537,416	20,071,204	22,500,454	22,539,100	38,646	0.17%
Court Related Personal Service	30,352	36,478	90,400	86,400	(4,000)	-4.42%
Surveyor's Services	30,854	20,727	12,197	17,000	4,803	39.38%
Land Management Services	22,500	22,500	15,000	15,000	0	0.00%
Data Processing Services	307,265	173,176	187,475	208,074	20,599	10.99%
Public Safety Services	268,853	283,158	447,816	474,818	27,002	6.03%
Laundry Services	28	0	0	0	0	0.00%
Banking & Armored Car Svc	277,676	315,524	293,814	303,944	10,130	3.45%
Construction Services	30,225	2,158	2,500	120,000	117,500	4,700.00%
Engineering Services	39,927	4,529	225,000	15,000	(210,000)	-93.33%
Road Work Services	212,110	164,058	303,252	330,000	26,748	8.82%
Event Entertainers	345,006	352,648	380,000	0	(380,000)	-100.00%
Litter Control	3,099	3,451	7,000	5,000	(2,000)	-28.57%
Bridge Work Services	28,965	16,750	80,000	260,000	180,000	225.00%
Relief & Assistance	20,962	17,551	24,201	44,174	19,973	82.53%
Training Services	234,823	200,880	287,956	249,500	(38,456)	-13.35%
On The Job Training	41,906	51,024	54,070	80,000	25,930	47.96%
Life Skills	13	0	0	0	0	0.00%
Support Services	222,452	316,799	359,227	219,144	(140,083)	-39.00%
Subscriptions	5,015	19,224	7,095	14,391	7,296	102.83%
On The Job Training - Services	322,299	343,515	290,500	325,500	35,000	12.05%
Homeowner Assistance	19,815	0	300,000	300,000	0	0.00%
Victim's Services	8,063	4,259	12,000	12,000	0	0.00%

## Appendix

ALL FUNDS REQUIREMENTS DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Spay & Neuter Assistance	0	0	0	11,500	11,500	100.00%
Intergovernmental Agreements	2,421,846	4,565,181	4,285,097	5,165,420	880,323	20.54%
Agency Payments	24,909,045	25,963,363	46,935,799	33,239,091	(13,696,708)	-29.18%
Family Support Services	1,270	933	1,250	1,500	250	20.00%
Client Support Fund	2,618,781	2,518,764	2,941,176	3,259,393	318,217	10.82%
Family Subsidy Payments	128,960	209,734	297,400	201,500	(95,900)	-32.25%
Agency Payments Prior Year	59,919	92,646	475,842	1,200	(474,642)	-99.75%
Release Subsidy - P & P	34,730	34,729	37,072	37,072	0	0.00%
State Payback	947,348	1,109,110	1,097,762	1,220,549	122,787	11.19%
Motor Fuel & Lubricants	1,422,110	1,528,395	1,597,215	1,597,249	34	0.00%
Automotive Equipment Parts	824,088	1,026,470	1,051,814	1,021,280	(30,534)	-2.90%
Tires	164,054	256,765	239,000	295,000	56,000	23.43%
Machinery & Equipment Parts	46,835	49,761	82,200	80,250	(1,950)	-2.37%
Helicopter Expense	17,204	32,576	255,148	50,000	(205,148)	-80.40%
Refuse & Garbage	406,250	403,297	396,074	412,769	16,695	4.22%
Spec Handling & Haz Waste Disp	232,167	223,700	210,750	211,650	900	0.43%
Light, Power & Water	2,734,836	2,796,035	2,924,724	2,984,805	60,081	2.05%
Telephone Services	1,328,885	1,423,577	1,395,450	1,445,917	50,467	3.62%
General Liability	1,341,837	1,191,340	1,384,714	1,379,509	(5,205)	-0.38%
SAIF Assessments	126,795	73,084	136,335	136,335	0	0.00%
ER PERS/OPSRP	12,739,155	13,578,050	18,667,715	19,452,219	784,504	4.20%
PERS 6% IAP	5,496,329	5,936,007	6,651,768	7,076,567	424,799	6.39%
Insurance Premiums	16,060,584	16,880,477	18,842,065	19,262,608	420,543	2.23%
Claims	25,375,783	25,126,623	26,801,389	26,971,426	170,037	0.63%
Vehicle Preventive Maintenance	2,363	2,751	4,450	4,500	50	1.12%
Vehicle Repair	524,647	630,270	648,805	640,938	(7,867)	-1.21%
Maintenance of Equipment	861,160	643,330	858,077	876,508	18,431	2.15%
Maintenance of Structures	448,981	594,525	648,484	651,880	3,396	0.52%
Maintenance of Grounds	276,362	211,882	199,643	177,800	(21,843)	-10.94%
Maintenance Agreements	2,543,838	2,674,034	3,279,695	3,398,517	118,822	3.62%
Operating Licenses & Permits	556,924	654,481	472,775	474,400	1,625	0.34%
Department Materials	3,519	2,415	2,500	3,500	1,000	40.00%
External Equipment Rental	193,155	169,947	195,199	123,058	(72,141)	-36.96%
External Vehicle Rental	4,654	944	600	500	(100)	-16.67%
Real Estate & Space Rentals	1,161,846	1,179,732	1,477,368	1,358,400	(118,968)	-8.05%
Metro Cable Commission	100,863	98,643	102,731	105,813	3,082	3.00%
Fleet Services Rentals	7,488,666	7,397,234	7,220,134	7,492,439	272,305	3.77%
Groundskeeping Services	93,338	61,440	55,600	58,380	2,780	5.00%
Copier Charges	265,085	308,932	313,742	278,309	(35,433)	-11.29%
Mail Room Charges	125,164	131,044	145,460	140,954	(4,506)	-3.10%
Interdept Services Misc	534	187	0	0	0	0.00%
License Replacement	0	0	408,231	420,504	12,273	3.01%
Indirect/Technology Serv	7,373,344	7,747,897	8,762,719	9,706,902	944,183	10.78%
Infrastructure Replacement	0	52,586	314,269	314,927	658	0.21%
County Indirect Charges	15,091,039	15,524,058	16,644,195	17,537,935	893,740	5.37%
Direct/Technology Serv	2,604,105	2,614,340	1,648,430	1,091,499	(556,931)	-33.79%
Dept Support/Direct	1,145,395	3,150,080	3,565,535	3,645,787	80,252	2.25%
PC Replacement Services	291,410	235,849	244,370	463,420	219,050	89.64%
Dept Support/Indirect	3,278,774	2,987,767	3,203,758	3,561,753	357,995	11.17%
Office Supplies & Expense	692,263	671,534	770,136	781,006	10,870	1.41%
Educational Materials	84,213	61,831	111,540	76,200	(35,340)	-31.68%
Professional Licenses	300,871	316,111	322,371	308,348	(14,023)	-4.35%

## Appendix

ALL FUNDS REQUIREMENTS DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Dues & Memberships	0	0	127,244	328,710	201,466	158.33%
Printing & Binding	527,509	647,575	558,904	590,619	31,715	5.67%
Advertising & Publicity	393,355	521,059	655,761	470,107	(185,654)	-28.31%
Microfilm Imaging Services	3,477	4,501	181,080	5,900	(175,180)	-96.74%
Photo/Video Supplies & Svcs	66,499	45,167	42,245	133,495	91,250	216.00%
Postage	383,007	359,815	489,594	489,340	(254)	-0.05%
Radio/Communic Supplies & Svcs	1,201,063	2,266,934	3,378,529	1,304,964	(2,073,565)	-61.37%
DP Supplies And Access	967,055	1,285,119	1,627,394	1,237,461	(389,933)	-23.96%
DP Equipment	30,609	25,178	445,539	236,820	(208,719)	-46.85%
Printer & Copier Expenses	168,316	184,470	189,596	191,496	1,900	1.00%
Small Tools & Equipment	493,301	403,068	699,840	542,016	(157,824)	-22.55%
Small Office Furniture	267,194	374,975	659,056	230,823	(428,233)	-64.98%
Library - Serials & Conts	121,700	162,481	179,710	152,930	(26,780)	-14.90%
Library - Monographs	0	0	40,000	30,000	(10,000)	-25.00%
Institutional Supplies	65,829	60,622	162,883	66,272	(96,611)	-59.31%
Food	245,977	248,300	294,141	266,550	(27,591)	-9.38%
Clothing	46,798	53,727	57,700	63,150	5,450	9.45%
Bedding & Linens	47,062	34,100	55,450	46,500	(8,950)	-16.14%
Kitchen & Dining Supplies	9,370	11,325	15,825	16,025	200	1.26%
Miscellaneous Supplies	10,775	20,699	14,720	6,000	(8,720)	-59.24%
Special Supplies	377,679	356,155	557,645	468,394	(89,251)	-16.00%
Clothing & Personal Supplies	139,043	122,645	165,441	262,109	96,668	58.43%
Search & Rescue Supplies	3,120	15,147	8,400	8,500	100	1.19%
Safety Supplies	136,653	119,215	175,780	148,430	(27,350)	-15.56%
Campsite Supplies	26,026	14,037	21,902	14,634	(7,268)	-33.18%
Janitorial Supplies	264,054	270,780	320,216	267,216	(53,000)	-16.55%
Traffic Supplies	446,598	532,478	650,890	596,890	(54,000)	-8.30%
Road Work Supplies	2,708,067	2,906,542	2,959,500	3,024,600	65,100	2.20%
Agricultural Supplies	38,620	36,693	42,700	40,700	(2,000)	-4.68%
Building Materials Supplies	108,365	93,561	116,488	94,438	(22,050)	-18.93%
Electrical Supplies	88,047	50,507	88,550	86,430	(2,120)	-2.39%
Bridge Work Supplies	119,622	143,537	72,000	112,000	40,000	55.56%
Engineering Supplies	2,826	7,073	7,900	8,100	200	2.53%
Low Voltage System Supplies	0	92	0	5,000	5,000	100.00%
HVAC Supplies	0	3,375	0	20,000	20,000	100.00%
Plumbing/Pipefitting Supplies	0	2,261	0	20,000	20,000	100.00%
Medical Supplies	748,252	631,652	481,150	482,900	1,750	0.36%
Dental Supplies	18,657	12,858	16,000	16,000	0	0.00%
Lab Supplies	68	0	500	16,500	16,000	3,200.00%
340B Medications	392,646	878,417	270,000	270,000	0	0.00%
Stores Inventory	43,247	23,174	37,000	13,500	(23,500)	-63.51%
Business Expense & Travel	253,119	264,981	357,163	427,136	69,973	19.59%
Committee Stipends & Expense	38,492	48,965	73,990	70,765	(3,225)	-4.36%
Awards & Recognition	59,440	71,271	165,273	130,696	(34,577)	-20.92%
Employee Moving Expenses	15,294	2,846	15,000	15,000	0	0.00%
Outside Education & Travel	994,349	1,099,318	1,477,307	1,426,590	(50,717)	-3.43%
County Training Classes	34,314	27,489	67,728	68,515	787	1.16%
Training Services & Materials	261,973	205,460	338,910	297,071	(41,839)	-12.35%
Tuition Reimbursement	32,573	26,071	20,500	20,500	0	0.00%
Miscellaneous Payments	188,352	230,633	3,992,922	1,648,985	(2,343,937)	-58.70%
Reimbursable Expenses	86,074	2,172	5,450	50	(5,400)	-99.08%
Parking	23,080	22,315	34,535	34,843	308	0.89%

## Appendix

ALL FUNDS REQUIREMENTS DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Room Tax	74,784	82,449	72,550	83,300	10,750	14.82%
Account Funding/Contributions	1,790,555	1,939,419	2,172,049	2,290,287	118,238	5.44%
<b>MATERIALS &amp; SERVICES</b>	<b>181,523,830</b>	<b>192,516,779</b>	<b>238,869,183</b>	<b>223,727,288</b>	<b>(15,141,895)</b>	<b>-6.34%</b>
Heavy Equipment	2,003,861	1,460,120	2,900,000	7,177,163	4,277,163	147.49%
Equipment Attachments	95,849	121,080	5,000	0	(5,000)	-100.00%
Vehicles	343,674	1,789,841	2,752,359	2,938,750	186,391	6.77%
Reproducing & Duplicating	0	45,550	9,330	0	(9,330)	-100.00%
Office Machines	7,875	8,134	404,000	200,000	(204,000)	-50.50%
Law Enforcement Equipment	308,721	27,074	282,341	0	(282,341)	-100.00%
Communications Equipment	6,973	15,481	3,254,204	865,000	(2,389,204)	-73.42%
Data Processing Equipment	447,038	803,865	1,201,354	1,131,481	(69,873)	-5.82%
Institutional Furn & Equipment	0	59,545	0	0	0	0.00%
Machinery & Equipment	235,505	149,808	96,540	480,000	383,460	397.20%
Scientific & Laboratory	70,875	139,335	55,236	35,000	(20,236)	-36.64%
<b>CAPITAL OUTLAY</b>	<b>3,520,373</b>	<b>4,619,833</b>	<b>10,960,364</b>	<b>12,827,394</b>	<b>1,867,030</b>	<b>17.03%</b>
Professional Services	192,263	312,026	1,375	105,000	103,625	7,536.36%
Architectural Services	0	83,124	395,000	800,000	405,000	102.53%
Construction Management	0	0	140,977	0	(140,977)	-100.00%
Engineering Services	11,212	72,778	250,000	3,190,000	2,940,000	1,176.00%
Other Professional Services	796,333	775,645	879,791	1,130,000	250,209	28.44%
Land Acquisition	130,650	5,531,295	1,689,796	0	(1,689,796)	-100.00%
Land Improvements	0	0	200,000	0	(200,000)	-100.00%
Acquisition & Construction	0	7,127	4,499,673	0	(4,499,673)	-100.00%
Testing & Inspection	0	82	179,000	75,000	(104,000)	-58.10%
Improvements	2,405,039	2,528,264	15,203,414	26,019,682	10,816,268	71.14%
Maintenance Shops	582,465	295,247	1,463,630	1,423,630	(40,000)	-2.73%
Safety Improvements	0	0	50,000	0	(50,000)	-100.00%
Miscellaneous	118,182	1,329	20,146	0	(20,146)	-100.00%
Other Prof Svcs-Infrastructure	0	0	115,000	0	(115,000)	-100.00%
Bridge Engineering Svcs	68,209	280,764	480,000	650,000	170,000	35.42%
Permits & System Development	0	0	200,000	150,000	(50,000)	-25.00%
Paving	3,470,814	3,668,591	5,074,010	3,550,324	(1,523,686)	-30.03%
Bridges & Structures	880,025	576,336	1,757,360	1,710,000	(47,360)	-2.69%
Rights of Way	3,846	36,487	20,000	559,755	539,755	2,698.78%
Infrastructure Safety Imp.	240,848	475,312	607,092	1,866,511	1,259,419	207.45%
General Construction	217,549	131,824	5,699,671	5,861,157	161,486	2.83%
Storm Drains	0	0	30,000	0	(30,000)	-100.00%
General and Miscellaneous	0	0	440,000	0	(440,000)	-100.00%
County/City Road Partnership	0	0	0	2,015,000	2,015,000	100.00%
Miscellaneous	0	0	30,000	30,000	0	0.00%
<b>CAPITAL PROJECTS</b>	<b>9,117,435</b>	<b>14,776,229</b>	<b>39,425,935</b>	<b>49,136,059</b>	<b>9,710,124</b>	<b>24.63%</b>
Mortgage Principal Pymt	0	0	0	85,402	85,402	100.00%
Mortgage Interest Pymt	0	0	0	136,343	136,343	100.00%
Bond Principal Retirement	3,878,055	4,000,369	4,383,282	10,460,002	6,076,720	138.63%
Bond Interest Retirement	6,890,582	7,127,140	7,148,905	4,022,269	(3,126,636)	-43.74%
Int Paid Interfund Loan	3,817	5,725	25,828	0	(25,828)	-100.00%
<b>DEBT SERVICE</b>	<b>10,772,454</b>	<b>11,133,234</b>	<b>11,558,015</b>	<b>14,704,016</b>	<b>3,146,001</b>	<b>27.22%</b>
Transfer To General Fund (100)	1,329,456	1,523,023	2,064,803	212,622	(1,852,181)	-89.70%

## Appendix

ALL FUNDS REQUIREMENTS DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Transfer To General Fund ONGOING	0	0	204,155	2,270,209	2,066,054	1,012.00%
Transfer To Special Rev Fd (200)	13,268,806	12,510,993	2,467,453	9,989,870	7,522,417	304.87%
Transfer To Special Rev Fd ONGOING	0	0	12,029,388	13,474,287	1,444,899	12.01%
Transfer To Debt Svc Fd (300)	2,209,971	2,220,806	2,267,497	2,269,484	1,987	0.09%
Transfer To Capital Fund (400)	0	0	5,650,543	9,966,521	4,315,978	76.38%
Transfer To Enterprise Fd (500)	0	0	0	10,000	10,000	100.00%
Transfer To Int Svc Fnds (600)	493,122	8,767,145	961,049	200,000	(761,049)	-79.19%
Intrafund Transfer	6,212,243	8,719,643	7,855,226	13,380,912	5,525,686	70.34%
Interfund Loan Granted	700,000	640,000	0	0	0	0.00%
Prin Paid Interfund Loan	313,508	333,688	1,001,461	0	(1,001,461)	-100.00%
<b>FUND TRANSFERS</b>	<b>24,527,106</b>	<b>34,715,298</b>	<b>34,501,575</b>	<b>51,773,905</b>	<b>17,272,330</b>	<b>50.06%</b>
Operational Contingency	0	0	40,811,202	33,903,581	(6,907,621)	-16.93%
Operational Reserves	0	0	87,735,659	74,441,776	(13,293,883)	-15.15%
Catastrophic Reserves	0	0	5,122,000	5,367,227	245,227	4.79%
Service Stabilization	0	0	3,413,790	7,515,832	4,102,042	120.16%
Reserves - Closure/Post Closure	0	0	15,243,482	15,509,119	265,637	1.74%
Reserves - Future Projects	0	0	85,120,266	67,485,369	(17,634,897)	-20.72%
Reserve for Comp Benefits	0	0	2,178,000	3,231,794	1,053,794	48.38%
Bonded Indebtedness Reserve	0	0	8,449,906	5,817,466	(2,632,440)	-31.15%
<b>TOTAL RESERVES &amp; CONTINGENCIES</b>	<b>0</b>	<b>0</b>	<b>248,074,305</b>	<b>213,272,164</b>	<b>(34,802,141)</b>	<b>-14.03%</b>
<b>TOTAL REQUIREMENTS</b>	<b>392,073,759</b>	<b>431,848,178</b>	<b>783,830,630</b>	<b>772,914,183</b>	<b>(10,916,447)</b>	<b>-1.39%</b>

## Appendix

Below is the chart detailing Lane County's spending on many of our major state-shared services and the source of funding for those functions. This chart is being produced in compliance with the revised language of ORS 294.444.

<b>District Attorney</b>	<b>FY 17-18 Actual</b>	<b>FY 18-19 Actual</b>	<b>FY 19-20 Adopted</b>	<b>FY 20-21 Adopted</b>
Revenues:				
General Resources	6,838,597	6,967,448	7,852,226	8,272,132
State Grants	2,962,890	3,229,516	2,755,138	2,736,592
Other Resources	493,678	447,751	572,111	581,717
<i>Requirements**</i>	10,295,165	10,644,715	11,179,475	11,590,441
<b>Community Corrections*</b>	<b>FY 17-18 Actual</b>	<b>FY 18-19 Actual</b>	<b>FY 19-20 Adopted</b>	<b>FY 20-21 Adopted</b>
Revenues:				
General Resources	10,608,881	10,616,063	9,914,988	9,319,669
State Grants	15,874,395	15,003,522	16,971,484	18,551,488
Other Resources	14,311,165	16,651,381	20,778,372	21,501,962
<i>Requirements**</i>	40,794,441	42,270,966	47,664,844	49,373,119
<b>Juvenile Corrections &amp; Probation</b>	<b>FY 17-18 Actual</b>	<b>FY 18-19 Actual</b>	<b>FY 19-20 Adopted</b>	<b>FY 20-21 Adopted</b>
Revenues:				
General Resources	6,682,196	6,457,386	7,552,777	7,528,077
Video Lottery	154,000	158,000	162,740	167,622
State Grants	1,667,732	1,555,284	1,624,028	1,647,233
Federal Grants	439,121	286,036	419,000	419,000
Other Resources	3,056,631	2,712,005	8,136,568	8,467,782
<i>Requirements**</i>	11,999,680	11,168,711	17,895,113	18,229,714
<b>Roads</b>	<b>FY 17-18 Actual</b>	<b>FY 18-19 Actual</b>	<b>FY 19-20 Adopted</b>	<b>FY 20-21 Adopted</b>
Revenues:				
State Grants	23,447,907	29,275,381	29,171,331	29,873,970
Federal Grants	7,210,934	6,697,662	4,102,391	7,485,426
Other Resources	(1,547,115)	(4,207,833)	12,174,374	14,270,996
<i>Requirements**</i>	29,111,726	31,765,210	45,448,096	51,630,392
<b>Veterans Services</b>	<b>FY 17-18 Actual</b>	<b>FY 18-19 Actual</b>	<b>FY 19-20 Adopted</b>	<b>FY 20-21 Adopted</b>
Revenues:				
General Resources	341,400	374,101	450,201	376,477
State Grants	249,437	257,246	252,546	274,085
Other Resources	30,334	69,361	177,762	200,470
<i>Requirements**</i>	621,171	700,708	880,509	851,032
<b>Mental Health &amp; Chemical Dependency</b>	<b>FY 17-18 Actual</b>	<b>FY 18-19 Actual</b>	<b>FY 19-20 Adopted</b>	<b>FY 20-21 Adopted</b>
Revenues:				
General Resources	98,304	106,098	116,143	119,406
State Grants	12,554,205	12,615,256	12,257,002	12,301,256
Federal Grants	6,069,307	10,649,851	8,566,981	10,251,379
Other Resources	9,994,194	7,810,861	36,109,556	30,735,182
<i>Requirements**</i>	28,716,010	31,182,066	57,049,682	53,407,223

## Appendix

<b>Public Health</b>	<b>FY 17-18 Actual</b>	<b>FY 18-19 Actual</b>	<b>FY 19-20 Adopted</b>	<b>FY 20-21 Adopted</b>
Revenues:				
General Resources	2,112,934	2,240,955	2,517,544	2,628,148
State Grants	5,889,828	6,913,169	6,132,297	6,598,749
Federal Grants	1,398,621	2,190,544	1,763,025	2,059,552
Other Resources	4,643,800	4,174,712	8,119,676	9,168,977
<i>Requirements**</i>	14,045,183	15,519,380	18,532,542	20,455,426
<b>Assessment &amp; Taxation</b>	<b>FY 17-18 Actual</b>	<b>FY 18-19 Actual</b>	<b>FY 19-20 Adopted</b>	<b>FY 20-21 Adopted</b>
Revenues:				
General Resources	3,935,147	3,503,187	4,050,027	4,314,799
State Grants	782,500	1,405,509	1,167,886	1,036,739
Other Resources	1,464,983	1,552,605	1,860,939	1,898,365
<i>Requirements**</i>	6,182,630	6,461,301	7,078,852	7,249,903
<b>Economic Development</b>	<b>FY 17-18 Actual</b>	<b>FY 18-19 Actual</b>	<b>FY 19-20 Adopted</b>	<b>FY 20-21 Adopted</b>
Revenues:				
General Resources	-	-	-	-
Video Lottery	1,704,113	1,756,309	1,618,958	2,790,930
State Grants	-	-	-	-
Federal Grants	-	-	-	-
Other Resources	-	-	-	-
<i>Requirements**</i>	1,704,113	1,756,309	1,618,958	2,790,930

\*Community Corrections includes Jail and Parole & Probation

\*\*Reserves have been removed from total requirements



## Appendix

Job Class #	Position Title	Salary Range	
		Minimum	Maximum
A032	Accountant	\$ 52,982.18	\$ 73,422.96
A033	Accounting Analyst	\$ 48,024.29	\$ 66,511.33
A020	Accounting Clerk 1	\$ 32,331.31	\$ 44,789.06
A020B	Accounting Clerk 1-Bil	\$ 33,969.94	\$ 47,099.94
A021	Accounting Clerk 2	\$ 36,595.94	\$ 50,692.30
A021B	Accounting Clerk 2-Bil	\$ 38,444.64	\$ 53,276.29
A022	Accounting Clerk, Sr	\$ 41,406.77	\$ 57,372.85
A022B	Accounting Clerk, Sr-Bil	\$ 43,507.57	\$ 60,271.95
C006	Administrative Analyst	\$ 44,599.98	\$ 61,805.54
C007	Administrative Analyst, Sr	\$ 51,721.70	\$ 71,616.27
C004	Administrative Assistant	\$ 42,457.17	\$ 58,738.37
A009	Administrative Secretary	\$ 41,406.77	\$ 57,372.85
N7011	Administrative Support Assist	\$ 38,486.66	\$ 56,574.54
N7010	Administrative Support Spec	\$ 41,364.75	\$ 60,818.16
N7001	Administrative Support Supv	\$ 47,856.22	\$ 70,376.80
N7012	Administrative Support Tech	\$ 35,965.70	\$ 52,877.14
F041	Animal Behavior & Train Coord	\$ 37,541.30	\$ 51,931.78
F044	Animal Services License Writer	\$ 30,776.72	\$ 42,625.23
F011	Animal Welfare Officer	\$ 41,406.77	\$ 57,372.85
F012	Animal Welfare Officer, Sr	\$ 45,734.42	\$ 63,339.12
H032	Applications System Architect	\$ 73,086.83	\$ 101,279.57
V020	Assessment & Taxation Director	\$ 120,703.74	\$ 120,703.74
A036	Assessment & Taxation Spec	\$ 41,406.77	\$ 57,372.85
N4603	Assist County Counsel 1	\$ 66,809.60	\$ 98,217.60
N4602	Assist County Counsel 2	\$ 79,476.80	\$ 116,875.20
N4601	Assist County Counsel 3	\$ 95,264.00	\$ 140,088.00
N4604	Assist County Counsel, Sr	\$ 108,638.40	\$ 159,785.60
N2010	Assist Department Director	\$ 99,893.04	\$ 146,950.96
N2011	Assist Department Director	\$ 99,893.04	\$ 146,950.96
N2012	Assist Department Director	\$ 96,531.76	\$ 141,972.06
N2013	Assist Department Director	\$ 93,254.51	\$ 137,161.23
B055	Assist Veterans Services Coord	\$ 41,406.77	\$ 57,372.85
J056	Building Safety Specialist 1	\$ 48,024.29	\$ 66,511.33
J057	Building Safety Specialist 2	\$ 57,141.76	\$ 79,074.11
J058	Building Safety Specialist, Sr	\$ 59,935.82	\$ 83,044.62
L008	Cartographer/GIS Specialist	\$ 48,024.29	\$ 66,511.33
L007	Cartographer/GIS Technician	\$ 43,507.57	\$ 60,271.95
A035	Cashier	\$ 26,575.12	\$ 36,721.98
B051	Certified Medication Aide	\$ 36,732.80	\$ 50,980.80
A003	Clerical Assistant	\$ 26,575.12	\$ 36,721.98
N4800	Clinical Pharmacist	\$ 97,687.20	\$ 143,631.70
F017	Communications Officer	\$ 50,419.20	\$ 67,496.00
F018	Communications Specialist	\$ 55,536.00	\$ 71,614.40

## Appendix

Job Class #	Position Title	Salary Range	
		Minimum	Maximum
B075	Community Health Analyst 1	\$ 49,200.74	\$ 68,170.96
B076	Community Health Analyst 2	\$ 55,671.20	\$ 77,141.38
B076B	Community Health Analyst 2-Bil	\$ 58,528.29	\$ 81,048.86
B077	Community Health Analyst, Sr	\$ 61,490.42	\$ 85,145.42
B077B	Community Health Analyst, Sr-B	\$ 64,599.60	\$ 89,431.06
B067	Community Health Nurse 1	\$ 58,718.40	\$ 81,473.60
B067B	Community Health Nurse 1-Bil	\$ 61,672.00	\$ 85,571.20
B022	Community Health Nurse 2	\$ 68,078.40	\$ 94,432.00
B022B	Community Health Nurse 2-Bil	\$ 71,531.20	\$ 99,195.20
B001	Community Service Worker 1	\$ 35,755.62	\$ 49,515.86
B001B	Community Service Worker 1-Bil	\$ 37,541.30	\$ 51,931.78
B002	Community Service Worker 2	\$ 39,411.01	\$ 54,599.79
B002B	Community Service Worker 2-Bil	\$ 41,406.77	\$ 57,372.85
J036	Compliance Officer	\$ 49,200.74	\$ 68,170.96
J054	Compliance Specialist	\$ 42,457.17	\$ 58,738.37
F021	Cook - Corrections	\$ 34,819.20	\$ 46,633.60
K010	Cook - Juvenile	\$ 26,575.12	\$ 36,721.98
F028	Cook, Lead-Corrections	\$ 45,614.40	\$ 61,110.40
K011	Cook, Lead-Juvenile	\$ 38,444.64	\$ 53,276.29
F037	Correctional Services Tech	\$ 41,406.77	\$ 57,372.85
F037B	Correctional Services Tech-Bil	\$ 43,507.57	\$ 60,271.95
B024	Corrections Health Nurse	\$ 68,078.40	\$ 94,432.00
V001	County Administrator	\$ 142,875.20	\$ 214,344.00
V024	County Commissioner	\$ 87,869.19	\$ 87,869.19
V008	County Counsel	\$ 121,492.80	\$ 178,630.40
D001	Custodian	\$ 27,205.36	\$ 37,751.38
D006	Custodian-Detention	\$ 30,776.72	\$ 42,625.23
A001	Data Entry Operator	\$ 33,171.63	\$ 45,902.48
H033	Data System Architect	\$ 73,086.83	\$ 101,279.57
H030	Database Administrator	\$ 59,935.82	\$ 83,044.62
H024	Database Administrator, Sr	\$ 67,834.83	\$ 93,947.78
B066	Dental Assistant	\$ 38,625.60	\$ 53,518.40
N2001	Department Director	\$ 106,489.55	\$ 156,614.64
N2003	Department Director	\$ 103,422.38	\$ 152,055.90
N2004	Department Director	\$ 99,893.04	\$ 146,950.96
N2005	Department Director	\$ 96,531.76	\$ 141,972.06
N4615	Deputy District Attorney 1	\$ 67,059.20	\$ 95,305.60
N4614	Deputy District Attorney 2	\$ 79,705.60	\$ 113,380.80
N4613	Deputy District Attorney 3	\$ 95,513.60	\$ 135,865.60
F002	Deputy Sheriff	\$ 57,948.80	\$ 73,403.20
B073	Developmental Dis Abuse Invtgr	\$ 50,461.22	\$ 69,893.62
B015	Developmental Dis Spec	\$ 45,734.42	\$ 63,339.12

## Appendix

Job Class #	Position Title	Salary Range	
		Minimum	Maximum
B015B	Developmental Dis Spec - Bil	\$ 48,024.29	\$ 66,511.33
V021	District Attorney	\$ 46,542.80	\$ 46,542.80
A017	Document Resource Ctr Spec	\$ 33,171.63	\$ 45,902.48
A024	Document Resource Ctr Spec, Sr	\$ 37,541.30	\$ 51,931.78
J055	Electrical Inspector	\$ 59,935.82	\$ 83,044.62
I008	Electrician - Public Works	\$ 47,819.20	\$ 61,630.40
M003	Employment Specialist 1	\$ 40,377.38	\$ 55,965.31
M003B	Employment Specialist 1-Bil	\$ 42,457.17	\$ 58,738.37
M004	Employment Specialist 2	\$ 44,599.98	\$ 61,805.54
M004B	Employment Specialist 2-Bil	\$ 46,868.85	\$ 64,977.74
N4302	Engineering Analyst	\$ 76,606.40	\$ 99,798.40
N4303	Engineering Analyst	\$ 76,606.40	\$ 99,798.40
N4304	Engineering Analyst	\$ 70,158.40	\$ 91,374.40
N4305	Engineering Analyst	\$ 61,443.20	\$ 80,059.20
N4306	Engineering Analyst	\$ 53,872.00	\$ 70,158.40
B028B	Environ Health Spec 1-Bil	\$ 45,734.42	\$ 63,339.12
B028	Environmental Health Spec 1	\$ 43,507.57	\$ 60,271.95
B029	Environmental Health Spec 2	\$ 49,200.74	\$ 68,170.96
B029B	Environmental Health Spec2-Bil	\$ 51,721.70	\$ 71,616.27
B069	Exp Pract Dental Hygienist, Sr	\$ 75,150.40	\$ 104,228.80
B061	Expand Pract Dental Hygienist	\$ 69,784.00	\$ 96,720.00
D017	Facilities Electrician	\$ 54,326.69	\$ 75,166.62
F035	Facility Security Officer	\$ 43,430.40	\$ 58,219.20
B017	Family Mediator	\$ 66,217.22	\$ 91,699.92
C053	Figure Skating Specialist	\$ 41,406.77	\$ 57,372.85
C039	Fleet Svcs Purchasing Spec	\$ 42,203.20	\$ 54,412.80
C044	Fleet Svcs Purchasing Spec, Sr	\$ 47,819.20	\$ 61,630.40
I001	General Laborer	\$ 26,353.60	\$ 34,008.00
H026	Info Services Project Manager	\$ 69,557.49	\$ 96,321.68
H027	Info Services Project Mgr, Sr	\$ 73,086.83	\$ 101,279.57
H028	Info Technology Specialist 1	\$ 46,868.85	\$ 64,977.74
H029	Info Technology Specialist 2	\$ 59,935.82	\$ 83,044.62
C009	Internal Auditor	\$ 72,363.20	\$ 106,371.20
N4504	Internal Medicine Physician	\$ 156,728.00	\$ 222,705.60
N4620	Investigator	\$ 52,183.87	\$ 76,742.22
N4621	Investigator	\$ 52,183.87	\$ 76,742.22
A018	Justice Court Clerk	\$ 35,755.62	\$ 49,515.86
A019	Justice Court Clerk, Sr	\$ 42,457.17	\$ 58,738.37
V023	Justice of the Peace	\$ 48,559.31	\$ 48,559.31
B071N	Juv Just System Nurse (Ret)	\$ 68,078.40	\$ 94,432.00
K001	Juvenile Counselor 1	\$ 46,868.85	\$ 64,977.74
K001B	Juvenile Counselor 1-Bil	\$ 49,200.74	\$ 68,170.96

## Appendix

Job Class #	Position Title	Salary Range	
		Minimum	Maximum
K002	Juvenile Counselor 2	\$ 50,461.22	\$ 69,893.62
K002B	Juvenile Counselor 2-Bil	\$ 52,982.18	\$ 73,422.96
K003	Juvenile Counselor, Sr	\$ 58,528.29	\$ 81,048.86
K004	Juvenile Group Worker	\$ 45,718.40	\$ 63,336.00
K005	Juvenile Group Worker, Sr	\$ 50,481.60	\$ 69,929.60
K014B	Juvenile Justice Spec-Bil	\$ 42,457.17	\$ 58,738.37
K014	Juvenile Justice Specialist	\$ 40,377.38	\$ 55,965.31
B071	Juvenile Justice System Nurse	\$ 68,078.40	\$ 94,432.00
F038	Kennel Attendant	\$ 26,575.12	\$ 36,721.98
J024	Land Management Technician	\$ 42,457.17	\$ 58,738.37
J024B	Land Management Technician-Bil	\$ 44,599.98	\$ 61,805.54
D012	Landscape Technician	\$ 40,377.38	\$ 55,965.31
C055	Lane Events Ctr Events Coord	\$ 37,541.30	\$ 51,931.78
D014	Lane Events Ctr Maint Spec	\$ 42,457.17	\$ 58,738.37
D013	Lane Events Ctr Maint Worker	\$ 31,554.02	\$ 43,759.66
C057	Lane Events Ctr Marketing Asst	\$ 40,377.38	\$ 55,965.31
C054	Lane Events Ctr Sports Coord	\$ 42,457.17	\$ 58,738.37
L005	Laundry Specialist	\$ 33,092.80	\$ 44,345.60
A014	Legal Secretary 1	\$ 35,755.62	\$ 49,515.86
A014B	Legal Secretary 1-Bil	\$ 37,541.30	\$ 51,931.78
A015	Legal Secretary 2	\$ 39,411.01	\$ 54,599.79
N7021	Legal Secretary, Co Counsel	\$ 35,965.70	\$ 52,877.14
N7020	Legal Secretary, Sr-Co Counsel	\$ 41,364.75	\$ 60,818.16
B021	Licensed Practical Nurse	\$ 47,008.00	\$ 65,166.40
B021B	Licensed Practical Nurse-Bil	\$ 49,337.60	\$ 68,515.20
A002	Mail Clerk	\$ 33,171.63	\$ 45,902.48
D003	Maintenance Specialist 1	\$ 32,331.31	\$ 44,789.06
D004	Maintenance Specialist 2	\$ 39,411.01	\$ 54,599.79
D011	Maintenance Specialist 3	\$ 45,734.42	\$ 63,339.12
N4331	Maintenance Specialist, Lead	\$ 58,988.80	\$ 76,606.40
N4332	Maintenance Specialist, Lead	\$ 53,872.00	\$ 70,158.40
N4320	Maintenance Supervisor	\$ 70,158.40	\$ 91,374.40
N4321	Maintenance Supervisor	\$ 67,142.40	\$ 87,443.20
N6001	Maintenance/Trades Supv	\$ 55,776.24	\$ 82,036.24
N6003	Maintenance/Trades Supv	\$ 47,856.22	\$ 70,376.80
N4102	Management Analyst	\$ 55,776.24	\$ 82,036.24
N4100	Management Analyst, Sr	\$ 61,511.42	\$ 90,502.46
N4101	Management Analyst, Sr	\$ 58,675.34	\$ 86,279.86
N2030	Manager	\$ 88,821.82	\$ 130,669.76
N2031	Manager	\$ 84,578.21	\$ 124,388.37
N2032	Manager	\$ 80,565.68	\$ 118,485.12
N2034	Manager	\$ 73,086.83	\$ 107,434.91
N2035	Manager	\$ 80,565.68	\$ 118,485.12

## Appendix

Job Class #	Position Title	Salary Range	
		Minimum	Maximum
N2036	Manager	\$ 76,742.22	\$ 112,833.97
N2040	Manager	\$ 157,307.90	\$ 231,319.09
N2041	Manager	\$ 169,270.40	\$ 248,976.00
N2042	Manager	\$ 128,337.87	\$ 188,777.89
N2020	Manager, Sr	\$ 88,821.82	\$ 130,669.76
N2021	Manager, Sr	\$ 88,821.82	\$ 130,669.76
N2022	Manager, Sr	\$ 84,578.21	\$ 124,388.37
N2023	Manager, Sr	\$ 84,578.21	\$ 124,388.37
N2024	Manager, Sr	\$ 80,565.68	\$ 118,485.12
N2025	Manager, Sr	\$ 76,742.22	\$ 112,833.97
I010	Mechanic 1	\$ 39,187.20	\$ 50,544.00
I011	Mechanic 2	\$ 45,448.00	\$ 58,614.40
I012	Mechanic, Sr	\$ 47,819.20	\$ 61,630.40
B065	Medical Assistant 1	\$ 36,150.40	\$ 49,836.80
B065B	Medical Assistant 1-Bil	\$ 37,980.80	\$ 52,603.20
B060	Medical Assistant 2	\$ 38,958.40	\$ 53,955.20
B060B	Medical Assistant 2-Bil	\$ 40,913.60	\$ 56,742.40
B005	Medical Lab Technologist	\$ 43,507.57	\$ 60,271.95
N4630	Medical-Legal Death Investigat	\$ 44,263.86	\$ 65,082.78
B011	Mental Health Associate	\$ 43,507.57	\$ 60,271.95
B011B	Mental Health Associate-Bil	\$ 45,734.42	\$ 63,339.12
B025	Mental Health Nurse	\$ 64,792.00	\$ 89,856.00
B068	Mental Health Specialist 1	\$ 49,200.74	\$ 68,170.96
B068B	Mental Health Specialist 1-Bil	\$ 51,721.70	\$ 71,616.27
B012	Mental Health Specialist 2	\$ 51,721.70	\$ 71,616.27
B012B	Mental Health Specialist 2-Bil	\$ 54,326.69	\$ 75,166.62
B013	Mental Health Specialist, Sr	\$ 57,141.76	\$ 79,074.11
B070	MHO Care Coord Specialist	\$ 52,982.18	\$ 73,422.96
F004	Motor Carrier Enforce Officer	\$ 43,430.40	\$ 58,219.20
N4501	Naturopathic Physician	\$ 118,726.40	\$ 168,688.00
H025	Network Administrator, Sr	\$ 67,834.83	\$ 93,947.78
B023	Nurse Practitioner	\$ 91,540.80	\$ 126,880.00
B023B	Nurse Practitioner-Bil	\$ 96,200.00	\$ 133,432.00
B049	Nurse Practitioner-Corrections	\$ 91,540.80	\$ 126,880.00
B072	Nurse Practitioner-Mental Hlth	\$ 93,870.40	\$ 130,083.20
B072B	Nurse Practitioner-MH Bil	\$ 89,336.00	\$ 123,864.00
B044	Nutritionist/Dietitian, WIC	\$ 46,868.85	\$ 64,977.74
A004	Office Assistant 1	\$ 30,062.45	\$ 41,616.85
A004B	Office Assistant 1-Bil	\$ 31,554.02	\$ 43,759.66
A005	Office Assistant 2	\$ 33,969.94	\$ 47,099.94
A005B	Office Assistant 2-Bil	\$ 35,755.62	\$ 49,515.86
A006	Office Assistant, Sr	\$ 37,541.30	\$ 51,931.78
A006B	Office Assistant, Sr-Bil	\$ 39,411.01	\$ 54,599.79

## Appendix

Job Class #	Position Title	Salary Range	
		Minimum	Maximum
N7014	Office Support Assistant	\$ 30,335.55	\$ 44,578.98
D015	Operations Events Worker	\$ 28,549.87	\$ 39,579.07
D016	Operations Events Worker, Sr	\$ 34,831.26	\$ 48,213.36
A028	Paralegal	\$ 43,507.57	\$ 60,271.95
N7030	Paralegal-Co Counsel	\$ 38,486.66	\$ 56,574.54
I006	Park Maintenance 1	\$ 33,009.60	\$ 42,577.60
I028	Park Maintenance 2	\$ 40,185.60	\$ 51,750.40
I007	Park Maintenance, Sr	\$ 44,345.60	\$ 57,179.20
F022	Parole/Probation Officer 1	\$ 51,313.60	\$ 67,392.00
F023	Parole/Probation Officer 2	\$ 56,638.40	\$ 74,380.80
B079	Patient Care Coordinator	\$ 48,193.60	\$ 66,851.20
B079B	Patient Care Coordinator-Bil	\$ 50,606.40	\$ 70,200.00
A034	Payroll Specialist	\$ 44,599.98	\$ 61,805.54
A037	Payroll Specialist, Sr	\$ 49,200.74	\$ 68,170.96
B080	Peer Support Specialist	\$ 30,776.72	\$ 42,625.23
N4502	Physician	\$ 151,174.40	\$ 214,822.40
B078	Physician Assistant	\$ 89,336.00	\$ 123,864.00
B078B	Physician Assistant - Bil	\$ 93,870.40	\$ 130,083.20
J025	Planner	\$ 49,200.74	\$ 68,170.96
J026	Planner, Associate	\$ 54,326.69	\$ 75,166.62
J027	Planner, Sr	\$ 59,935.82	\$ 83,044.62
J033	Plans Examiner 1	\$ 40,377.38	\$ 55,965.31
J034	Plans Examiner 2	\$ 49,200.74	\$ 68,170.96
J035	Plans Examiner, Sr	\$ 59,935.82	\$ 83,044.62
N4000	Professional/Technical Supv	\$ 69,473.46	\$ 102,140.90
N4001	Professional/Technical Supv	\$ 69,473.46	\$ 102,140.90
N4002	Professional/Technical Supv	\$ 65,145.81	\$ 95,817.49
N4003	Professional/Technical Supv	\$ 65,145.81	\$ 95,817.49
N4004	Professional/Technical Supv	\$ 61,511.42	\$ 90,502.46
N4005	Professional/Technical Supv	\$ 61,511.42	\$ 90,502.46
N4006	Professional/Technical Supv	\$ 58,675.34	\$ 86,279.86
N4007	Professional/Technical Supv	\$ 55,776.24	\$ 82,036.24
N4008	Professional/Technical Supv	\$ 55,776.24	\$ 82,036.24
N4009	Professional/Technical Supv	\$ 69,473.46	\$ 102,140.90
N3001	Program Manager	\$ 76,742.22	\$ 112,833.97
N3002	Program Manager	\$ 73,086.83	\$ 107,434.91
N3003	Program Manager	\$ 80,565.68	\$ 118,485.12
N3005	Program Manager	\$ 122,707.73	\$ 180,416.70
N3005P	Program Manager	\$ 156,353.60	\$ 229,944.00
B006	Program Services Coord 1	\$ 45,734.42	\$ 63,339.12
B006B	Program Services Coord 1-Bil	\$ 48,024.29	\$ 66,511.33
B064	Program Services Coord 2	\$ 52,982.18	\$ 73,422.96
B064B	Program Services Coord 2-Bil	\$ 55,671.20	\$ 77,141.38

## Appendix

Job Class #	Position Title	Salary Range	
		Minimum	Maximum
B007	Program Services Coord, Sr	\$ 59,935.82	\$ 83,044.62
N3033	Program Specialist	\$ 41,364.75	\$ 60,818.16
N3031	Program Specialist, Sr	\$ 44,263.86	\$ 65,082.78
N3032	Program Specialist, Sr	\$ 44,263.86	\$ 65,082.78
N3012	Program Supervisor	\$ 65,145.81	\$ 95,817.49
N3013	Program Supervisor	\$ 65,145.81	\$ 95,817.49
N3014	Program Supervisor	\$ 61,511.42	\$ 90,502.46
N3015	Program Supervisor	\$ 58,675.34	\$ 86,279.86
N3016	Program Supervisor	\$ 55,776.24	\$ 82,036.24
N3017	Program Supervisor	\$ 55,776.24	\$ 82,036.24
B007B	Program Svcs Coord, Sr - Bil	\$ 63,002.99	\$ 87,204.21
H006	Programmer Analyst 1	\$ 44,599.98	\$ 61,805.54
H007	Programmer Analyst 2	\$ 61,490.42	\$ 85,145.42
H008	Programmer and Syst Analyst, Sr	\$ 67,834.83	\$ 93,947.78
L011	Property Appraiser 1	\$ 40,377.38	\$ 55,965.31
L012	Property Appraiser 2	\$ 44,599.98	\$ 61,805.54
L013	Property Appraiser 3	\$ 50,461.22	\$ 69,893.62
L014	Property Appraiser 4	\$ 55,671.20	\$ 77,141.38
L010	Property Appraiser Trainee	\$ 33,969.94	\$ 47,099.94
L017	Property Management Officer 1	\$ 42,457.17	\$ 58,738.37
L018	Property Management Officer 2	\$ 52,982.18	\$ 73,422.96
N4610	Prosecutor, Sr	\$ 105,705.60	\$ 150,300.80
N4611	Prosecutor, Sr	\$ 105,705.60	\$ 150,300.80
N4500	Psychiatrist	\$ 183,497.60	\$ 260,728.00
N4503	Psychiatrist	\$ 192,649.60	\$ 273,728.00
B045	Public Health Educator	\$ 45,734.42	\$ 63,339.12
B045B	Public Health Educator-Bil	\$ 48,024.29	\$ 66,511.33
V022	Public Safety Director	\$ 150,990.23	\$ 150,990.23
F029	Public Safety Support Spec	\$ 47,860.80	\$ 64,126.40
N5020	Public Safety Support Supv	\$ 55,776.24	\$ 82,036.24
N4109	Public Works Analyst	\$ 76,606.40	\$ 99,798.40
N4110	Public Works Analyst	\$ 70,158.40	\$ 91,374.40
N4111	Public Works Analyst	\$ 61,443.20	\$ 80,059.20
N4112	Public Works Analyst	\$ 53,872.00	\$ 70,158.40
N4113	Public Works Analyst	\$ 45,177.60	\$ 58,988.80
C052	Quality Assurance & SafetySpec	\$ 50,169.60	\$ 64,688.00
F030	Records Officer 1	\$ 38,376.00	\$ 51,480.00
F031	Records Officer 2	\$ 41,329.60	\$ 55,369.60
F032	Records Specialist	\$ 49,108.80	\$ 65,873.60
I002	Road Maint Worker/Trainee	\$ 33,820.80	\$ 43,596.80
I003	Road Maintenance Operator	\$ 41,225.60	\$ 53,081.60
I035	Road Maintenance Specialist	\$ 47,819.20	\$ 61,630.40
I004	Road Maintenance Sr Operator	\$ 45,448.00	\$ 58,614.40

## Appendix

Job Class #	Position Title	Salary Range	
		Minimum	Maximum
L016	Sales Data Analyst	\$ 51,721.70	\$ 71,616.27
L025	Sales Data Analyst, Sr	\$ 55,671.20	\$ 77,141.38
A007	Secretary 1	\$ 33,171.63	\$ 45,902.48
A008	Secretary 2	\$ 36,595.94	\$ 50,692.30
F043	Security Guard	\$ 30,776.72	\$ 42,625.23
N5010	Sergeant	\$ 61,511.42	\$ 90,502.46
I031	Shop Utility Worker	\$ 32,177.60	\$ 41,496.00
H021	SO Communication Network Coord	\$ 54,267.20	\$ 72,675.20
F027	SO Fleet Services Coordinator	\$ 54,267.20	\$ 72,675.20
I033	Solid Waste Operator	\$ 41,225.60	\$ 53,081.60
I034	Solid Waste Sr Operator	\$ 45,448.00	\$ 58,614.40
I032	Solid Waste Worker/Trainee	\$ 33,820.80	\$ 43,596.80
J041	Special Waste Specialist	\$ 49,200.74	\$ 68,170.96
I025	Special Waste Technician	\$ 43,507.57	\$ 60,271.95
C030	Stores Clerk	\$ 33,969.94	\$ 47,099.94
C031	Stores Clerk, Sr	\$ 40,377.38	\$ 55,965.31
H023	System Administrator, Sr	\$ 67,834.83	\$ 93,947.78
H011	System Programmer, Lead	\$ 66,217.22	\$ 91,699.92
N4700	System Programmer, Lead (NRP)	\$ 61,511.42	\$ 90,502.46
H031	System/Network Architect	\$ 73,086.83	\$ 101,279.57
N4310	Technical Specialist	\$ 53,872.00	\$ 70,158.40
N4311	Technical Specialist	\$ 49,337.60	\$ 64,272.00
N4312	Technical Specialist	\$ 45,177.60	\$ 58,988.80
N4313	Technical Specialist	\$ 41,371.20	\$ 53,872.00
H034	TS Business Analyst	\$ 67,834.83	\$ 93,947.78
F042	Veterinary Technician	\$ 40,377.38	\$ 55,965.31
B009	Victim Advocate	\$ 40,377.38	\$ 55,965.31
B009B	Victim Advocate-Bil	\$ 42,457.17	\$ 58,738.37
F026	Volunteer & Com Outreach Coord	\$ 45,734.42	\$ 63,339.12
I023	Waste Mgmt Fee Collector	\$ 31,554.02	\$ 43,759.66
I024	Waste Mgmt Fee Collector, Sr	\$ 41,406.77	\$ 57,372.85
B081	WIC Certifier	\$ 39,411.01	\$ 54,599.79
B081B	WIC Certifier-Bil	\$ 41,406.77	\$ 57,372.85
K013	Youth Advocacy Coordinator	\$ 46,868.85	\$ 64,977.74
K013B	Youth Advocacy Coordinator-Bil	\$ 49,200.74	\$ 68,170.96



# Appendix

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## NOTICE OF LANE COUNTY BUDGET COMMITTEE MEETING

A public meeting of the Budget Committee of Lane County, Oregon to discuss the budget for the fiscal year July 1, 2020 to June 30, 2021, will be held remotely due to the COVID-19 pandemic. The meeting will take place on Tuesday, May 5, 2020, at 5:30 pm. The Public Hearing portion of the meeting is scheduled to begin at approximately 7 pm. *To sign up to speak at the public hearing during the May 5, 2020 meeting, please click [here](#) to register.* Written public comment may also be sent to the committee at: [LCGABUPL@lanecountyor.gov](mailto:LCGABUPL@lanecountyor.gov)

The purpose of the meeting is to receive the budget message and to receive comment from the public on the budget. A copy of the budget document may be inspected or obtained on or after April 28, 2020, at the Office of County Administration, 125 E. 8th Avenue, Eugene, Oregon, between the hours of 8:00 am-5:00 pm Monday-Friday. It will also be available on-line at [www.lanecounty.org/budget](http://www.lanecounty.org/budget) on the date above.

This is a public meeting where deliberation of the Budget Committee will take place. Any person may appear at the meeting remotely by signing up through the link above and discuss the proposed programs with the Budget Committee.

In addition to this first meeting, the Budget Committee is also scheduled to meet on the following dates at the indicated times, with all meetings scheduled to be held remotely.

Thursday, May 7 (worksession) – 1:30-4:50 p.m.

Tuesday, May 12 (worksession) – 2:30-5:00 p.m.

Wednesday, May 13 (worksession) - 1:30-5:00 pm

Thursday, May 14 (worksession) – 2:00-5:00 p.m.

Thursday, May 21 (public comment, deliberation/approval) –5:30 pm *To sign up to speak at the public comment portion of the May 21, 2020 meeting, please click [here](#) to register.* Written public comment may also be sent to the committee at: [LCGABUPL@lanecountyor.gov](mailto:LCGABUPL@lanecountyor.gov)

All meetings are telecast on Metro TV, Comcast Cable channel 21. Meetings can also be viewed via webcast over the Internet at [www.lanecounty.org/webcasts](http://www.lanecounty.org/webcasts). Call County Administration at 682-4203 with questions.

This notice was first published on the County's website at: [www.lanecounty.org/budget](http://www.lanecounty.org/budget) on April 24, 2020.

# Appendix

**FORM LB-1**
**NOTICE OF BUDGET HEARING**

A public meeting of the Lane County Board of Commissioners will be held on Tuesday, June 9, 2020 at 1:30 p.m. During the COVID-19 global pandemic, the public hearing will be hosted via webinar. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2020 as approved by the Lane County Budget Committee. Please find the information on how to register to testify at this public hearing and a copy of the budget that may be inspected or obtained to view on-line at: [www.lanecounty.org](http://www.lanecounty.org) on the Board of Commissioners' Agenda page under the June 9, 2020 Agenda heading. The link for registration to the public hearing will be available on June 4<sup>th</sup>, 2020. All meetings are telecast on Metro TV, Comcast Cable channel 21. A copy of the budget may be inspected or obtained at [www.lanecounty.org/budget](http://www.lanecounty.org/budget). This budget is for an annual budget period. This budget was prepared on a basis of accounting that is the same the preceding year.

Contact: Christine Moody, Budget & Financial Planning Manager Telephone: 541-682-4203 Email: Christine.Moody@co.lane.or.us

<b>FINANCIAL SUMMARY - RESOURCES</b>			
<b>TOTAL OF ALL FUNDS</b>	Actual Amount 2018-2019	Adopted Budget This Year 2019-2020	Approved Budget Next Year 2020-2021
Beginning Fund Balance/Net Working Capital	268,185,717.88	263,518,923.00	265,456,641.00
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	66,054,046.7	59,077,992.0	67,199,729.0
Federal, State & all Other Grants, Gifts, Allocations & Donations	180,064,417.75	163,239,598.00	171,135,947.00
Revenue from Bonds and Other Debt	979,413.21	1,027,289.00	0.00
Interfund Transfers / Internal Service Reimbursements	138,361,386.34	144,602,406.00	169,097,862.00
All Other Resources Except Current Year Property Taxes	29,587,259.35	23,876,528.00	28,967,510.00
Current Year Property Taxes Estimated to be Received	58,267,083.60	61,213,565.00	64,041,985.00
<b>Total Resources</b>	<b>741,499,325</b>	<b>716,556,301</b>	<b>765,899,674</b>

<b>FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION</b>			
Personnel Services	174,086,805	197,363,936	206,410,856
Materials and Services	192,516,779	213,763,478	222,545,676
Capital Outlay	19,396,062	38,050,340	59,774,823
Debt Service	11,133,234	11,558,015	14,704,016
Interfund Transfers	34,715,298	28,249,929	51,218,427
Contingencies	0	37,764,699	33,703,581
Special Payments	0	0	0
Unappropriated Ending Balance and Reserved for Future Expenditure	0	189,805,904	177,542,295
<b>Total Requirements</b>	<b>431,848,178</b>	<b>716,556,301</b>	<b>765,899,674</b>

<b>FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM *</b>			
Name of Organizational Unit or Program FTE for that unit or program			
Assessment & Taxation	6,190,666	6,688,011	6,857,370
FTE	49.00	49.00	50.00
County Administration	32,371,418	35,282,361	51,893,981
FTE	138.74	140.25	146.00
County Counsel	1,698,481	1,936,999	1,937,073
FTE	11.00	11.00	11.00
District Attorney	10,644,715	11,111,090	11,541,127
FTE	72.00	73.00	72.00
Emergency Management	335,179	553,905	480,688
FTE	1.00	2.50	2.50
Health & Human Services	112,475,924	130,464,900	137,880,533
FTE	658.74	661.24	701.83
Human Resources	2,392,487	2,908,405	3,236,328
FTE	18.50	20.50	22.50
Public Works	73,970,539	92,658,296	105,798,310
FTE	345.13	346.90	350.90
Public Safety (Sheriff's Office)	56,280,221	66,404,066	63,875,689
FTE	300.75	301.75	304.75
Technology Services	14,454,760	15,408,379	15,787,971
FTE	66.25	66.25	69.25
Not Allocated to Organizational Unit or Program	121,033,787.00	353,139,889.00	366,610,604.00
FTE	0	0	0
<b>Total Requirements</b>	<b>431,848,178</b>	<b>716,556,301</b>	<b>765,899,674</b>
<b>Total FTE</b>	<b>1,661.11</b>	<b>1,672.39</b>	<b>1,730.73</b>

**STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING \***

Activities and services remain relatively stable in the majority of funds/services although the County is seeing revenue declines resulting from the COVID-19 pandemic and the Budget Committee reduced the Proposed Budget by ~\$8.2 million due to those shortfalls. Additional reductions are anticipated. Funding for a future Low-Barrier Shelter and additional positions related to rapid rehousing are part of the FY 20-21 budget although match funding from local partners is needed to move forward. General Fund reserve meets the 20% minimum policy amount and all other reserves were adjusted based upon external actuary recommendations or internal analysis. Secure Rural Schools legislation will result in a payment to the General and Road Funds.

<b>PROPERTY TAX LEVIES</b>			
	Rate or Amount Imposed 2018-2019	Rate or Amount Imposed This Year 2019-2020	Rate or Amount Approved Next Year 2020-2021
Permanent Rate Levy (rate limit \$1.2793 per \$1,000)	\$1.2793	\$1.2793	\$1.2793
Local Option Levy (voter approved rate of \$0.55 per \$1,000)	\$0.515	\$0.55	\$0.55
Location Option Levy (voter approved rate of \$0.015 per \$1,000)	\$0.015	\$0.015	\$0.015

<b>STATEMENT OF INDEBTEDNESS</b>		
LONG TERM DEBT	Estimated Debt Outstanding on July 1.	Estimated Debt Authorized, But Not Incurred on July 1
General Obligation Bonds	\$0	\$0
Other Bonds	\$65,949,999	\$0
Other Borrowings	\$0	\$0
<b>Total</b>	<b>\$65,949,999</b>	<b>\$0</b>

# Appendix

**Clear This Page**

## Notice of Property Tax and Certification of Intent to Impose a Tax, Fee, Assessment, or Charge on Property

# FORM LB-50 2020-2021

To assessor of LANE County

\* Be sure to read instructions in the current Notice of Property Tax Levy Forms and Instructions booklet.

Check here if this is an amended form.

The LANE COUNTY has the responsibility and authority to place the following property tax, fee, charge, or assessment

on the tax roll of LANE County. The property tax, fee, charge, or assessment is categorized as stated by this form.

125 E. 8th Avenue Eugene OR 97401 07/15/2020  
Mailing address of district City State ZIP code Date submitted

Christine Moody Budget & Financial Plng Mgr 541-682-3766 Christine.Moody@lanecounty  
Contact person Title Daytime telephone number Contact person e-mail address

**CERTIFICATION**—You **must** check one box if you are subject to Local Budget Law.

- The tax rate or levy amounts certified in Part I are within the tax rate or levy amounts approved by the budget committee.  
 The tax rate or levy amounts certified in Part I were changed by the governing body and republished as required in ORS 294.456.

**PART I: TAXES TO BE IMPOSED**

	Subject to General Government Limits	
	Rate —or— Dollar Amount	
1. Rate per \$1,000 or total dollar amount levied (within permanent rate limit) ... 1	1.2793	
2. Local option operating tax ..... 2	0.565	Excluded from Measure 5 Limits
3. Local option capital project tax ..... 3	0	
4. City of Portland Levy for pension and disability obligations ..... 4	n/a	Dollar Amount of Bond Levy
5a. Levy for bonded indebtedness from bonds approved by voters <b>prior</b> to October 6, 2001 ..... 5a		
5b. Levy for bonded indebtedness from bonds approved by voters <b>after</b> October 6, 2001 ..... 5b		
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b) ..... 5c		

**PART II: RATE LIMIT CERTIFICATION**

6. Permanent rate limit in dollars and cents per \$1,000 ..... 6	1.2793
7. Election date when your new district received voter approval for your permanent rate limit ..... 7	
8. <b>Estimated</b> permanent rate limit for newly <b>merged/consolidated</b> district ..... 8	

**PART III: SCHEDULE OF LOCAL OPTION TAXES**— Enter all local option taxes on this schedule. If there are more than two taxes, attach a sheet showing the information for each.

Purpose (operating, capital project, or mixed)	Date voters approved local option ballot measure	First tax year levied	Final tax year to be levied	Tax amount —or— rate authorized per year by voters
Operating	May 16, 2017	2018-2019	2022-2023	0.55
Operating	May 17, 2016	2016-2017	2020-2021	0.015

**PART IV: SPECIAL ASSESSMENTS, FEES, AND CHARGES\***

Description	ORS Authority**	Subject to General Government Limitation	Excluded from Measure 5 Limitation
1			
2			

\*If fees, charges, or assessments will be imposed on specific property within your district, you must attach a complete listing of properties, by assessor's account number, to which fees, charges, or assessments will be imposed. Show the fees, charges, or assessments uniformly imposed on the properties. If these amounts are not uniform, show the amount imposed on each property.

\*\* The ORS authority for putting these assessments on the roll must be completed if you have an entry in Part IV.

# Appendix

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BEFORE THE BOARD OF COMMISSIONERS OF LANE COUNTY, OREGON

ORDER & RESOLUTION            ) IN THE MATTER OF ADOPTING THE  
NO. 20-06-16- 02                ) 2020-2021 LANE COUNTY BUDGET, MAKING  
  ) APPROPRIATIONS AND IMPOSING &  
  ) CATEGORIZING TAXES

WHEREAS, the Lane County Budget Committee reviewed and approved the FY 2020-2021 budget for Lane County on May 21, 2020; and

**WHEREAS**, after due notice, a public hearing on the FY 2020-2021 Approved Budget was held at 1:30 p.m. in Harris Hall, Public Service Building, on June 9, 2020; and

WHEREAS, the Board having fully considered the Lane County Budget Committee's recommendations and additional changes submitted by departments as well as the matters discussed at the public hearing; and

WHEREAS, the recommended adjustments to the Approved FY 2020-2021 Budget described in Attachment B to the Agenda Memorandum are hereby approved by the Board for incorporation into this Resolution; and

WHEREAS, the Board believes that the FY 2020-2021 budget reflects the best available policy and program choices to achieve the greatest public good and the least private injury; now therefore the Board of County Commissioners of Lane County **ORDERS AND RESOLVES**:

- 1.) That the Board of Commissioners of Lane County hereby adopts the budget for fiscal year 2020-2021 in the total amount of \$772,914,183; and
- 2.) That the amounts shown below, including the full time equivalent (FTE) positions, are hereby appropriated and authorized for the fiscal year beginning July 1, 2020, as follows:

## Appendix

### **General Fund 124**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Assessment & Taxation	6,857,370	50.00
County Administration	14,717,464	85.00
County Counsel	1,937,073	11.00
District Attorney	11,525,374	72.00
Emergency Management	480,688	2.50
Human Resources	3,236,328	22.50
Public Safety (Sheriff's Office)	34,223,821	182.60
Public Works	478,126	1.00
Not Allocated to Organizational Unit:		
Materials & Services	2,456,359	
Transfers Out	17,974,901	
Contingency	770,000	
<b>Total Fund</b>	<b>94,657,504</b>	<b>426.60</b>

### **PARKS & OPEN SPACES FUND 216**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Public Works	4,456,292	18.80
Not Allocated to Organizational Unit:		
Transfers Out	69,675	
Contingency	197,345	
<b>Total Fund</b>	<b>4,723,312</b>	<b>18.80</b>

### **LAW LIBRARY FUND 222**

	<u>Appropriation</u>	<u>Authorized FTE</u>
County Administration	297,315	1.00
Not Allocated to Organizational Unit:		
Contingency	11,524	
<b>Total Fund</b>	<b>308,839</b>	<b>1.00</b>

### **GENERAL ROAD FUND 225**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Public Works	51,715,219	164.50
Not Allocated to Organizational Unit:		
Transfers Out	3,968,023	
Contingency	4,841,083	
<b>Total Fund</b>	<b>60,524,325</b>	<b>164.50</b>

## Appendix

### **LIQUOR LAW ENFORCEMENT FUND 231**

	<u>Appropriation</u>	<u>Authorized FTE</u>
District Attorney	15,186	0.00
Not Allocated to Organizational Unit: Contingency	49,314	
<b>Total Fund</b>	<b>64,500</b>	<b>0.00</b>

### **PUBLIC LAND CORNER PRESERVATION FUND 240**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Public Works	419,947	2.00
Not Allocated to Organizational Unit: Contingency	100,000	
<b>Total Fund</b>	<b>519,947</b>	<b>2.00</b>

### **COUNTY SCHOOL FUND 241**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Not Allocated to Organizational Unit: Materials & Services	1,577,574	0.00
<b>Total Fund</b>	<b>1,577,574</b>	<b>0.00</b>

### **EXTENSION SERVICE FUND 242**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Not Allocated to Organizational Unit: Materials & Services	536,370	0.00
<b>Total Fund</b>	<b>536,370</b>	<b>0.00</b>

### **COUNTY CLERK FUND 244**

	<u>Appropriation</u>	<u>Authorized FTE</u>
County Administration	74,005	0.00
Not Allocated to Organizational Unit: Transfers Out	113,463	
Contingency	37,140	
<b>Total Fund</b>	<b>224,608</b>	<b>0.00</b>

## Appendix

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### **TITLE III PROJECTS FUND 250**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Not Allocated to Organizational Unit:		
Materials & Services	963,439	0.00
<b>Total Fund</b>	<b>963,439</b>	<b>0.00</b>

### **SPECIAL REVENUE FUND 260**

	<u>Appropriation</u>	<u>Authorized FTE</u>
County Administration	12,874,713	60.00
District Attorney	567	0.00
Public Safety (Sheriff's Office)	7,610,939	23.90
Public Works	347,668	0.50
Not Allocated to Organizational Unit:		
Materials & Services	6,744,421	
Capital	50,000	
Transfers Out	2,754,458	
Contingency	2,197,195	
<b>Total Fund</b>	<b>32,579,961</b>	<b>84.40</b>

### **INDUSTRIAL REVOLVING FUND 275**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Not Allocated to Organizational Unit:		
Contingency	0	
<b>Total Fund</b>	<b>0</b>	<b>0.00</b>

### **ANIMAL SERVICES FUND 283**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Public Works	769,973	4.00
Not Allocated to Organizational Unit:		
Contingency	30,000	
<b>Total Fund</b>	<b>799,973</b>	<b>4.00</b>

## Appendix

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### **INTERGOVERNMENTAL HUMAN SERVICES FUND 285**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Health & Human Services	21,587,005	49.85
Not Allocated to Organizational Unit:		
Transfers Out	912,015	
<b>Total Fund</b>	<b>22,499,020</b>	<b>49.85</b>

### **HEALTH & HUMAN SERVICES FUND 286**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Health & Human Services	106,566,539	605.73
Not Allocated to Organizational Unit:		
Transfers Out	10,079,047	
Contingency	4,739,415	
<b>Total Fund</b>	<b>121,385,001</b>	<b>605.73</b>

### **LANECARE FUND 287**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Health & Human Services	9,857,505	37.10
Not Allocated to Organizational Unit:		
Transfers Out	6,363,186	
Contingency	7,050,000	
<b>Total Fund</b>	<b>23,270,691</b>	<b>37.10</b>

### **LOCAL OPTION TAX LEVY FUND 290**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Health & Human Services	2,241,060	14.50
Public Safety (Sheriff's Office)	18,508,803	98.25
Not Allocated to Organizational Unit:		
Contingency	4,075,258	
<b>Total Fund</b>	<b>24,825,121</b>	<b>112.75</b>



## Appendix

### **LANE EVENTS CENTER DEBT SERVICE FUND 323**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Not Allocated to Organizational Unit:		
Debt Service	688,850	0.00
Total Fund	688,850	0.00

### **SPECIAL OBLIGATION BOND RETIREMENT FUND 333**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Not Allocated to Organizational Unit:		
Debt Service	5,505,233	0.00
Total Fund	5,505,233	0.00

### **NOTES PAYABLE DEBT SERVICES FUND 341**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Not Allocated to Organizational Unit:		
Debt Service	189,913	0.00
Total Fund	189,913	0.00

### **CAPITAL IMPROVEMENT FUND 435**

	<u>Appropriation</u>	<u>Authorized FTE</u>
County Administration	23,366,061	0.00
Not Allocated to Organizational Unit:		
Debt Service	221,745	
Transfers Out	1,318,628	
Contingency	1,826,322	
Total Fund	26,732,756	0.00

### **LANE EVENTS CENTER FUND 521**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Public Works	4,379,308	14.50
Not Allocated to Organizational Unit:		
Transfers Out	807,887	
Contingency	345,676	
Total Fund	5,532,871	14.50

## Appendix

### **SOLID WASTE DISPOSAL FUND 530**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Public Works	23,609,455	88.10
Not Allocated to Organizational Unit:		
Transfers Out	7,000,000	
Contingency	1,011,280	
<b>Total Fund</b>	<b>31,620,735</b>	<b>88.10</b>

### **CORRECTIONS COMMISSARY FUND 539**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Public Safety (Sheriff's Office)	158,321	0.00
Not Allocated to Organizational Unit:		
Contingency	88,500	
<b>Total Fund</b>	<b>246,821</b>	<b>0.00</b>

### **LAND MANAGEMENT FUND 570**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Public Works	6,656,783	36.50
Not Allocated to Organizational Unit:		
Contingency	684,647	
<b>Total Fund</b>	<b>7,341,430</b>	<b>36.50</b>

### **SELF INSURANCE FUND 612**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Not Allocated to Organizational Unit:		
Materials & Services	2,347,238	
Contingency	300,000	
<b>Total Fund</b>	<b>2,647,238</b>	<b>0.00</b>

### **EMPLOYEE BENEFIT FUND 614**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Not Allocated to Organizational Unit:		
Materials & Services	71,797,987	
Transfers	212,622	
Contingency	750,000	
<b>Total Fund</b>	<b>72,760,609</b>	<b>0.00</b>

## Appendix

### **PENSION BOND FUND 615**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Not Allocated to Organizational Unit:		
Materials & Services	6,848	
Debt Service	8,098,275	
Total Fund	8,105,123	0.00

### **MOTOR & EQUIPMENT POOL FUND 619**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Public Safety (Sheriff's Office)	3,373,805	0.00
Public Works	15,154,169	21.00
Not Allocated to Organizational Unit:		
Transfers Out	200,000	
Contingency	2,696,100	
Total Fund	21,424,074	21.00

### **INTERGOVERNMENTAL SERVICES FUND 627**

	<u>Appropriation</u>	<u>Authorized FTE</u>
County Administration	564,423	0.00
Not Allocated to Organizational Unit:		
Contingency	93,610	
Total Fund	658,033	0.00

### **TECHNOLOGY REPLACEMENT FUND 653**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Technology Services	1,564,439	0.00
Not Allocated to Organizational Unit:		
Contingency	1,009,172	
Total Fund	2,573,611	0.00

### **TECHNOLOGY SERVICES FUND 654**

	<u>Appropriation</u>	<u>Authorized FTE</u>
Technology Services	14,223,532	69.25
Not Allocated to Organizational Unit:		
Contingency	500,000	
Total Fund	14,723,532	69.25

# Appendix

## RETIREE BENEFIT TRUST FUND 714

	<u>Appropriation</u>	<u>Authorized FTE</u>
Not Allocated to Organizational Unit:		
Materials & Services	2,834,586	
Contingency	500,000	
<b>Total Fund</b>	<b>3,334,586</b>	<b>0.00</b>

<b>Total APPROPRIATIONS, All Funds</b>	593,545,600
Total Unappropriated and Reserve Amounts, All Funds	<u>179,368,583</u>
<b>TOTAL ADOPTED BUDGET</b>	<b>772,914,183</b>

Total FTE, All Funds                      1,736.08

3.) That the following ad valorem property taxes are hereby imposed upon the assessed value of all taxable property within the district for tax year 2020-2021:


- A. At the rate of \$1.2793 per \$1000 of assessed value for permanent tax rate; and
- B. At the rate of \$0.55 per \$1000 of assessed value for local option tax; and
- C. At the rate of \$0.015 per \$1000 of assessed value for local option tax; and

4.) That the taxes imposed are hereby categorized for purposes of Article XI section 11b of the Oregon Constitution as:

	<u>Subject to General Government Limitation</u>	<u>Excluded from the Limitation</u>
Permanent Rate Tax	\$1.2793/\$1,000	\$0
Local Option Tax	\$0.55/\$1,000	\$0
Local Option Tax	\$0.015/\$1,000	\$0

5.) That the split of the local option tax referenced in 3)(B) above be as approved by the Lane County Budget Committee with approximately 91% to the Sheriff's Office and 9% to Health & Human Services/Youth Services.

The above resolution statements were approved and declared **ADOPTED** by the Lane County Board of Commissioners on June 16, 2020.

  
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 Heather Buch, Chair  
 Lane County Board of Commissioners

# Appendix

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## Glossary

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### A

**Accrual Basis.** Method of accounting in which revenue is recorded when measurable and earned, and expenses are recognized when a good or a service is used. (ORS 294. 311(1))

**Ad Valorem Tax** (at-value tax). A property tax computed on the assessed value of taxable property. See *Assessed Value*.

**Adopted Budget.** Financial plan that forms the basis for appropriations. Adopted by the governing body, i.e., Board of Commissioners.

**Appropriation.** Authorization for spending a specific amount of money for a specific purpose during a specific period of time. Based on the adopted budget, the appropriation can be changed during the year by board transfer, grant resolution, or supplemental budget, all requiring a resolution adopted by the Board of Commissioners. (ORS 294. 311(3))

**Approved Budget.** The budget that has been approved by the budget committee. The figures from the approved budget are published in a Financial Summary in a local newspaper before the fiscal budget hearing.

**Assessed Value (AV).** The value set on real and personal taxable property as a basis for levying taxes. Usually equal to market value, but may be lower because of special assessment programs.

**Assessment.** Any fee, charge or assessment that does not exceed the actual cost incurred by a unit of government for design, construction and financing of a local improvement such as streets and alley paving, sidewalks and sewers.

**Assessment Date.** The date on which the real market value of property is set — January 1.

**Audit.** A systematic appraisal of the accounting system and financial statements with the intention of forming an opinion on the general purpose financial statements. (ORS 297. 425)

**Audit Report.** A report made by an auditor expressing an opinion regarding the fair presentation of the financial statements.

### B

**Balanced Budget.** A budget in which expenditures equal resources. Oregon Local Budget Law requires all local government bodies to adopt budgets that balance by fund by the 30<sup>th</sup> of June of each year.

**Base Budget.** The Base budget represents a maintenance level budget providing the same programs and levels of service as is provided in the current budget as adjusted by cost of living increases, merits, and inflation.

**Basis of Accounting.** Means the cash basis, the modified accrual basis, or the accrual basis. (ORS 294.311(4))

**Billing Rate.** The tax used to compute ad valorem taxes for each property. When applicable, it is derived from subtracting the timber offset from the permanent or operating rate.

**Board of Commissioners.** As set forth in the Lane County Home Rule Charter, the Board of County Commissioners consists of five members, each elected by district for a four year term, and who are devoted full-time to conducting the County's business.

**Bond.** A written promise to pay a specified sum of money (called the face value or principal amount), at a specified date or dates in the future, called the maturity date(s), together with periodic interest as a specific rate. Bonds issued by state governments or municipalities are generally exempt from tax.

**Bonded Debt** ("local improvement"). Borrowed monies for a capital construction project, approved by voters to be repaid by a tax levy.

**Budget.** Basis of the legal authorization for the expenditure of funds. A written plan of financial operation for estimating expenditures for one year, and the proposed means of financing the estimated expenditures. Must include a balanced statement of actual revenues and expenditures during each of the last two years, estimated revenues and expenditures for the current and upcoming year. (ORS 294.311.(4))

**Budget Committee.** Fiscal planning board of a local government, consisting of the five Commissioners plus an equal number of legal voters appointed by the Board. Budget committee authorizes the maximum for the tax levy. (ORS 294.336)

## Glossary & Acronyms

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**Budget Cycles.** The various developmental stages in the budget process including the BASE (prepared by departments), the PROPOSED (BASE adjusted to reflect County Administrator's recommendations), APPROVED (as adjusted by the Budget Committee) and ADOPTED (as adjusted and given final approval by the Board of Commissioners).

**Budget Document.** The estimates of expenditures and budget resources as set forth on the estimate sheets, tax levy and the financial summary. (ORS 294.311(6)). Lane County produces a Proposed Budget document, an Adopted Budget document, and an Adopted Budget Summary.

**Budget Message.** Written explanation of the budget and the local government's financial priorities, prepared and presented by the County Administrator. (ORS 294.391)

**Budget Office.** Lane County Budget & Planning Program of County Administration. The County Administrator has the responsibility to develop and maintain administrative rules and procedures pertaining to budget preparation, adoption and monitoring.

**Budget Officer.** The County Administrator is appointed by the governing body to assemble budget material and information and to physically prepare the proposed budget. (ORS 294.331)

**Budget Resources.** Resources to which recourse can be had to meet obligations and expenditures during the fiscal year covered by the budget. (ORS 294.311(7))

**Budget Years.** According to State Budget Law, actual revenues and expenses must be tracked for up to two years past the current year. It is for this reason that the budget displays four years of budget data presented as Prior Year 1, Prior Year 2, Current Year, and the Budget Year.

## C

**Callable Bond.** A bond that gives the issuer the right to prepay the bond at a date or dates prior to the stated maturity.

**Capital Improvement.** Land, structures, facilities, machinery, equipment, or furnishings having a useful life longer than one year. (ORS 310.410(19))

**Capital Improvement Plan/Program.** The Lane County Capital Improvement Program (CIP) is a five-year financial plan for capital improvements to Lane County's transportation network.

**Capital Outlay.** Items which generally have a useful life of more than one year and a value of at least \$5,000, such as machinery, land, furniture, equipment, or buildings. (ORS 294.352(6))

**Capital Project.** Any major repair, renovation, or replacement of a current fixed asset that extends the useful operational life by at least five years or expands the capacity of an existing facility. Also includes construction of a new asset with a useful operational life of at least five years including roads, bridges, parks, marinas, and buildings.

**Capital Projects Fund.** A fund used to account for resources, such as bond sale proceeds, to be used for major capital purchase or construction projects. May be used for one or more projects.

**Cash Basis.** Method of accounting, recognizing transactions when cash changes hands. (ORS 294.311(7))

**Chart of Accounts.** All authorized General Ledger accounts for Lane County. Defines Fund, Organization, Division, Program, Object, and Classification.

**Classification.** A group of positions which are enough alike in duties, authority, and responsibilities to require the same qualifications and the same pay for all positions in the group.

**Compression.** The difference between property taxes actually imposed in a given year and property taxes that would have been imposed if Measure 5 limits did not exist. See *Measure 5*.

**Contracted Services.** Expense of services rendered under contract by personnel who are not on the payroll of the jurisdiction, including all related expenses covered by the contract.

**Coronavirus Disease 2019.** The official name for the disease that is causing the 2019 novel coronavirus outbreak. It is abbreviated as COVID-19, 'CO' stands for 'corona', 'VI' stands for virus, and 'D' stands for disease.

**Cost-benefit Analysis.** An approach for comparing programs and alternatives when benefits and costs can be valued in dollars.

**Current Assets.** Assets available to finance current operations or to pay current liabilities.

**Current Liabilities.** Liabilities due within one year.

**Current Year.** The fiscal year in progress. (ORS 294.311(9))

## Glossary & Acronyms

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### D

**Debt Service Fund.** A fund established to account for payment of general long-term debt principal and interest.

**Discretionary Revenue.** Revenue that is not dedicated or restricted for a specific purpose. Local government can spend these funds on any activity. For Lane County, the major sources of discretionary revenue are timber payments and property taxes.

**Double Majority.** A term that refers to an election where at least 50 percent of the registered voters eligible to vote in the election cast a ballot and more than 50 percent voting approve the question.

### E

**Employee Benefits.** Amounts paid on behalf of employees; amounts are not included in the gross salary. They are fringe benefit payments, and, while not paid directly to employees, they are part of total compensation. For example, health and life insurance, deferred compensation, social security taxes, workers' compensation, and unemployment insurance.

**Encumbrance.** An obligation chargeable to an appropriation and for which part of the appropriation is reserved. (ORS 294.311(10)).

**Enterprise Fund.** A fund established to account for operations that are financed and operated in a manner similar to private business enterprises. They are usually self-supporting. Lane County operates three Enterprise Funds: Fair Board, Solid Waste, and Corrections Commissary.

**Expenditures.** Total amount incurred if accounts are kept on an accrual basis; total amount paid if accounts are kept on a cash basis. (ORS 294.311(13))

### F

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

**Financial Forecast.** A type of report prepared by the budget office or fund manager that provides an annual profile of the revenues and expenditures for several years. Lane County uses long-term forecasts to plan for both the General and Road Funds.

**Fiscal Year.** A 12-month period (from July 1 through June 30 for Lane County) to which the annual operating budget applies. At the end of the period, a government determines its financial position and the results of its operations. (ORS 294.311(14))

**Full Faith and Credit.** A pledge of the general taxing power of a government for the payment of a debt obligation. See *General Obligation Bonds*.

**Full Time Equivalent (FTE).** The equivalent of one employee working full-time for one year.

**Fund.** A fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances and changes, all segregated for specific, regulated activities, and objectives.

**Fund Balance.** The difference between a fund's assets and its liabilities and reserves. Portions of the fund balance may be reserved for various purposes such as contingencies or encumbrances. (ORS 294.311(15))

**Fund Type.** One of the eight generic fund types: General, Special Revenue, Debt Service, Capital Projects, Special Assessment, Enterprise, Internal Service, and Trust and Agency.

### G

**General Fund.** A fund used to account for most fiscal activities except for those activities requiring to be accounted for in another fund. Consists mainly of discretionary and dedicated revenues.

**General Ledger.** Financial accounting system for recording and reporting actual expense and revenue activity.

**General Obligation Bond.** A common type of municipal bond backed by the credit and taxing power of the issuing jurisdiction rather than the revenue from a given project. General obligation bonds are secured by the government's pledge to use legally available resources, including tax revenues, to repay bond holders. No assets are used as collateral.



## Glossary & Acronyms

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**Governing Body.** County court, board of commissioners, city council, school board, board of trustees, board of directors, or other governing board of a local government unit. (ORS 294.311(16))

**Governmental Funds.** Governmental funds are used to account for many of the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on the acquisition and use of current spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating the County's near-term requirements.

**Grant.** Donation or contribution of cash or other assets to a government from a third party, to be used or spent for a specified purpose, activity, or facility. (ORS 294.311(17))

## H

**Home Rule Charter.** Voter-approved charter amendment that grants Lane County the authority to make its own laws.

## I

**Indirect Charges.** Administrative costs incurred by centralized activities and charged back to funds based on personal services and occupancy costs. Administrative costs include general administration, human resources, legal services, payroll, and finance.

**Interfund Loans.** Loans made by one fund to another. Loans must be repaid by the end of the ensuing year. (ORS 294.460)

**Internal Service Fund.** A fund used to account for fiscal activities when goods or services are provided by one department or agency to other departments or agencies on a cost-reimbursement basis. (ORS 294.470) (ORS 294.311(19))

## K

**Karly's Law.** Karly's Law became an Oregon statute in 2007 and requires that a child receive medical attention within 48 hours if that child is found to have suspicious physical injuries in the course of a child abuse investigation. In addition, investigators are required to photograph suspicious injuries and ensure that those photos are seen by a physician and others involved in the child's case. Karly's Law is named for Karly Sheehan, a 3 year old Corvallis girl who was murdered in June of 2005 following previous unsubstantiated allegations of child abuse.

## L

**Lane Code (LC).** The County's ordinances or laws, similar to a state's statutes, which apply to all citizens of Lane County.

**Lane Manual (LM).** The County's administrative policies and procedures.

**Lapse.** That portion of an expense appropriation not spent as planned during the course of a fiscal year. This results in a balance of funds that can either be used as a beginning resource for the same fund for the next fiscal year, or that can be reallocated for other expense purposes in the current fiscal year with the proper budget authority. In Lane County, lapse is generated primarily by vacancies in established positions during the fiscal year.

**Levy.** Amount of tax imposed by a local government for the support of governmental activities. For Lane County, the levy is composed of a property tax base, law enforcement serial levy, extension serial levy, and bonded debt.

**LGBTQIA+.** An umbrella term which embraces a matrix of sexual preferences, orientations, and habits of the not-exclusively-heterosexual-and-monogamous majority.

**Liabilities.** Probable future sacrifices of economic benefits, arising from present obligation to transfer assets or provide service to other entities in the future as a result of past transactions or events; doesn't include encumbrances. (ORS 294.311(20))

**Line-item Budget.** The traditional form of budgeting where proposed expenditures are based on individual objects of expense within a department or division. (ORS 294.352(3))

## Glossary & Acronyms

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**Local Budget Law.** Oregon Revised Statutes dictate local government budgeting practices in ORS 294.

**Local Government.** Any city, county, port, school district, public, or quasi-public corporation (including a municipal utility or dock commission) operated by a separate board or commission; a municipal corporation or municipality. (ORS 294.311(19))

**Local Option Tax.** Taxing authority, voter-approved by a double majority, that is in addition to the taxes generated by the permanent tax rate. Local option taxes can be for general operations, a specific purpose, or capital projects. They are limited to five years unless they are for a capital project, then they are limited to the useful life of the project or 10 years, whichever is less.

## M

**Mandates.** A requirement by a higher level of government that a lower level of government perform a task or provide a service, do so in a particular way, or meet a particular standard.

**Materials & Services.** Accounts which establish expenditures for the operating expenses of County departments and programs.

**Measure 5.** In 1990, Oregon voters passed Measure 5 which established limits on Oregon's property taxes on real estate. Property taxes dedicated for schools were capped at \$15.00 per \$1,000 of assessed value, and gradually lowered to \$5. Property taxes for other purposes were capped at \$10 per \$1,000. (ORS 310.150(1))

**Measure 50.** In 1997, Oregon voters passed Measure 50, a revision of Measure 47 passed the prior year. These measures fundamentally changed the Oregon property tax system. Each jurisdiction was assigned a permanent tax rate limit. In addition, the assessed value of each property was reduced to FY 98 and future increases in assessed value were capped. See *Assessed Value* and *Permanent Tax Rate*.

**Maximum Assessed Value (MAV).** The maximum taxable value limitation placed on real or personal property by the constitution. It can increase a maximum of three percent each year. The three percent limit may be exceeded if there are qualifying improvements made to the property, such as a major addition or new construction.

**Modified Accrual Basis.** Method of accounting where revenues and other financial resource increments, such as bond proceeds, are recognized when they become susceptible to accrual, that is, when they become both measurable and available (collectible) to finance expenditures for the current period. (ORS 294.311(21)(a))

**Municipal Corporation.** Any county, city, port, school district, union high school district, community college district and all other public or quasi-public corporations operated by a separate board or commission. (ORS 294.311(22))

## N

**Net Working Capital.** The sum of the cash balance, accounts receivable expected to be realized during the ensuing year, inventories, supplies, prepaid expenses less current liabilities and, if encumbrance method of accounting is used, reserve for encumbrances (ORS 294.311(20)).

## O

**Object.** As used in expenditure classification, includes article purchased in the form of land, buildings, equipment and vehicles, or services obtained, as distinguished from the results obtained from the expenditures. (ORS 294.311(24))

**Object Class.** Classification of expenditures, such as personal services, materials and services, capital outlay, debt services, and other types of requirements. (ORS 294.311(25))

**Obligations.** The amounts of orders placed, contracts and subgrants awarded, goods and services received, and similar transactions during a given period that will require payment during the same or a future period.

**Operating Rate.** The rate determined by dividing the local government's operating tax amount by the estimated assessed value of the local government. This rate is needed when a local government wants to impose less tax than its permanent rate will rise.

## Glossary & Acronyms

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**Operational Contingency.** Any operating fund may establish an appropriated contingency line item for unforeseen expenditures that may become necessary. Any reasonable amount can be appropriated, but the governing body may transfer by resolution no more than 15% of a fund's total appropriations during the year. By fiscal policy, Lane County restricts operational contingencies to limited emergencies or unanticipated changes.

**Operational Reserves.** By fiscal policy Lane County distinguishes between operational contingency (transferable to spending by board resolution) and operational reserves (transferable to spending only by supplemental budget). Operational reserves are intended not to be spent in the current year, but are available to respond to significant emergencies, changes or potential disruptions of service caused by external factors.

**Ordinance.** A formal legislative enactment by the governing board of local government.

**Organizational Unit.** Any administrative subdivision of the local government, especially one charged with carrying on one or more specific functions, such as a department, office, or division. (ORS 294.311(26))

## P

**Package.** Budgetary term for requesting money to add/reduce positions/funds to enhance or expand a current service above the level provided in the previous or current year, i.e. above/below maintenance level, or to create/eliminate entire sections/programs/services.

**Payor Mix.** A way of talking about the different payment methods used by patients that come for services. With analysis, a health care service can identify the optimal balanced mix of payors to sustain and grow services for the long term.

**Payroll Expenses.** Health and accident insurance premiums, Social Security and retirement contributions, workers' compensation, and unemployment taxes are examples.

**Performance Index.** As used in this document, a Performance Index is a comparison of performance measure target to actual data. Terms such as “on target” or “declining” is used to describe the performance results and/or trends.

**Performance Management.** The use of performance measurement results to inform data-driven decision making, including goal setting, allocation and prioritization of resources, and evaluation and revision of policy and program development.

**Performance Measurement.** Process of developing meaningful indicators and collecting and analyzing performance results with the goal of compiling actionable data and information.

**Permanent Rate Limit.** The maximum rate of ad valorem property taxes that a local government can impose. Taxes generated from the permanent rate limit can be used for any purpose. No action of the local government can increase a permanent rate limit.

**Program.** A group of related activities to accomplish a major service or function for which the local government is responsible. (ORS 294.311(28))

**Program Budget.** A budget based on programs of work or projects. (ORS 294.311(25))

**Property Taxes.** Ad valorem tax certified to the County Assessor by a local government unit.

**Proposed Budget.** Financial and operating plan prepared by the Budget Officer. It is submitted to the public for review and the budget committee for approval.

**Proprietary Funds.** The County maintains two different types of proprietary funds – enterprise funds and internal service funds. Enterprise funds are used to report the same functions presented as business-type activities in the governmental-wide financial statements. The County uses enterprise funds to account for the events center, solid waste disposal operations, corrections commissary operations, and land management functions. Internal service funds are an accounting device used to accumulate and allocate costs internally among the County’s various functions. The County uses internal service funds to account for its self-insurance and employee benefits activities, pension bond servicing, motor pool operations, intergovernmental services activities, internal and regional information services and PC replacement activities, and retiree medical benefits. Because internal service funds predominantly benefit governmental rather than business-type functions, these fund assets, deferred outflows, liabilities, and deferred inflows have been included with governmental activities in the

## Glossary & Acronyms

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government-wide financial statements.

### R

**Real Market Value (RMV).** Amount of cash which could reasonably be expected by an informed seller acting without compulsion, from an informed buyer acting without compulsion, in an "arms-length" transaction during the period for which the property is taxed.

**Real Property.** Land and the structures attached to it.

**Receipts.** Cash received unless otherwise qualified. (ORS 294.311(31))

**Reserve Fund.** Established to accumulate money for a specific purpose, such as purchase of new equipment. (ORS 280.100)

**Requirements.** The total of all spending authorization (including expenditures and encumbrances), transfers to other funds, reserve contributions, contingency balances, and any Unappropriated Ending Fund Balance. For a given fund, Total Requirements must equal Total Resources. Within this document requirements often are presented by sub-category such as Expenditures, Fund Transfers, and Total Reserves & Contingencies.

**Resolution.** A formal order of a governing body; lower legal status than an ordinance.

**Resource.** Estimated beginning funds on hand plus anticipated receipts. See *Revenues*. (ORS 294.316)

**Revenues.** Money received or anticipated by a local government from either tax or non-tax sources. (ORS 294.311(33))

### S

**Secure Rural Schools and Community Self-Determination Act.** Secure Rural Schools and Community Self-Determination Act or federal "payments to counties" legislation. The act provided federal funding for public safety services, transportation needs, and local schools, recognizing that communities where federal lands are located need federal support to sustain basic local government services.

**Serial Levy.** A voter approved tax levy for a specific purpose, over a specific time no greater than five years, and for a specified maximum amount.

**Special Revenue Fund.** A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditure for specific purposes.

**Spending Limit.** A voter approved amendment to the Lane County charter setting the limit for discretionary general fund operating expenditures during a fiscal year.

**Supplemental Budget.** Modifications to an Adopted Budget for the purpose of adding to or subtracting from current appropriations. Supplemental Budgets require legal notice and Budget Committee review prior to final action by the Board of Commissioners and cannot be used to levy tax. (ORS 294.480)

**System Development Charge (SDCs).** Fees levied on new development to recover all or part of the cost of building certain infrastructure needed to serve that development. Oregon law only allows SDCs for water, sewers, storm water, transportation, and parks and recreation.

### T

**Target.** In this document, actual performance data is compared to target data established by each department to provide context and meaning to the performance results. Targets are based on a one of a variety of comparatives such as: state or federal mandates, historical performance, achievement of specific outcome objectives, industry/practice standards, continuous improvement, budget capacity, etc.

**Tax.** Any charge imposed by a governmental unit upon property or upon a property owner as a direct consequence of ownership of that property except incurred charges and assessment for local improvements.

**Tax Levy.** Total amount of taxes imposed by a local government unit.

**Tax on Property.** Any tax, fee, charge, or assessment imposed by any government unit upon property or upon a property owner as a direct consequence of ownership of that property (ORS 310.140(1)).

## Glossary & Acronyms

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**Tax Rate.** The amount of tax stated in terms of a unit of tax for each \$1,000 of assessed valuation of taxable property. In Oregon, Measure 5 limits the amount of tax on property that can be collected from for general government to \$10 per \$1000 of real market value. See *Measure 5*.

**Tax Roll.** The official list showing the amount of taxes levied against each property. (ORS 294.450)

**Transfers.** Amounts distributed from one fund to finance activities in another fund. Shown as an expenditure in the originating fund and a revenue in the receiving fund. (ORS 294.450)

**Trust Fund.** A fund used to account for fiscal activities of assets held in trust by a government.

### U

**Unappropriated Ending Fund Balance (UEFB).** Amount set aside in the budget to be used as cash carryover to the next year's budget. It provides the local government with cash until tax money is received from the County Treasurer in November. This amount cannot be transferred by resolution or used through a supplemental budget, unless necessitated by a qualifying emergency (ORS 294.371).

**Unappropriated Reserves.** The unappropriated ending balance is called a "requirement", not an expenditure. The law specifically requires the unappropriated ending fund balance to become a budget resource in the next fiscal year (cash balance). During a current year, unappropriated funds are not available under *any* circumstance.

**Unincorporated Area.** The areas of the County outside city boundaries.

### V

**Vacancy Variance.** A projected adjustment to the budget which decreases salary amounts to account for wages not anticipated to be paid due to position vacancies.

## Acronyms

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### A

A&T	Department of Assessment and Taxation
ABMDI	American Board Medicolegal Death Investigators
ACA	Affordable Care Act
ADAA	Americans with Disabilities Act Amendments
AFSCME	American Federation of State, County & Municipal Employees
AOC	Association of Oregon Counties
APM	Administrative Procedures Manual
AV	Assessed Value

### B

BAS	Building Automation Systems
BCC	Board of County Commissioners
BCU	Background Check Unit
BLM	Bureau of Land Management
BOLI	Bureau of Labor & Industries
BoPTA	Board of Property Tax Appeals

### C

C-SSRS	Columbia Suicide Severity Rating Scale
CAFFA	County Assessment Function Funding Assistance
CAFR	Comprehensive Annual Financial Report
CAO	Dept. of County Administration <i>or</i> the County Administrative Officer
CAT	Customer Alignment Team
CBR	Capacity Based Release

## Glossary & Acronyms

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CC	County Counsel
CCA	Community Corrections Act
CCC	Community Correction Center
CCN	Communities of Color Networking
CCO	Coordinated Care Organization
C&ED	Community & Economic Development
CFMG	California Forensic Medical Group
CFS	Calls-for-Service
CFS	Clinical Financial Services
CHC	Community Health Center
CHCLC	Community Health Center of Lane County
CHL	Concealed Handgun Licensing
CIP	Capital Improvement Program
CMS	Centers for Medicare and Medicaid Services
COAD	Community Organizations Active in Disaster
COOP	Continuity of Operations Plan
COVID-19	Coronavirus Disease 2019
CPA	Cooperative Project Agreement
CPI	Consumer Price Index
CQI	Continuous Quality Improvement
CY	Calendar Year

### D

DA	District Attorney
DD	Developmental Disabilities
DDSD	Developmental Disabilities Services Division
DEQ	Department of Environmental Quality
DGF	Discretionary General Fund
DIV	Disease Intervention Specialist
DMAP	Oregon Division of Medical Assistance Programs
DOC	Department of Corrections (state)
DOJ	Department of Justice (federal)
DOR	Department of Revenue (State of Oregon)
DP	Data Processing
DPSST	Department of Public Safety Standards and Training
DSS	Desktop Support Services
DUII	Driving Under the Influence of Intoxicants

### E

E2	Equity and Education Committee
ECC	Equity Community Consortium
ECS	Engineering and Construction Services
EEOC	Equal Employment Opportunity Commission
EHR	Electronic Health Record
ER	Employer
ESD	Education Service District

### F

FICA	Social Security
FIN PLAN	Financial Plan
FLAP	Federal Land Access Program
FMLA	Family and Medical Leave Act

## Glossary & Acronyms

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FOPPO	Federation of Parole and Probation Officers
FQHC	Federally Qualified Health Center
FTE	Full-Time Equivalent
FTEP	Field Training and Evaluation Program
FUSE	Frequent Users Systems Engagement
FWC	Forest Work Camp
FY	Fiscal Year

### G

GAAP	Generally Accepted Accounting Principles
GARE	Government Alliance on Race and Equity
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GOLT	General Obligation Limited Tax
GNATS	Geographic Nuisance Abatement Tracking System

### H

H&HS	Department of Health & Human Services/HHS
HACSA	Housing Authority & Community Services Agency
HCN	Health Care Navigator
HF	Healthy Families
HIPAA	Health Insurance Portability and Accountability Act of 1996
HHS	Department of Health & Human Services/H&HS
HR	Human Resources
HRIM	Human Resources Information Management
HSC	Human Services Commission
HSD	Human Services Division

### I

INET	Interagency Narcotics Enforcement Team
ISSI	InterSystem Switching Interface
ITAG	Information Technology Advisory & Governance

### J

JJC	Juvenile Justice Center
JRI	Justice Reinvestment Initiative

### K

K	Thousands
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### L

LCAT	Lane County Assessment and Taxation
LCBH	Lane County Behavioral Health
LCC	Lane Community College
LCDI	Lane County Death Investigations
LCOG	Lane Council of Governments
LCPAA	Lane County Prosecuting Attorney's Association
LCPH	Lane County Public Health
LCPOA	Lane County Peace Officers Association
LCSO	Lane County Sheriff's Office
LEAP	Learn Empower Achieve Perform

## Glossary & Acronyms

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LEDS	Law Enforcement Data System
LEPC	Lane Emergency Planning Committee
LGBTQIA+	A common abbreviation for Lesbian, Gay, Bisexual, Pansexual, Transgender, Questioning or Queer, Intersexed, Asexual and Ally Community
LM	Lane Manual
LMD	Land Management Division
LRAPA	Lane Regional Air Pollution Authority
LRIG	Lane Regional Interoperability Group
LWP	Lane Workforce Partnership

### M

M&S	Materials and Services
MCH	Maternal Child Health
MDM	Mobile Device Management
MLK	Martin Luther King, Jr.
MS	Department of Management Services
MSA	Metropolitan Statistical Area
MTP	Methadone Treatment Program
MWTL	Managing Within the Law

### N

NCQA	National Committee for Quality Assurance
NCU	Northwest Christian University
NEO	New Employee Orientation

### O

O&C	Oregon and California
OABHI	Older Adult Behavioral Health Initiative
OACTC	Oregon Association of County Tax Collectors
OAR	Oregon Administrative Rules
ODDS	Office of Developmental Disabilities Services (state)
ODOT	Oregon Department of Transportation
OEDD	Oregon Economic Development Department
OFLA	Oregon Family Leave Act
OHA	Oregon Health Authority
OHP	Oregon Health Plan
OJD	Oregon Judicial Department
OKTA	Identity and Access Management Company
OMLDI	Oregon Medicolegal Death Investigator
OPs	Operations
OPSRP	Oregon Public Services Retirement Plan
ORS	Oregon Revised Statutes
OSACA	Oregon State Association of County Assessors
OSME	Oregon State Medical Examiner
OSP	Oregon State Police
OSU	Oregon State University

### P

P&F	Police and Fire
P&P	Parole and Probation
PAN	Public Agency Network
PATS	Property Assessment and Taxation Software



## Glossary & Acronyms

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PC	Personal Computer
PCPI	Per Capita Personal Income
PDSA	Plan-Do-Study-Act
PERS	Public Employees Retirement System
PH	Public Health
PHB	Poverty and Homelessness Board
PIO	Public Information Office
PM	Project Manager
PMO	Project Management Office
PO/JC	Parole Officer/Juvenile Counselor
PPPM	Planning Public Policy and Management (University of Oregon)
PPR	Prudent Person Reserve
PREA	Prison Rape Elimination Act
PSB	Public Service Building
PSD	Police Services Division
PSI	Protective Services
PSRB	Psychiatric Security Review Board
PW	Public Works Department
<b>Q</b>	
Q&C	Quality & Compliance
QA	Quality Assurance
QI	Quality Improvement
QMHP	Qualified Medical Health Provider
<b>R</b>	
RFP	Request for Proposal
RIS	Regional Information System
ROW	Right-Of-Way
RRC	Residential Reentry Center
RSA	Remote Service Access
<b>S</b>	
SaaS	Software as a Service
SAR	Search and Rescue
SAN	Storage Area Network
SASS	Sexual Assault Support Services
SB	Senate Bill
SLSD	South Lane School District
SNAP	Supplemental Nutrition Assistance Program
SO	Sheriff's Office
SOS	Service Option Sheet
SRS	Secure Rural Schools & Community Self Determination Act of 2000
SRS 2008	Secure Rural Schools and Community Self Determination Act of 2008
SSR	Service Stabilization Reserve
SWC	Sheriff Work Crew
<b>T</b>	
TAC	Technical Assistance Collaborative
TAO	Technology Association of Oregon
TBH	Trillium Behavioral Health
TCHP	Trillium Community Health Plan

## Glossary & Acronyms

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TIC	Trauma-Informed Care
TIS	Technology Infrastructure Services
TMT	Technology Management Team
TRT	Transient Room Tax
TS	Technology Services

### U

UEFB	Unappropriated Ending Fund Balance
UGB	Urban Growth Boundary
UO/UofO	University of Oregon
URAC	Utilization Review Accreditation Commission

### V

VSP	Lane County District Attorney's Victim Services Program
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### W

WERCS	Weather Event Response Coordination System
WIA	Workforce Investment Act
WIC	Women, Infants and Children
WMD	Waste Management Division
WP	Lane Workforce Partnership (LWP)

### Y

YMCA	Young Men's Christian Association
YS	Department of Youth Service